NUFFIELD
Farming Scholarships

Unlocking Behavioural Change in UK Agriculture:

Why UK Farm Businesses Struggle to Change, and What to Do About It

Written by:

Peter Green NSch

June 2026

A NUFFIELD FARMING SCHOLARSHIPS REPORT

KINDLY SPONSORED BY:

The Food Chain Scholarship

NUFFIELD FARMING SCHOLARSHIPS TRUST (UK)

Awarding life changing Scholarships that unlock individual potential and broaden horizons through study and travel overseas, with a view to developing farming and agricultural industries.

"Leading positive change in agriculture"

"Nuffield Farming" study awards give a unique opportunity to stand back from your day-to-day occupation and to research a subject of interest to you. Academic qualifications are not essential, but you will need to persuade the Selection Committee that you have the qualities to make the best use of an opportunity that is given to only a few – approximately 20 each year.

Scholarships are open to those who work in farming, food, horticulture, rural and associated industries or are in a position to influence these industries. You must be a resident in the UK. Applicants must be aged between 25 and 45 years (the upper age limit is 45 on 31st July in the year of application).

There is no requirement for academic qualifications, but applicants will already be well established in their career and demonstrate a passion for the industry they work in and be three years post tertiary education. Scholarships are not awarded to anyone in full-time education or to further research projects.

Full details of the Nuffield Farming Scholarships can be seen on the Trust's website: www.nuffieldscholar.org. Application forms can be downloaded and only online submission is accepted.

Closing date for completed applications is the 31st July each year.

ISBN: 978-1-916850-81-1

Published by The Nuffield Farming Scholarships Trust
Bullbrook, West Charlton, Charlton Mackrell, Somerset, TA11 7AL
Email: office@nuffieldscholar.org
www.nuffieldscholar.org

A NUFFIELD FARMING SCHOLARSHIPS REPORT (UK)

NUFFIELD
Farming Scholarships

Date of report: June 2026

"Leading positive change in agriculture. Inspiring passion and potential in people."

Title	Unlocking Behavioural Change in UK Agriculture
Scholar	Peter Green
Sponsor	The Food Chain Scholarship
Objectives of Study Tour	This report investigates why behavioural change in UK agriculture remains slow despite abundant advice, policy support and farmer willingness. Drawing on visits to over 60 farm businesses and professionals, it identifies the barriers that prevent adoption of known practice, and proposes three original frameworks to help farmers, advisors, industry bodies and policymakers act more effectively on what they already know.
Countries Visited	New Zealand, Canada, France, the Basque Country, Spain, Brazil, Chile
Messages	The principal constraint on farm improvement in the UK is not a shortage of knowledge - it is the friction between what farmers know and what they do. This report finds: • Farm businesses change when conditions feel safe, identity is supported, and relationships are trusted, not simply when information is available. • The **Friction Thesis** reframes adoption failure as a behavioural and structural problem, not a knowledge gap. • The **Bow-Tie Identity Model** shows why farmer identity is the fulcrum of change, and why advice that threatens it will be resisted. • The **Five Foundations Diagnostic** gives practitioners a tool to assess change readiness and remove barriers before they compound. • Three structured questions can anchor any change decision: *What are we stopping, and why? What will be messy in the middle and how do we prepare? What does "working well" look like and how do we make it stick?* • The capacity to change - what this report calls the **Change Muscle** - is not fixed. It can be built.

EXECUTIVE SUMMARY

I began this study expecting to find that UK farm businesses were falling behind for want of better marketing or stronger supply chains. What I found, across four overseas study tours and extensive UK engagement, reframed the question entirely. Behavioural change in farming - not technical knowledge - is the missing capability. Farm business resilience, where it exists, is built not on the best land or the largest scale, but on the habit of adaptation. Agricultural policy change in the UK has created the pressure. Farmer identity, farm succession planning and the culture of UK agricultural extension determine whether businesses can respond.

That reframing is the subject of this report.

The businesses that performed were not those with the most compelling marketing. They were those whose identity, direction, systems and market were pointing in the same direction. Where that alignment existed, even modest businesses performed well. Where it was absent, even well-resourced ones struggled.

This report argues that the primary constraint on UK farm business performance is not a lack of knowledge. It is behavioural friction - the gap that opens when what a business does, what its operator believes, and where it is heading are not aligned. The UK already knows what good farming looks like. The missing capability is the ability to change.

The report's findings include three original frameworks. The **Five Foundations Diagnostic** identifies the baseline conditions (safety and welfare, quality, technical proficiency, financial literacy and succession) that a business must address before meaningful change becomes possible. The **Bow-Tie Concept** connects a farm's origin story to its chosen future, making identity operational and providing a practical tool for advisers and farmers alike. Together, these are anchored by the **Friction Thesis**: The proposition that farm change fails not for want of information but because of behavioural and cultural barriers that the current extension model is not designed to address.

The study draws on visits to over 60 farm businesses and organisations across six countries, and on UK engagement with policymakers, industry leaders and farming organisations at the highest level. The patterns were consistent. The businesses most capable of adapting were not those with the best land or the largest scale. They were those that had built the habit of change - running safe-to-fail trials, recording learning, and treating adaptation as a repeatable process rather than a crisis response.

Nine recommendations are addressed to four audiences - farmers, advisers and lenders, industry bodies and policymakers - each targeting a different point of friction in the system. The ask to government is not reinvention. It is alignment:

Fund skills as well as information, invest in facilitators as well as projects, and measure impact in practice change rather than participation.

The capacity to change is not fixed. It can be built. That is the most hopeful conclusion of this study.

TABLE OF CONTENTS

DISCLAIMER

This publication has been prepared in good faith on the basis of information available at the date of publication without any independent verification. The Nuffield Farming Scholarships Trust does not guarantee or warrant the accuracy, reliability, completeness of currency of the information in this publication nor its usefulness in achieving any purpose. Readers are responsible for assessing the relevance and accuracy of the content of this publication.

The NFST will not be liable for any loss, damage, cost or expense incurred or arising by reason of any person using or relying on the information in this publication.

Products may be identified by proprietary or trade names to help readers identify particular types of products but this is not, and is not intended to be, an endorsement or recommendation of any product or manufacturer referred to. Other products may perform as well or better than those specifically referred to.

All photos are the author's own unless otherwise stated.

CONTACT DETAILS

Peter Green

Truro, Cornwall, UK

Email: peter_green0@hotmail.com

The Farming Focus podcast

https://open.spotify.com/show/3iBsRCjhGNButgKsisWt2m?si=09be3635bbc54d04

https://www.instagram.com/cornishfarmergreen

Nuffield Farming Scholars are available to speak to NFU Branches, agricultural discussion groups and similar organisations.

Published by The Nuffield Farming Scholarships Trust
Bullbrook, West Charlton, Charlton Mackrell, Somerset, TA11 7AL
email : office@nuffieldscholar.org
www.nuffieldscholar.org

CHAPTER 1: INTRODUCTION

Grandpa Green used to say that three things define how we farm: land, people and capital. That simple framework has stayed with me and continues to shape how I view farming as a business today.

I grew up on our family farm in Cornwall but was encouraged to gain experience away from agriculture. I studied Physics at university, qualified as a chartered accountant and worked in the South East. Following the untimely death of my parents in 2007, I returned to support my grandparents and to decide whether to retain or sell the farm.


Peter Green NSch, the author

At that time, the business was generating a return of around 1% on its asset value. If it were to remain viable, this 60-hectare grassland farm would require greater focus and a more commercial approach. I left employment in 2019 to concentrate fully on the farm and became more embedded in both the business and the local farming community including through presenting the Farming Focus podcast.

A defining moment came at the 2023 Nuffield Farming Conference. For the first time in years, I felt I was among my 'tribe' - people who understood the path I had taken and did not see the move from Finance Director to farming as a retrograde step. This feeling of belonging encouraged me to apply for a Nuffield Farming Scholarship.

Over the course of my study I observed that the story alone does not drive value. Perhaps we have now moved on; how we farm is dictated by land, people, capital and the ability to change. And in most farm businesses, that ability is the scarcest resource of all.

Change is needed, developing the capability to deliver will be the differentiator for farm businesses.

UK agriculture is at an inflection point. Since the Second World War, policy has consistently driven increased production; more food of a higher quality, at lower cost. Following the UK's vote to leave the EU, this direction reversed towards environmental outcomes (Gove, 2017; DEFRA, 2020), a 180° change after three generations of being asked to maintain the same approach.

This report does not assess the suitability of that policy. However, with farm incomes falling and likely to remain under pressure, this strain will fall most acutely on those in the weakest financial position - typically smaller farms, which for this study I defined as those of less than 200 acres or with fewer than three full-time equivalent workers. I set out to identify how UK farm businesses - particularly smaller ones - might increase the share of value they capture from their food production, expecting to find producers re-engineering the food chain through added value, direct sales, diversification and other approaches.

This raises an intentionally provocative question: Which of the UK's farms should survive?

DEFRA classifies a “Very Large” farm as one with “Standard Output” exceeding €500,000. In 2021 these represented 8% of English farms yet generated 62% of output and occupied 35% of the land (DEFRA, 2024a).

Smaller farms nonetheless provide wider value - rural employment, food security, biodiversity, landscape stewardship and the kind of innovation that constraint tends to produce (Winter and Lobley, 2016).

Despite these contributions, UK agriculture is consolidating (DEFRA, 2024b). Smaller farms are disappearing, larger farms are expanding, and lifestyle holdings are increasing. The implication is unavoidable; some farm businesses will exit. The question is not whether this happens, but which businesses are best placed to remain.

CHAPTER 2: MY STUDY TOUR

Four overseas trips and numerous UK and virtual meetings. I include a full list of meetings in Appendix G.

Leg	Dates	Countries/Regions
1	*March 2025*	*Auckland, Waikato, Manawatu-Wanganui, Wellington, Hawke's Bay;* ***New Zealand***
2	*July 2025*	*Nova Scotia & Prince Edward Island;* ***Canada***
3	*September 2025*	*Aude, Hautes-Pyrenees, Pyrenees-Atlantique, Basque Country, Rioja;* ***France*** *and* ***Spain***
4	*February 2026*	*São Paulo, Mato Grosso do Sul;* ***Brazil***
5	*February/March 2026*	*Los Lagos, La Araucania, Bio Bio, Maule, O'Higgins, Santiago;* ***Chile***

New Zealand

Three weeks at the Contemporary Scholars Conference and visiting farms. New Zealand farmers have operated without subsidy since 1987 (Sandrey and Reynolds, 1990); tough, focused, and unafraid of risk in a way that mirrors their pioneering forebears. The question of what makes a farm business genuinely resilient began here.

Fig 2.1 (clockwise from top left) The author at Feilding livestock sale yards; International Nuffield cohort touring a kiwi fruit orchard; Typical well-maintained New Zealand woolshed; the 2025 UK scholars; The author, David Oates, Ross Richards & Edward Fane Trefusis touring Ross Richards' hill country cattle & sheep station; The author with Kurt & Lisa Portas overlooking Palliser Bay, North Island, New Zealand.

Canada

Two provinces, 30 miles apart, strikingly different approaches. Nova Scotia: marginal farming, sparse population, yet real depth of connection between smaller producers and consumers. Provenance, storytelling, organic and community-supported agriculture all present and supporting sales. Prince Edward Island: high-input, intensive, a handful of commodities, and a noticeably shorter time horizon. The contrast was stark.

Fig 2.2 (clockwise from top left) The author on a pasture walk in Cape Breton, Nova Scotia; Linking story with product through wine at Lightfoot & Wolfville; The author surveying Prince Edward Island (PEI)'s potato industry from on top of an articulated John Deere 500hp tractor; Sally Bernard's Belted Galloway cattle grazing at sunset on her organic PEI farm; The author with Robbie Moore at his Brackley Bay Oyster Co.; The author with Prof. Rusty Bitterman and Margaret McCallum on their PEI farm.

France and Spain

Diverse farm structures and strong traditions of identity-led production. The most striking distinction was between those enslaved to tradition and those who respected it whilst still choosing to develop.

Fig 2.3 (clockwise from top left) French farmers enjoy a three course meal together at Tarbres cattle market after selling their livestock; The foothills of the Pyrenees with native Pirenaica cattle in the foreground on the morning of their return from higher pastures; Basque farmers working together to bring the Pirenaica cattle to their respective farms; Pintxos bar reflecting the passion for local produce in the Basque region; Toro de fuego (metal bull with fireworks) running through crowds during feast celebrations in Alberite, Spain; Diversified farmer Bruno Bosq in his sheep milking parlour with the author.

Brazil

Intensive production driven by a hyper-cycling climate and significant inputs; a context so specific that many lessons were context-exclusive. The most transferable takeaways were administrative: how businesses at scale manage governance, capital and decision-making under pressure.

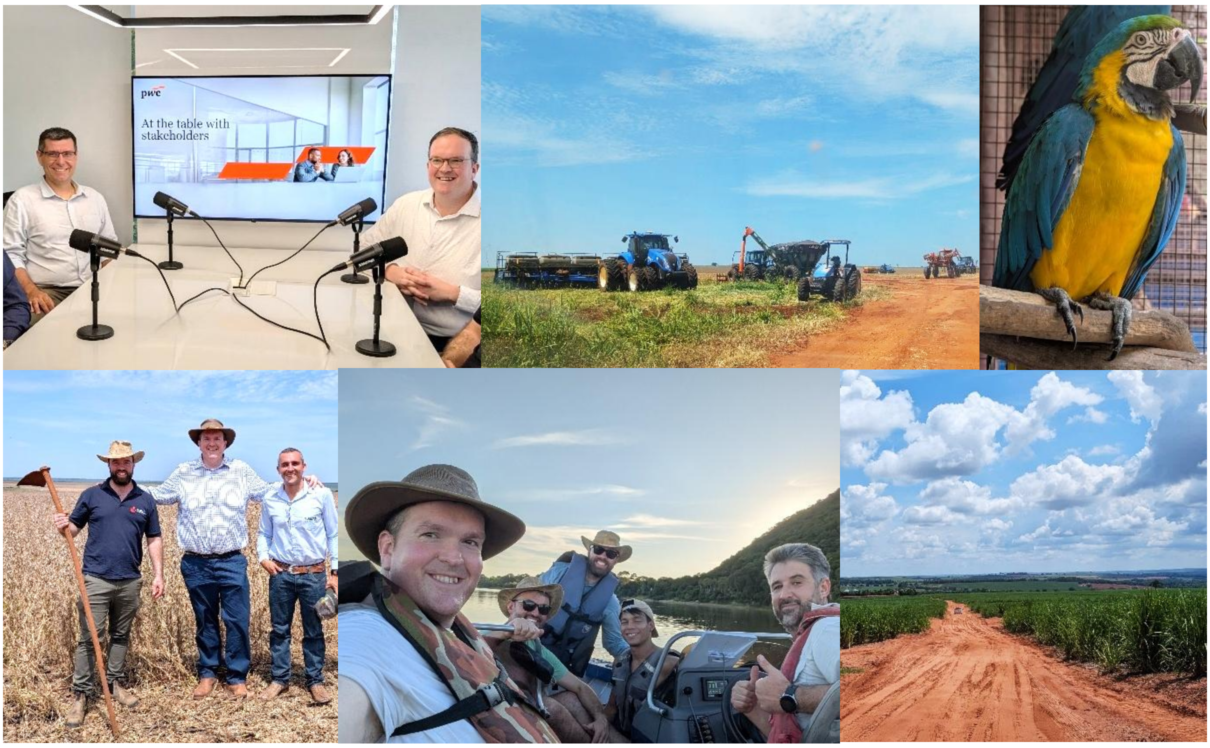

Fig 2.4 (clockwise from top left) Fabio Pereira, Head of Agri-tech interviewing the author for his PWC Brazil podcast; Soy harvesting tractors & equipment; Blue and yellow macaw at Bonito wildlife reserve; Vast sugar cane plantings with typical red dirt track heading into distance with visible plateaus between contours; the author with UK Nuffield scholars Stuart Oates, David Oates, Brazilian hosts Guilherme & Alex Melotto on the Paraguai river; Studying soy field soils on Fazenda Modello feedlot with David Oates and Brazilian Nuffield Scholar Rogerio Fonseca.

Chile

Climate and geography more familiar, intensification less widespread, greater respect for soil and landscape. Chilean producers were acutely aware of the value of their exports and sharp in how they positioned them. The closest mirror to the UK farm businesses this report is written for.

Fig 2.5 (clockwise from top left): The author trying a local manta poncho at the cattle market in Victoria; The author carrying out a visual soil assessment in Hazelnut groves with Chilean scholar Ignacio Lopez; Potatoes being hand-harvested and collected in red sacks near Los Lagos; The author inspecting grapes at Nuveen-owned vineyards near Llallagua; The author surveying the Andes mountains outside Curico; The author with a mix of pasture and trees in a rolling landscape on Ignacio Lopez's ranch outside Victoria.

CHAPTER 3: GETTING ON THE BUS: THE FIVE FOUNDATIONS OF A FARM THAT CAN CHANGE

"How do farm businesses move from surviving to thriving?"

Across the study, one distinction became clear: the businesses that thrive are not simply better operators, they adapt to deliver objectives. Others never reach this point.

I describe this as being "on the bus".

3.1 Five Foundations Diagnostic for Farm Business Resilience and Change

Before considering strategy, story or market position, a farm business must first meet a set of baseline conditions. These are not competitive advantages. They are foundations; without them, the rest of the business cannot stand. As one Brazilian Nuffield scholar put it, businesses must "*get their house in order before inviting in guests*". Only once these foundations are secure can a business begin to make deliberate decisions about its future.

Foundation	What it means and why it matters	Check it yourself
Safety & Welfare *Non-negotiable*	If people or livestock are at risk, nothing else matters. Unsafe systems create fragility and limit decision-making.	*When was your last accident or near-miss - and was it recorded?*
Quality *Licence to operate*	Not a premium but a baseline for market access; without it there is no route to market, only price pressure.	*What % of output is rejected, downgraded or discounted at point of sale?*
Technical Proficiency *Eliminating drag*	Inefficiency consumes time, capital and attention, reducing the capacity to think, plan and change.	*What are the top three repeated daily tasks that waste the most time?*
Financial Literacy *Know the basics*	Without understanding cost of production, margin and cash flow, strategy becomes guesswork.	*Could you state your cost of production per unit, right now, without looking it up?*
Succession *Clarity of direction*	Not a fully formed plan, but discussions started and scheduled for review - without which decision-making becomes short-term.	*When is the succession conversation next planned?*

*Fig. 3.1. **The Five Foundations Diagnostic**: a farm business does not need to be perfect in every category, but must be addressing all five to be "on the bus" with the stability and capacity required to adapt, make decisions and pursue lasting change. Image. Author's own.*

These five factors don't make a business successful, but they make it *capable of becoming* successful. They determine whether a business is stable enough to change.

The framework is not a checklist for judgement. It is a diagnostic for identifying where support is most needed. The question for those supporting farm businesses is not "why haven't they done this?" but "what is preventing them, and what would help?"

It is at this point that identity and direction begin to matter. The businesses best able to answer that question were those with a clear understanding of who they were and what they were trying to become.

Honest reflection is required here. For many smaller farm businesses, one or more of these foundations is genuinely beyond immediate reach - not through choice, but through structural constraint. Tenancy agreements that limit investment, family dynamics that preclude succession conversations, debt that removes the margin for error, health that limits capacity: these are real conditions, not excuses.

CHAPTER 4: FROM IDENTITY TO DIRECTION: HOW STORY BECOMES STRATEGY

4.1 Why Identity Matters

Many farms produce excellent food but sell into commodity markets that reward the lowest price producer. This is rarely due to lack of effort, but rather a lack of defined identity. Without it, decisions become reactive, made without reference to a fixed goal.

Korin illustrates this precisely (see case study). A clearly defined philosophy - nature farming - determined what, how and for whom it was produced. Trade-offs were understood in advance: inputs, route to market and pricing all flowed from the same source. Identity was not a values statement; it was an operating system providing a framework for decision-making.

CASE STUDY: Korin – Purpose-Driven Innovation at Scale
Integrated organic food producer, São Paulo State, Brazil

Founded in the 1990s and now backed by the World Messianity Church, Korin is a Brazilian food business built around the philosophy of "Nature Farming". The company pioneered antibiotic-free poultry production in Brazil and now operates an integrated premium food model spanning contract farming, processing, retail and research. Korin demonstrates how a clearly defined identity can shape strategic and operational decisions, aligning production, processing and route to market to create differentiated value. Photo credit. Author's own.

In the UK, farming identity is often rooted in hard work and heritage. While powerful, this can also constrain change, reinforcing how we see ourselves rather than what the business needs to become. There is an opportunity to elevate ourselves by telling positive stories of our direction. Understanding the combination of events and people that make our business what it is today has a real impact on its future commercial success. This personal dimension of identity, which gives farming its depth and continuity, can also be the hardest thing to move when a business needs to change direction.

4.2 The Bow-Tie concept: Linking Origin to Direction

I found that the businesses best able to articulate where they had come from were often the most capable of effecting change. Those that could also explain where they were heading - through a clear vision - were typically the most successful. David Downs, a New Zealand communications specialist, described story as a "change agent" that does the work of moving stakeholders to a better place.

The Bow-Tie concept (Fig. 4.1) brings this together. On the left sits our Origin Story. On the right sits direction: the chosen future and the markets and systems required to reach it. At the centre is today, where alignment - or lack of it - is revealed.

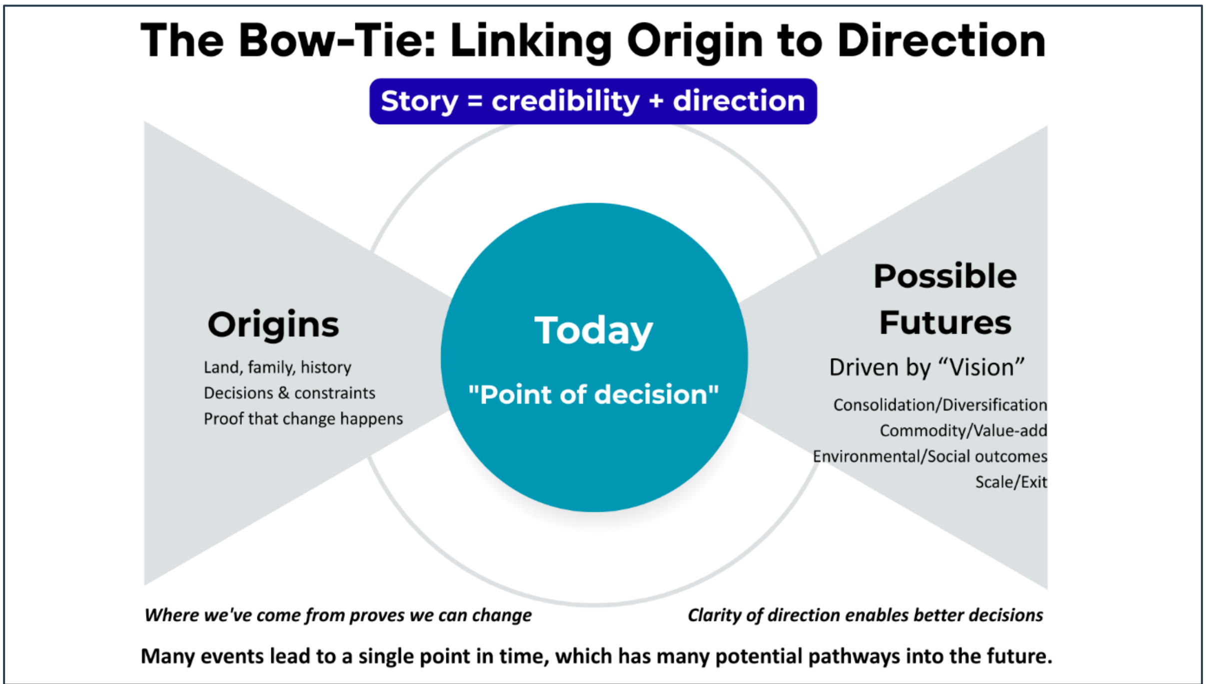

Fig. 4.1. ***The Bow-Tie concept*** *links past, present and future: understanding origins builds credibility, while a clear vision provides direction. At the centre, today's decisions determine which path is taken. The ability to articulate both sides enables consistent decision-making and stakeholder acceptance. Image. Author's own.*

My own origin story is shaped by a long line of farmers, and now I have returned to the farm following family loss, with a clear intention to build for the next generation. This clarity of origin informs the choices made today.

The Bow-Tie concept can also be used as a diagnostic tool. A business that can articulate its origins clearly but has no defined direction is drifting; making decisions by habit rather than intent. One that has a clear vision but no coherent origin story struggles to bring people along, because it is not clear what the direction is and why it is happening. Both sides are needed. The businesses that I visited that combined the two were noticeably easier to work with and occupied the position of "customers of choice" which can be a low-cost, high-impact benefit to small businesses.

While this report applies the Bow-Tie to farming, the framework is not sector-specific. Any identity-anchored business, for example a regional food producer or a rural tourism enterprise, faces the same tension between the weight of its origins and the pull of an uncertain future. The Bow-Tie simply names that tension and, once named, makes it more workable.

Retired Professor Rusty Bitterman from St. Thomas University, New Brunswick talked about the idea of *telos*, to describe an organisation's ultimate purpose or end state. It drives the question "what is this business trying to achieve?" The *telos* of our businesses is effectively identity made operational. Clarity of origin and direction allows farmers to act with intent rather than reaction.

4.3 Story Must Be Commercial

I frequently encountered two types of business; those using their story with little financial return and others performing well commercially without articulating a story. The strongest achieved both, but only where story served a clear purpose such as building a demand or providing market differentiation.

Story has two types of value. The first is navigational: providing direction, aligning teams and building credibility. This value exists irrespective of market context. The second is commercial: influencing price, demand or route to market. This value is conditional; depending on whether the market recognises and rewards it.

The Bow-Tie helps a business articulate its identity. As Ruth Huxley from Great Cornish Food observed, value often comes from uniqueness of place, with story providing a form of protection from imitation. But story only creates commercial value if it influences price, demand or route to market, so that the market rewards the storytelling.

CHAPTER 5: SECRETS OF SUCCESSFUL AGRI-BUSINESSES

5.1 Governance and Decision-Making

An unplanned overnight stop with Brazilian Nuffield scholar Ollavo Tinoco reshaped my understanding of Brazilian agribusiness management. The vast scale of operations visited in Brazil bore little resemblance to smaller UK farms. How did one manage, change and grow such vast operations?

5.1.1 Business "Muscularity"

Ollavo, who worked in the agribusiness team for the largest private bank in Latin America, identified a "muscularity" in the client businesses making faster, better decisions (Fig. 5.1). Stability was the most instructive element: businesses that were "audit ready" had clear processes and accountability that reduced drag and accelerated decision-making.

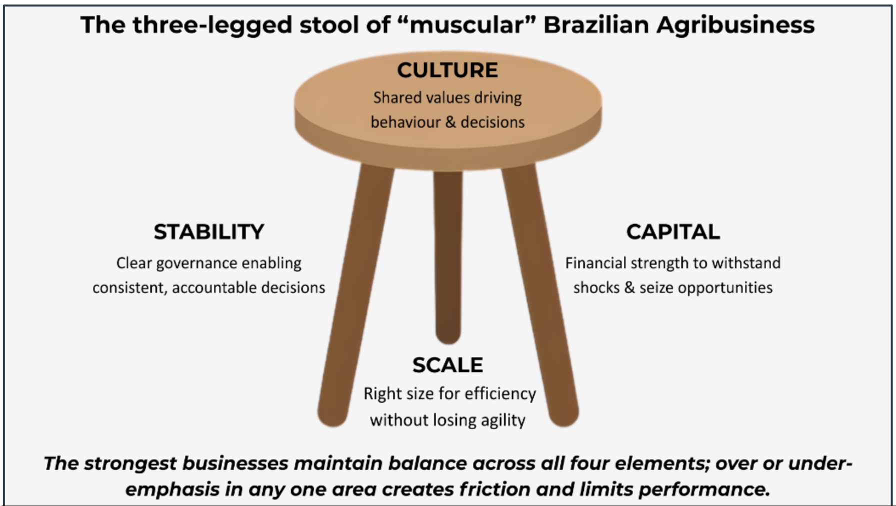

*Fig. 5.1. **A model of business "muscularity"**, showing how it can support effective decision-making and consistent performance in successful agri-businesses. Image. Author's own*

A final point to note here is that Ollavo consistently referred to "agribusiness". In some parts of UK agriculture, **viewing the farm as a business can feel like a betrayal of the tribe, whereas the stronger businesses I visited treated farming as the means of running a successful business.**

5.1.2 Separation of ownership and management

Ollavo's own family business had four shareholders, only two actively involved. He distinguished between "successors" and "heirs" - those expected to lead the business versus those inheriting ownership.

Jeremy Moody of the Central Association of Agricultural Valuers (CAAV) echoed this, highlighting how separating land ownership from operational management can ease succession discussions and liberate operators previously constrained by concerns over increasing wealth without benefiting from the uplift.

5.2 Strategic Planning and Use of Capital

5.2.1 Long-term thinking aka a "Beyond 2050" mindset

Ross Richards farms a hill station near Lake Taupo, New Zealand, operating a low-input sheep system based on worm-resistant, wool-shedding genetics.

His system reflects long-term environmental thinking rather than short-term output. The strongest businesses did not plan for a single outcome, but built systems capable of performing under changing market, policy and environmental conditions.

Following subsidy removal, Ross pursued efficiency through low-labour systems, managing 10,000 ewes single-handed in one mob. To remain profitable, he needed scale through additional land, much of which was owned by Iwi (Maori trusts). These trusts were initially reluctant to lease to white farmers perceived to prioritise short-term gain, which conflicted with a Maori way of planning measured in generations.

Ross instead positioned himself as a "customer of choice", aligning technical performance with long-term stewardship and Iwi values. In an age where the most stretching targets set by governments look ahead 25 years, it is refreshing to see a longer-term approach delivering results.

CASE STUDY: Ross Richards – A long-term, low input system

Sheep & beef producer, Romani Farms, New Zealand

Richards selects sheep for parasite resistance, structural soundness and suitability to environment, while using shedding breeds to reduce labour and input costs. He applies a "wolf-like" culling policy to maintain performance and matches enterprises to land capability rather than maximising output. Native bush is retained for shelter and erosion control, improving lamb survival and resilience. Images. Author's own

5.2.2 Capital allocation aka the "Buy / trade / lease" principle

A principle I return to frequently comes from a Farmers Weekly article by Matthew Naylor (Naylor, 2021): One tip reads: "Borrow as much as anyone will lend you to purchase appreciating capital assets. Try to avoid buying anything that goes down in value."

The financial discipline behind Ross Richards' system pointed to a broader principle I encountered repeatedly across New Zealand. Farms often had two buildings (the house and the woolshed), a leased tractor and a pick-up or quad. It was on these farms that a slight amendment to the rule came to light; land in New Zealand is liquid, coming to market for sale or lease more often than in the UK. Businesses will regularly take on different blocks of land when they see an opportunity. Similarly, in times of drought or other stress, they will sell stock and divest land. In this way, the principle becomes:

Buy appreciating assets. Trade volatile assets. Lease depreciating assets.

This type of capital discipline is a defining trait of resilient businesses ensuring capital supports strategy, rather than undermining it.

In several businesses, debt was not viewed solely as a burden, but as an enabler, forcing clarity of purpose and improving profit through sharper capital allocation.

5.3 Commercial focus & Trade-offs

5.3.1 Optimal vs maximal production

One aspect of Ross Richards' approach exemplified a pattern I observed across many of the strongest businesses. Often farms would be focused only on attaining economies of scale, but many had reached a point where more output did not necessarily result in more profit and so chose not to increase output further.

A good example of this principle was Victor Ausejo from Rioja. Victor inherited a share in a small area of vines. Recognising that profitability often comes from better cost control and systems than increased production, instead of competing with medium-sized wineries, he built a low-cost winery in his garage. He optimised for quality, producing small batches of high quality, higher-priced wine. Rather than retailing his wine directly, he optimises his distribution towards Michelin-starred restaurants to add value to his brand. Victor could produce more wine from his

Fig. 5.2. Victor's garage-based bodega, which he built single-handed with second-hand equipment. Image. Author's own

Fig. 5.3. Victor Ausejo, with his award-winning white Rioja. Image. Author's own

vines, but chooses to sell 60% of his production to a local cooperative that blends his with other grapes from local producers.

These "optimised" agribusinesses have observed that chasing more output through increased exposure to volatile input markets is a risk that they don't need to take. Reduced output often creates time and space to focus on managing the business rather than operating it.

5.3.2 Work vs life

Time away from the business was a consistent feature of the strongest operators I met. Nowhere was this better illustrated than in the Los Lagos region of Chile. While many dairies struggled to retain staff beyond 12 to 18 months, Cornishman Glynn Byles' core team had remained largely intact since he purchased the farm in 2010. Glynn attributes this to paying people properly, treating them with respect and setting reasonable expectations. Labour is commonly cited as a constraint, yet these businesses showed it can be redesigned as a strength: retaining good people reduces retraining, oversight and friction, allowing the system to operate more effectively.

5.3.3 Market Positioning

Fig. 5.4. The Author, Lucia Slack and Glynn Byles discuss Glynn's approach to achieving balance on his farm near Los Lagos, Chile. Photo credit. David Oates

Some UK farm businesses persist through generational continuity with limited pressure to change. As Sean Rickard (agricultural economist) and George Eustice (former Secretary of State for DEFRA) (Appendix G) observe, low-cost, debt-free structures can mask the need to adapt. Yet farmers often describe themselves as price-takers unable to compete with lower-cost overseas producers.

In reality, most UK farms are price-takers by default, not by design. Competing in commodity markets requires scale and efficiency that are often structurally out of reach in the UK. Successful businesses make deliberate choices about where they sit in the market and accept the trade-offs that follow. Commodity systems demand cost discipline; differentiated systems require time, skill and market engagement. Market position is not determined by what a farm produces, but by the customer it chooses to serve and the system it builds to serve them.

5.4 Collaboration & systems thinking

5.4.1 Why Collaboration Matters for Smaller Farms

Collaboration in agriculture is not a new idea; my grandparents told stories about the thrashing machine moving around the parish, neighbours following, lending a hand to bring the harvest home. In France and Spain, I saw that tradition formalised into systems that give smaller businesses access to capabilities that would otherwise require scale to achieve.

The constraint is not the absence of models; it is the failure to scale what already works.

The contrast with the UK is not the absence of collaborative models - catchment-based and landscape recovery groups are strong examples - but their limited adoption. Where collaboration is resisted, farms remain constrained by their individual scale and with it, their ability to change.

Two forms of collaboration operate in practice. Informal arrangements built on trust, reciprocity and shared values are faster to establish and easier to exit. Formal structures deliver greater economic efficiency but require clear governance. The most effective systems started informally and formalised only where the benefit of scale justified the overhead. Understanding which type of collaboration a group needs, and when, is itself a strategic decision.

CASE STUDY: Antoine Massondo – Collaboration as Capability

Mixed seed maize & beef farmer, South-West France

Antoine Massondo (*above left with his father and dog and right with his Blonde d'Aquitaine cattle*) operates in a farming system where collaboration is the 'norm'. He is part of a **machinery ring**, accessing equipment without needing to own it, reducing capital requirements while maintaining capability.

He also serves on the **board of a local cooperative**, which offers collective buying & selling power and gives access to processing, market insight and collective decision-making.

Across France and parts of Spain, such collaboration operates at multiple levels - operational, commercial and strategic - enabling farms to access skills, assets and influence beyond their individual scale.

While they can be complex, these systems are widely accepted. Antoine's experience shows that where collaboration is normalised, farms are better equipped to adapt and remain competitive. Images. Author's own.

This structural agility is itself an asset: with fewer decision layers, a smaller business can choose to collaborate - or step back from an arrangement that isn't working - far more quickly than a larger one ever could.

5.4.2 The "Shared Capability" Model

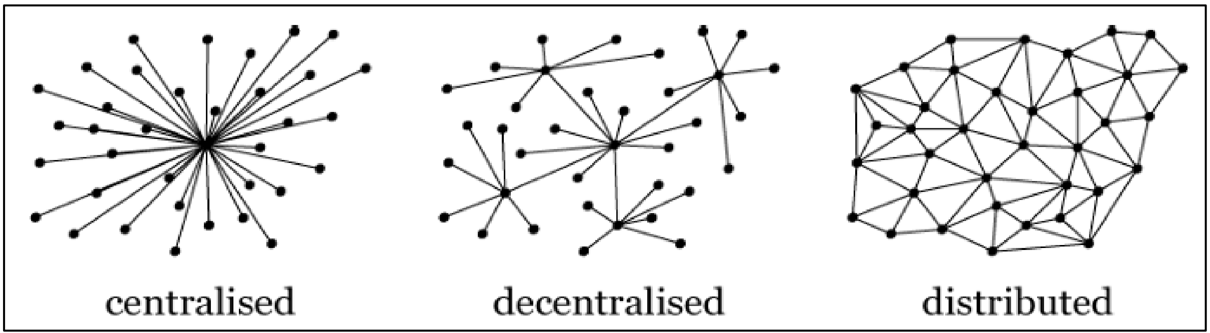

Fig. 5.5. ***Baran's (1962) network models****. Distributed structures improve resilience by reducing dependence on single points of failure - a principle that applies equally at farm level. (Lang et al., 2025).*

Professor Tim Lang's 2025 report for the National Preparedness Committee (NPC) (Lang et al., 2025) highlighted the risks of concentrating food systems around single points of failure. Baroness Batters (Batters, 2025) explains that this "not only contributes to farmers having low leverage in the supply chain but also exposes our supply to global shocks." The same principle applies at farm level: Groups organised around complementary strengths are more resilient than those dependent on a single point of capability or supply. Figure 5.5. above illustrates how this works in practice.

The deeper implication is a shift from ownership to access. **Owning everything is often a symptom of mistrust, not efficiency.** Where trust can be established, capability can be shared rather than duplicated, reducing cost while increasing overall performance.

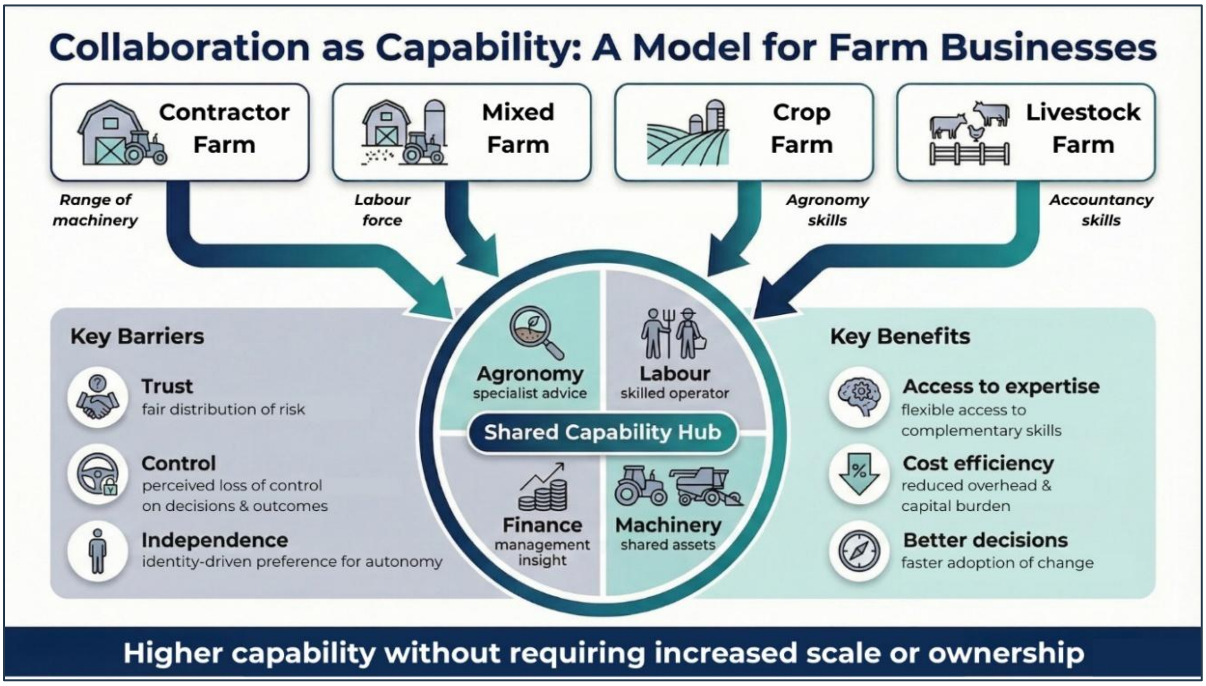

Fig. 5.6. ***A shared capability model*** *with smaller farm businesses accessing complementary capabilities with partners; improving performance without increasing individual scale. Barriers shown may limit participation. Image. Author's*

5.4.3 Barriers to Collaboration

Collaboration is economically logical but frequently emotionally difficult - and the emotional barriers are the harder ones to design around.

Such arrangements require careful design: group size has a natural ceiling beyond which coordination becomes complex, and clear roles are essential from the outset.

A skilled facilitator is critical in translating system-level understanding into practical behavioural change. The table below summarises the risks and mitigation for each cluster; the full barrier analysis, with detailed mitigations, is in Appendix C.

Barrier type	Core risk	Mitigation principle
Relational & cultural	Trust, autonomy and competition concerns prevent group formation or cause early breakdown.	Limit scope to non-competitive activities; use written agreements from the outset; build in review mechanisms.
Operational & structural	Seasonal timing clashes, system incompatibility and unequal contributions generate friction.	Design around genuine reciprocity; confirm objectives and complementary strengths before forming the group.
Governance & commercial	Absence of formal structure leaves no mechanism for decisions, obligations or exit.	A simple charter covering decisions, membership change and wind-down conditions suffices. Use a trusted third party to aggregate sensitive data.

Fig. 5.7. ***Barriers to Collaboration****: The three clusters of risk most collaborative arrangements encounter, each with its guiding mitigation principle. Author's own.*

5.4.4 Systems Thinking: Seeing the Whole Business

CASE STUDY: Julen Perez – Systems Thinking in Practice
Artisanal foie gras producer, Basque region, France

Head of the Basque farmers' union, Julen is keen to demonstrate a workable model that enables a new entrant (like him) to buy equity, while retaining his own flexibility to expand or restructure the business over time. He established his farm in 2019, building a fully integrated system across 18 hectares, managing the entire lifecycle of his ducks - from breeding and feed production to processing and direct sales. This enables the business to retain value, earning c.€110 per duck compared to c.€4 in industrial systems.

Crucially, the system is designed at a "human scale", recognising the significant mental and physical load of managing the full chain. By limiting scale to what he and his business partner can sustainably manage, Julen prioritises profitability, resilience and long-term viability over volume. Image credit. Author's own.

What makes Julen's model instructive is not the product - foie gras is not transferable to most UK farms - but the architecture. The decision to limit scale was not a reluctant constraint; it was the system working as designed.

Farms have operated in circular systems for generations: nutrients cycled through soil, crops & livestock. **The best decision-makers I spoke to did not chase outputs; they managed processes.** That distinction separated the strongest businesses from the average ones.

The main caveat is complexity. Integrated systems often become "stacked" enterprises requiring more management "bandwidth" than many farmers possess. The businesses that used "systems thinking" most effectively started simply, often through a discussion group. They focused first on the single process most limiting performance.

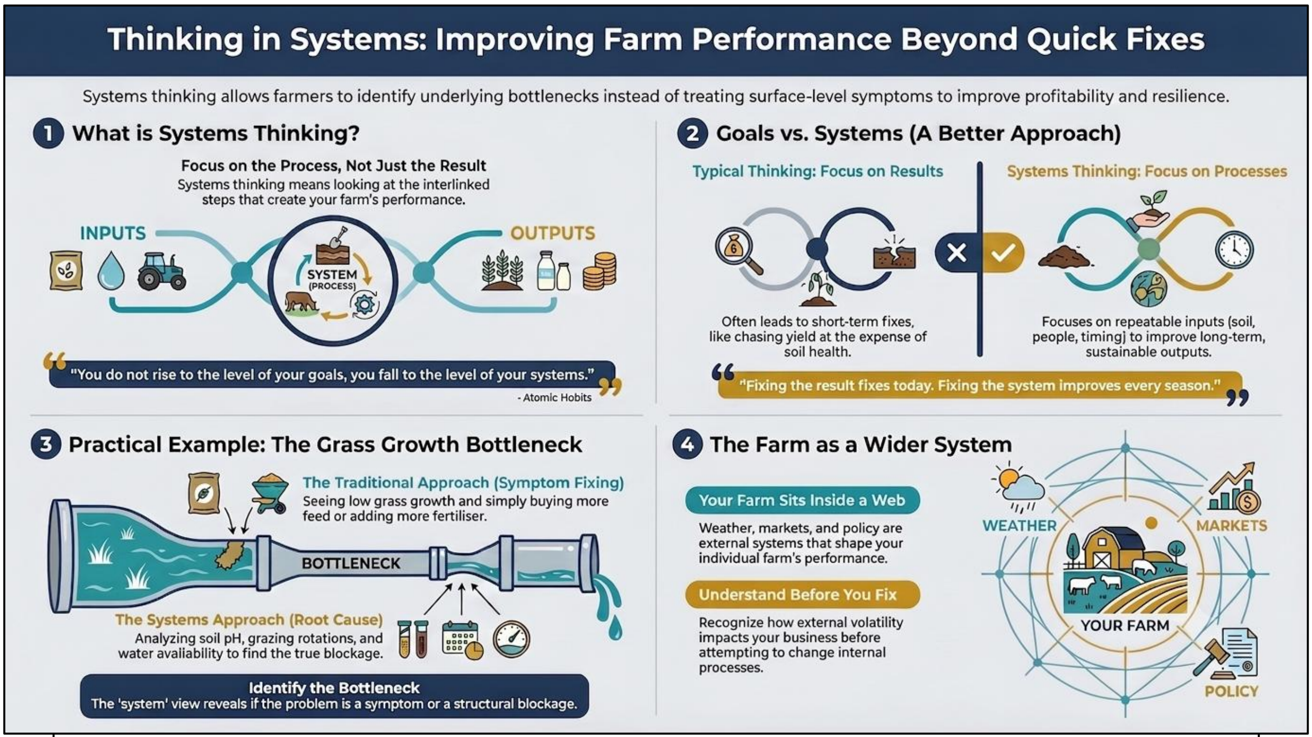

Fig. 5.8. Systems thinking shifts focus from siloed enterprises and outcomes to resource flows, integrated across the whole business. Identifying bottlenecks and aligning inputs, people and processes creates more consistent, robust outcomes over time. A larger copy of this image is included in Appendix D. Image. Author's own.

The proponents that I spoke to underlined the need to have time out of the operation for this administration and ideally time away from the business altogether (see section 5.3).

5.5 Knowing Your Exit

5.5.1 Succession vs sale

It was impressed upon me from a young age when entering a field with a bull to know my exits, much like the advice given when taking a seat on an aeroplane.

In my experience working as an accountant outside agriculture, business owners are typically focused on two things; how they grow their wealth and how they can ultimately realise it, often through a full or partial sale. There was no assumption that the business would "succeed" to the owners' heirs. By contrast, succession through generations is often assumed in farming. Yet both succession and sale require businesses that are transferable; underpinned by clear systems, manageable scale and reduced reliance on individuals. The most resilient retain the option of different types of exit.

In New Zealand, Les Matthews illustrated this clearly. Having bought and sold multiple farms over his career, he viewed each business not as a permanent identity, but as a transferable vehicle for creating opportunity. Ross Richards' Romani Farms demonstrated a parallel point; businesses structured around systems rather than individuals remain viable when leadership changes. That is not a common ambition in UK farming, where the language of exit is often avoided until it becomes unavoidable. Well-managed transitions introduce new people, ideas and capital, strengthening long-term viability.

CHAPTER 6: DRIVING CHANGE ON FARM

6.1 Why Change fails

The businesses in Chapter 5 were not born "muscular". They changed. This chapter focuses on understanding why that change is hard to replicate in UK farming, and how to make it easier.

6.1.1 The Real Barrier: Behaviour, Not Knowledge

Frustrated that UK farms appeared not to be adapting to face an uncertain future, I anticipated that "the grass is greener" elsewhere and that overseas I would see well-supported businesses, effortlessly implementing change. I was to be disappointed! Compared to the countries that I visited, the UK has a wealth of technical knowledge, established systems and markets: we already know what "good" looks like. The businesses that I visited that were successful in driving change, possessed:

- Clarity of decision-making
- Licence to experiment (and fail)
- Determination to achieve a clear goal
- Focus on valuing team members

None of these are technical points, they all reflect the behaviour of their proponents and this leads me to conclude that **farm change rarely fails because of lack of knowledge. It fails because of behaviour.**

6.1.2 Identity, Fear, Legacy

In Chapter 4, identity was presented as a strategic asset; essential for consistent decision-making. But identity cuts both ways. My conversations with UK farmers frequently turn not simply to what they do, but to who they are: how they came to be farming in that place; whether they are "livestock" or "crops" people; how hard the job is. Their whole identity is frequently linked to *what* they do. So changing a farming business can feel less like shifting strategy and more like changing oneself.

Fear also plays a role: At Fazenda Modello in Brazil, I visited a large feedlot significantly expanding their irrigation system, despite expensive financing and significant risk. When I asked the manager what the neighbours thought, he replied that it was none of their business. The contrast with the UK where peer judgement can directly inhibit change was striking, particularly in tightly-connected rural communities.

Fig. 6.1. Pasture walk at Kari and Evan Kleiner's farm in Nova Scotia where small farmers shared their experience with various seed mixes, establishment techniques and grazing strategies. Photo. Author's own

However, this isn't inevitable. At a pasture walk at Kari and Evan Kleiner's farm in Nova Scotia, farmers freely shared failures and lessons from their own businesses despite operating in close proximity. This underlined to me that peer influence can either suppress or accelerate change, depending on the culture of the network in which it operates.

Legacy provides a further constraint. In New Zealand, I stayed with Les Matthews on his hill-country station. Now in his 60s, Les owns four farms and is looking to buy more. Having started with very little, he had bought and sold numerous holdings over his career. He explained that his motivator or "North Star" had shifted with time: he was now motivated by giving others the opportunity to buy something themselves through using his equity as leverage.

The contrast with my own situation; being the fifth generation on my farm and coming from a line of at least 12 generations of farmers was not lost. UK farming is anchored in long-term perspective, which is often a strength, but can also be a constraint when preserving the past is prioritised over adapting for the future.

Despite the availability of knowledge and technology, change in farming businesses is often slower than might be hoped because of these three (very human) forces. They need not be viewed as flaws, but as natural responses to uncertainty. So the question to ask here is how to work with them. In a farming business whose span is measured in decades or even centuries rather than years it begins with a - likely uncomfortable - conversation about why that farm exists and who it is for. The frameworks and tools below are intended to aid rather than replace this conversation.

6.2 A Practical Model for On-Farm Change

Bridges' Transition Model (Bridges and Bridges, 2009) (Fig. 6.2) is particularly relevant to farming because it focuses on the human side of change rather than the purely technical. Farm businesses, often spanning generations, experience transition as loss before they experience it as opportunity, which is precisely the emotional journey Bridges describes.

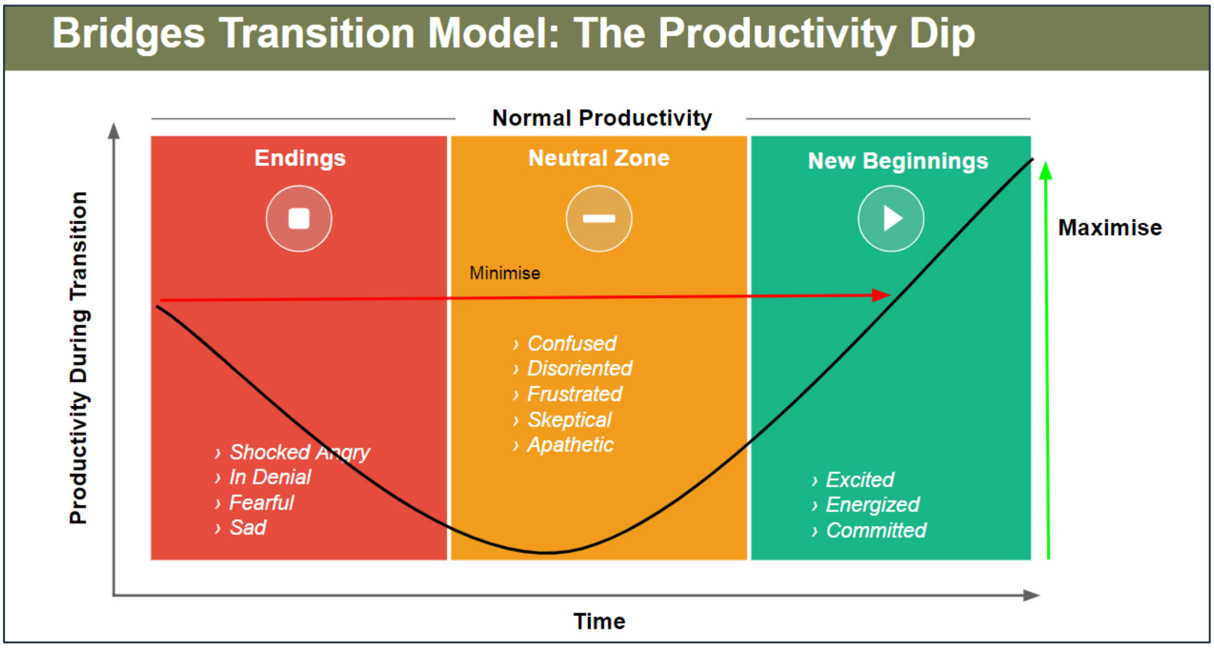

*Fig. 6.2. **Bridges' Transition Model** shows the typical productivity dip as individuals move through endings, uncertainty, and new beginnings. Image: (Lock, D.,2025)*

The table below sets out what each stage demands in practice.

Stage	What it demands	Risk if skipped
Endings	Build people's understanding of what is changing and why, helping them let go of old approaches.	The hardest stage is skipped, not avoided, meaning resistance can resurface later.
Neutral Zone	Clear instruction, reassurance and room to ask questions, while productivity dips.	Left unmanaged, people stall in this unfamiliar territory rather than moving through it.
New Beginnings	Reinforcement through repeated review and feedback once the new approach feels normal.	Without reinforcement, there is a strong tendency to revert to old habits under pressure.

*Fig. 6.3. **The three stages of Bridges' Transition Model in practice**: What each stage requires of a farm business, and what happens if it's rushed or ignored. Author's own.*

6.3 Three questions to apply the model and drive change

To make the framework usable at the kitchen table, three questions help structure each stage of change.

Questions	Purpose
What are we stopping, and why?	Defines the Ending. Forces discussion of what's changing and why it matters, testing whether stakeholders can explain the reasons for the planned change.
What will be messy in the middle and how do we prepare?	Prepares people for the Neutral Zone. Distinguishes expected discomfort from genuine problems needing attention, and is the starting point for drafting mitigations.
What does "working well" look like and how do we make it stick?	Defines New Beginnings. Sets a target and a benchmark for future review, giving the disruption a clear destination.

Fig. 6.4. ***The Three Change Questions:*** *A practical structure for applying Bridges' Transition Model on farm - three prompts, one per stage, to ask before, during and after a change. Author's own.*

Marc Schurman's experience shows all three questions in practice. In 2008, facing bankruptcy in his pig enterprise, he had to end the business abruptly; the clearest possible "Ending." The uncomfortable middle that followed involved moving to Mexico to stabilise his family's finances: not part of his long-term vision, but a necessary step towards it. Recognising that this discomfort was expected, rather than a sign something had gone wrong, let him distinguish ordinary transition pain from genuine problems needing attention.

His new beginning was equally deliberate. Success meant running his own operation again, preferably in Canada: A clear destination that gave purpose to the difficult years between. Within five years he had bought back his family farm and was doubling the scale of his greenhouse operation every two years.

CASE STUDY: **Marc Schurman – Change under pressure**
Market gardener, PEI, Canada.

In 2008 Marc's pig-enterprise was facing bankruptcy, driving a rapid reinvention. Needing to end the business abruptly, he navigated a difficult transitional period working in Mexico, and planned his short-term survival and long-term success before rebuilding his business in PEI. His experience demonstrates the practical reality of all three change questions. (Photo. Author's own)

6.4 Building the "Change Muscle"

Four habits that make change repeatable rather than accidental.

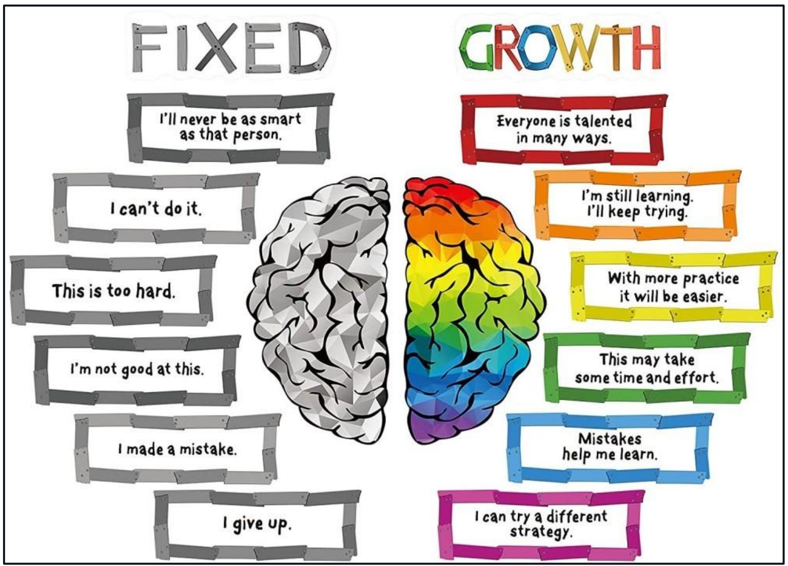

Fig. 6.5. ***A growth mindset*** *contrasts how responses to challenge can be reframed into "fixed" or more constructive beliefs that encourage learning, persistence and improvement, helping build the "change muscle" needed to deliver change effectively. Image: Embrace the Elements (2024)*

The businesses most capable of adapting were not those making the largest changes; they were making them consistently. Change is a muscle: it builds through repeated use and atrophies when avoided. Consultant Alix Wheeler described a "growth mindset" (Dweck, 2007) as exactly this: A capacity that compounds with practice.

6.4.1 Annual habit of change

Matt & Megan from Skye Glen Creamery embodied the approach of making change a habit. Driven in part by Matt's "addiction to problem-solving", they hadn't undergone just one reinvention, but a succession of smaller ones: Moving province, switching breed, installing robots, diversifying into processing and refining their product mix. Over time, repeated small changes improve not only confidence, but judgement.

CASE STUDY: Matt & Megan MacDonald – Building change through constant iteration
Skye Glen Creamery, Nova Scotia, Canada

Constrained by land, quota and capital, Matt and Megan realised that simply producing more milk would not deliver the growth they wanted. Rather than waiting for a crisis, they repeatedly adapted their business model; changing breed, robotic milking, building an on-farm creamery and refining product lines in response to market demand. Their business demonstrates how frequent, incremental change can compound into genuine strategic transformation. Photo. Author's own

6.4.2 Safe-to-fail trials

Product lines were introduced, tested and sometimes withdrawn if demand failed to justify the additional complexity involved. Treating experimentation as normal while accepting some failure, reduces fear of trying something new.

6.4.3 Stop-loss discipline

A habit of small trials only works if there is a clear point at which you stop.

Question to answer before you start	How to set it
When should the result appear?	Set a date or milestone by which the change should be showing results. Be specific.
How will we know it's not working?	Define the signal - a number, an observation, a market response - that tells you the trial has failed.
At what point do we cut our losses?	Agree the exit point in advance. Removing this decision from the moment of pressure reduces its emotional and financial cost.

*Fig. 6.6. **Stop-loss thresholds**: setting these limits in advance reduces the emotional and financial cost of each experiment and increases the speed at which the business learns. Author's own.*

6.4.4 Recording learning

At Agricola El Parque in Chile, Fabian Hernandez told me that recording changes and their impacts was not optional, it was how the "muscle memory" of change was retained rather than relearned at cost.

A simple organisational "Book of Change" (see Fig. 6.7) ensures that even disappointing results generate lasting value.

Book of Change

Date	What was trialled?	Why it was trialled?	What happened?	What was learned?	What will be done differently next time?

Fig. 6.7. Suggested headings for a farm's "Book of Change", used to record trials, outcomes, lessons learned and future adjustments. Recording & reviewing change over time helps retain learning, improve decision-making and build confidence for experimentation. Author's own

6.5 Adopting Innovation: Getting the Timing Right

"Don't be first. Don't be last. Be ready."

The most successful examples of change were rarely those that were built around something entirely novel; more often, proven ideas introduced at the right time. For most farm businesses, the optimum position is not at the front of the Adoption Curve (Rogers, 2003) Fig. 6.8, but close enough behind to act decisively once an innovation has been sufficiently de-risked. Discussion groups and knowledge-sharing networks enable this, positioning farmers as early adopters without requiring them to bear the pioneer's cost.

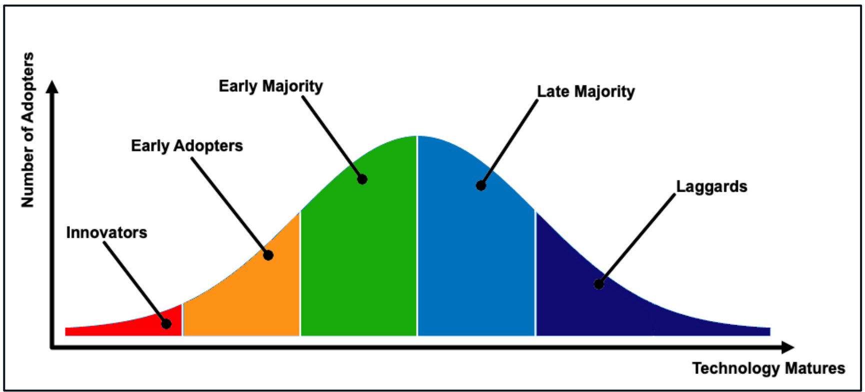

*Fig. 6.8. **Rogers' Adoption Curve** illustrates how technologies and ideas are adopted by different groups over time as they mature, from innovators through to laggards. Image credit. Shortform.com*

6.6 Culture: The Invisible Accelerator

Refined strategies or effective systems alone do not drive change. It is culture that determines whether teams feel able to challenge the status quo, try new things and persist when outcomes are uncertain.

The most adaptive businesses I visited were characterised by a positive desire to explore possibilities rather than guard existing positions. Where decision-makers respected tradition but remained willing to question whether inherited systems still served the future of the business, change happened. Where the dominant culture blamed inaction on external factors - government, weather, markets - progress stalled. Those external forces are real, but persistent victimhood erodes the capacity to act on what is within reach.

As noted in section 6.1.2, peer networks shape this culture as much as individual mindset. The same dynamics that suppressed change in tightly-connected UK communities enabled it at Kari and Evan Kleiner's farm in Nova Scotia, where farmers openly shared failures despite operating in close proximity. In Chile, Ferrero have recognised the importance of creating early wins. **Change spreads socially, not rationally**; as neighbours observed strong returns, momentum built rapidly. That "rising tide lifts all boats" effect demonstrates that peer networks are not neutral; they are either assets to be cultivated or forces to be managed. It also carries a caution: peer enthusiasm can outpace market realities, as Chilean hazelnut growers were beginning to discover as their market risks approaching saturation (Gutiérrez G., 2026; IndexBox, 2025). Early adoption requires active market monitoring, not just technical readiness.

The practical frameworks summarised in Fig. 6.9 bring these elements together, but their effectiveness depends on a business culture that is open to challenge and willing to learn.

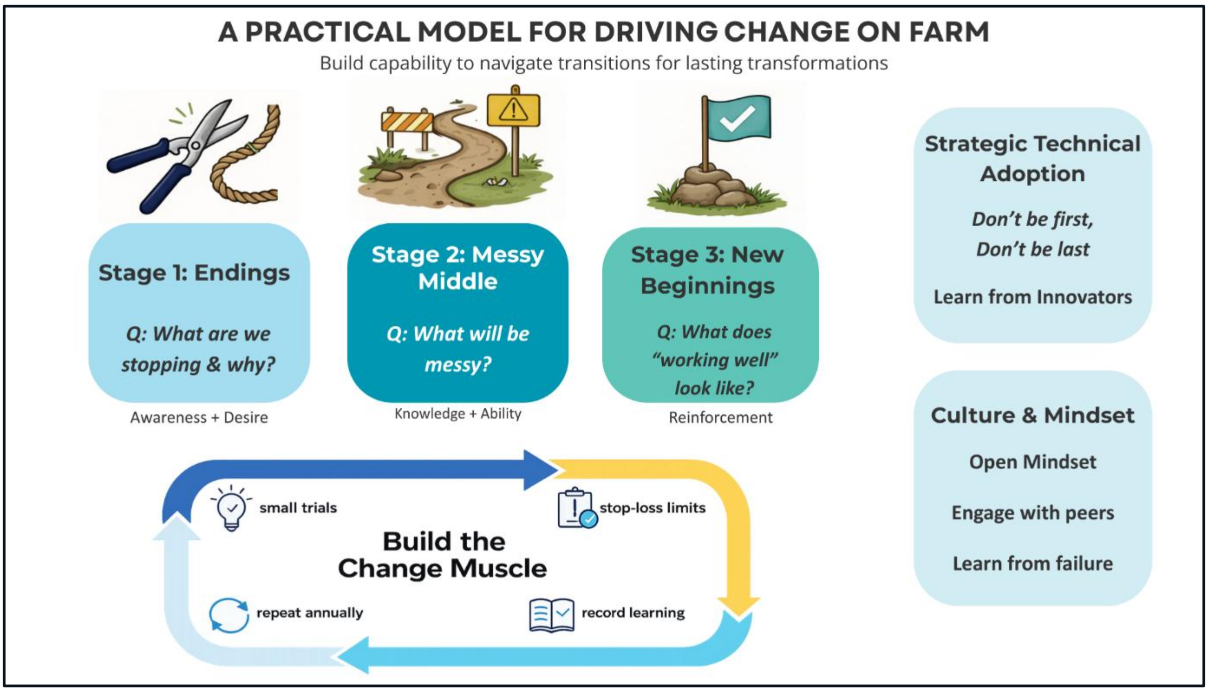

*Fig. 6.9. **Practical framework bringing together the study's recommended tools** for driving on-farm change: structuring transitions, building organisational "change muscle", adopting innovation strategically, and fostering the mindset and culture required for repeated, deliberate adaptation in UK agriculture. Image. Author's own*

CHAPTER 7: CONCLUSIONS: THE FRICTION THESIS

My wife often tells me: "I don't always want a solution." I began this study not wanting to write a solution manual. I set out to understand how farm businesses extract commercial value from their story, their context - and I expected to find it in marketing, added value and direct sales. What I found instead was something less tidy, but more important.

The businesses that were performing were not those with the most compelling marketing pitch - they were those whose identity, direction, system and market were pointing in the same direction, the alignment the Bow-Tie model in chapter 4 is built to test. Where that alignment existed, even modest businesses performed well. Where it was absent, even well-resourced ones struggled.

The constraint in UK agriculture is not information. It is friction: the gap that opens up when what a business does, what its operator believes, and where it is heading are not aligned. The system presently makes inertia the easier choice; the recommendations that follow are an attempt to close that gap.

Change in agriculture is not a technical challenge. It is a behavioural one. **The businesses best placed to thrive as UK agriculture continues its transition will not necessarily be those with the best land, the largest scale or the greatest technical expertise. They will be those most capable of adapting - repeatedly, deliberately, and with a clear sense of where they are going and why.**

Since completing this study, I have taken that argument directly to policymakers, industry leaders and farming organisations and found the reception more open than I expected. A podcast mini-series and session at Groundswell will extend that conversation. The next stage is to work with bodies like AHDB and RASE on what soft skills development for farmers could look like in practice.

That capacity is not fixed. It can be built. The opportunity for UK agriculture is not simply to produce food differently; it is to become better at change.

CHAPTER 8: RECOMMENDATIONS

Current policy and practice often exacerbate friction rather than reduce it. The recommendations below are organised by audience. Each one is a specific way to close the gap between what a business does, what its operator believes, and where it is trying to go.

8.1 Farmers

Farmers do not lack information. They lack the structures that turn intention into repeated action.

Recommendation	Why it matters	First step
1. Know who you are before deciding where to go	Identity is not branding - it is the operating system every commercial decision flows from.	Write one paragraph on what your farm is today and what you want it to become in ten and twenty-five years. Test the logic on a trusted peer. Use the Bow-Tie model to check system and market still align.
2. Build change as a habit, not an event	Change capacity is a muscle: it builds through exercise and wastes when avoided.	Run one safe-to-fail trial a year, agreeing in advance how you'll know it isn't working. Keep a Book of Change. Run the Five Foundations Diagnostic annually.
3. Use collaboration as your primary lever for scale	The most effective unit of change is the network of farms operating with shared intent, not the individual farm.	Identify one capability gap - agronomy, finance, labour, market access - and find a peer to fill it before you buy it.

*Fig. 8.1. **Recommendations for farmers**: Three habits that convert clarity of identity into repeated, deliberate change.*

8.2 Advisers, Consultants and Lenders

Farm change rarely fails for want of knowledge. It fails in the middle - the gap between knowing and doing - which remains the most under-supplied service in UK agriculture.

Recommendation	Why it matters	First step
4. Lead with identity, not inputs	Every tactical recommendation should follow from where a business has come from and where it's trying to go, not the reverse.	Open every client relationship with the bow-tie conversation. Measure impact in practice change, not recommendations made.
5. Reward capital discipline, not just collateral	Appraisal models built on asset coverage alone miss the businesses best placed to adapt.	Develop lending frameworks that score demonstrated capital discipline and long-term thinking alongside asset coverage.

*Fig. 8.2. **Recommendations for advisors, consultants and lenders**: Closing the gap between knowing and doing.*

8.3 Industry Bodies, Retailers and Processors

Ferrero's approach to its Chilean hazelnut growers shows what's possible when a processor invests in the capability of its supply base, rather than simply extracting from it. Their networks contain the exemplars; they can be the match-maker, the roundabout and the cheerleader by connecting different parties.

Recommendation	Why it matters	First step
6. Invest in your supply base, not just your supply chain	A market that rewards only the lowest-cost producer, regardless of method, selects against the identity-led, adaptive farming this report argues for.	Tie preferential contracts or pricing to participation in verified peer learning groups. Improve margin transparency and strengthen oversight of below-cost purchasing.

Fig. 8.3. ***Recommendations for industry bodies, retailers and processors.*** *Investing in the capability of the supply base, not just its output.*

8.4 Policymakers

Current policy often exacerbates rather than reduces that friction. The ask is not reinvention; it is alignment and continuation.

Recommendation	Why it matters	First step
7. Support structured business transition	The barrier to entry and exit in UK farming is rarely the absence of a mechanism - it's the absence of connection between those with energy but constrained finances and those in the reciprocal position.	Prioritise scaling existing land-matching and transition services (Wicked Leeks, 2026) over creating new ones. Explore peer-lending models such as Nova Scotia's FarmWorks Cooperative (FarmWorks, 2011).
8. Invest in facilitators, not just projects	Facilitation requires continuity; a facilitator who must reapply every eighteen months cannot build the trust on which change depends.	Integrate facilitation funding into existing support schemes rather than building parallel structures.
9. Fund skills as well as information	The extension model - deliver knowledge, expect behaviour to follow - is the assumption this report directly challenges.	Commission the FFCC or an equivalent body to build a national framework distinguishing skills-based facilitation from information delivery.

Fig. 8.4. ***Recommendations for policymakers****: Aligning policy and funding with the friction points that block transition.*

Change in UK agriculture is not constrained by a paucity of ideas or ambition. It is constrained by friction - the gap between what a business does, what its operator believes, and where it is trying to go - and by a system that still makes inertia the easier choice. Every recommendation mentioned previously, is an attempt to reduce that friction at a different point in the chain.

That will not happen through a single policy, programme or report. It will happen farm by farm, and network by network, as the capacity to change is exercised and strengthened.

That capacity is not fixed. It can be built.

And building it - not delivering more information - is the work that most urgently needs doing.

CHAPTER 9: ACKNOWLEDGEMENT AND THANKS

This study would not have been possible without the generosity of a great many people and organisations across the UK and six other countries who gave their time, their knowledge, their farms and their hospitality.

My deepest thanks go to The Food Chain Scholarship for sponsoring this research, and to the Nuffield Farming Scholarships Trust for the opportunity itself. The scholarship has changed how I think about farming, about business and about my own role within both.

To Mike Houghton, my mentor, and Anna Bowen, both of the Andersons Centre: your editorial rigour has made this a better piece of work than it would otherwise have been.

To my fellow 2025 scholars, especially fellow Cornishman David Oates: The conversations, experiences and fun we have had, at home and abroad, have shaped this report and my Nuffield experience in ways that I will never forget.

To everyone who opened their homes, their business or their diary during my study tours in New Zealand, Canada, France, Spain, Brazil and Chile: the breadth of what I encountered, and the generosity with which it was shared, is the rock on which this report is built. A full list of visits and hosts is included in Appendix G.

To my team at home: Paul, Tamara and Tiff, thank you for holding everything together - and possibly getting more done (!) - while I was away.

And to my incredible family, who understood why this mattered and supported me without reservation, thank you from the bottom of my heart.

APPENDIX A: THE BOW-TIE - A BLANK TEMPLATE

A practical, fillable version of the Bow-Tie concept set out in Chapter 4. Photocopy this page, or work through it with an advisor, a family member, or alone with a coffee. There are no wrong answers - the value is in writing something down.

ORIGINS	TODAY	POSSIBLE FUTURES
Land, family, history	*Point of decision*	*Driven by Vision*
Where does this business's story begin?	**What is the single biggest decision facing this business right now?**	**What is your Vision - the future you are choosing?**
What decisions or constraints have brought you to where you are today?		**Which best describes the direction? Circle one or more:** *Consolidation / Diversification* *Commodity / Value-add* *Environmental outcomes / Social outcomes* *Scale / Exit*
What proof do you have that this business has changed before?		**What needs to be true for that future to happen?**

Check yourself

Can you complete the right side as confidently as the left? If not, this business *may* be drifting; clear about where it has come from, but not where it is going.

Can you complete the left side as confidently as the right? If not, people *may* struggle to follow you; a clear vision needs a credible origin story behind it.

APPENDIX B: THE "BOOK OF CHANGE" USER GUIDE

The Book of Change (Chapter 6.4.4) only works if it is used. Below is a worked example, followed by a blank version ready to copy into your own records.

Worked example (illustrative)

Date	What was trialled?	Why it was trialled?	What happened?	What was learned?	What will be done differently next time?
Year 2	Robotic milking system, replacing twice-daily parlour milking.	Land and quota limits meant herd could not expand. Needed to cut daily labour and free up time for rest of business. Inherited parlour needed replacing.	Yield and consistency improved once cows had adjusted. Daily labour time fell, but some cows took longer to settle than others.	The labour saving mattered as much as the yield gain and should have been costed into the decision from the start.	Try change on smaller scale. Talk to peers with similar experience. Run full costing (inc labour) past third party before decision.

Your turn

Use one row per trial. Complete the first four columns when you start the trial, and the last two once it concludes.

Date	What was trialled?	Why it was trialled?	What happened?	What was learned?	What will be done differently next time?

Three habits that make this stick

- Review the book at the same point each year. Tie it to an existing date, such as the end of the financial year, rather than relying on memory.
- Keep it somewhere visible. A book that lives in a drawer does not get filled in.
- Treat a “didn't work” entry as a result, not a failure. The point of the book is the learning, not a perfect record of successes.

APPENDIX C: KEY BARRIERS TO FARM COLLABORATION:

RELATIONAL, OPERATIONAL AND GOVERNANCE FACTORS

Barrier	Explanation	Example challenge	Possible mitigation
Relational & cultural			
Trust	Farmers must be satisfied that risk will be shared fairly and all parties are reliable.	Concerns that one member benefits disproportionately at others' expense.	Written agreements and transparent records of contributions and benefits from the outset.
Autonomy	Farmers' identity is tied to their role as food producers, generating a strong desire for independence.	Reluctance to cede decisions over land, livestock or crops to a group.	Limit the scope of collaboration; keep farm-level decisions firmly with each individual.
Competition	Neighbouring farms may sell to the same markets, collaboration could feel like assisting a rival.	Sharing labour while competing for the same contract buyer.	Define clearly which activities are shared and which remain individually competitive.
Relationships and history	Prior disputes, family rivalries or generational differences can prevent a group from forming or functioning.	A long-running boundary dispute ruling out two natural partners.	Group composition is itself a design decision; not all combinations of neighbours will work and the group should be formed accordingly.
Operational & structural			
Seasonal timing	Weather-dependent tasks create simultaneous demand for shared assets, generating bottlenecks.	Four farms needing the same machine or workforce during the same narrow window.	Prioritise sharing assets where peak demand does not coincide across members.
System incompatibility	Different enterprises, business goals, timelines or risk appetites limit scope for practical sharing.	An arable and a dairy farm finding few genuine overlaps in equipment or skills. Businesses at different stages of maturity.	Confirm objectives and map complementary strengths before forming the group; design around genuine reciprocity.
Liability and insurance	Shared asset use raises unresolved questions of responsibility and policy coverage.	Shared sprayer causes crop damage - whose policy responds?	Seek specialist broker advice; a written liability allocation removes most ambiguity.
Unequal contribution	Perceived or real imbalances in effort and benefit breed resentment and group breakdown.	One farm consistently contributing more than it receives.	Charter to include a review mechanism and a clear process for raising grievances.

Barrier	Explanation	Example challenge	Possible mitigation
Governance & commercial			
Lack of structure	Without a formal framework, there is no mechanism for decisions, obligations or exit.	Group dissolves when a key member retires, with no succession plan in place.	A simple charter covering decisions, membership change and wind-down conditions suffices.
Management burden	Co-ordination, rotas and dispute resolution take real time and are rarely rewarded.	The lead member burns out after 18 months of unpaid administration.	Rotate responsibilities or pool a small budget for part-time facilitation support.
Confidentiality	Effective collaboration requires sharing commercially sensitive data many farmers resist disclosing.	Bulk purchasing deal requires each member to reveal their individual volumes.	A trusted third party aggregates data; members see summaries rather than each other's figures.

Fig. C.1. Key barriers to farm collaboration, illustrating some relational, structural and commercial factors that can limit adoption of shared capability models and must be managed in their design and implementation. Image. Author's own.

For further exploration about putting in place a charter or similar governance document, see Peter Craven's Nuffield report (Craven, 2023).

APPENDIX D: THINKING IN SYSTEMS

The graphic outlining how thinking in systems can be applied on farms, originally included in Chapter 5 is enlarged here for ease of reference.

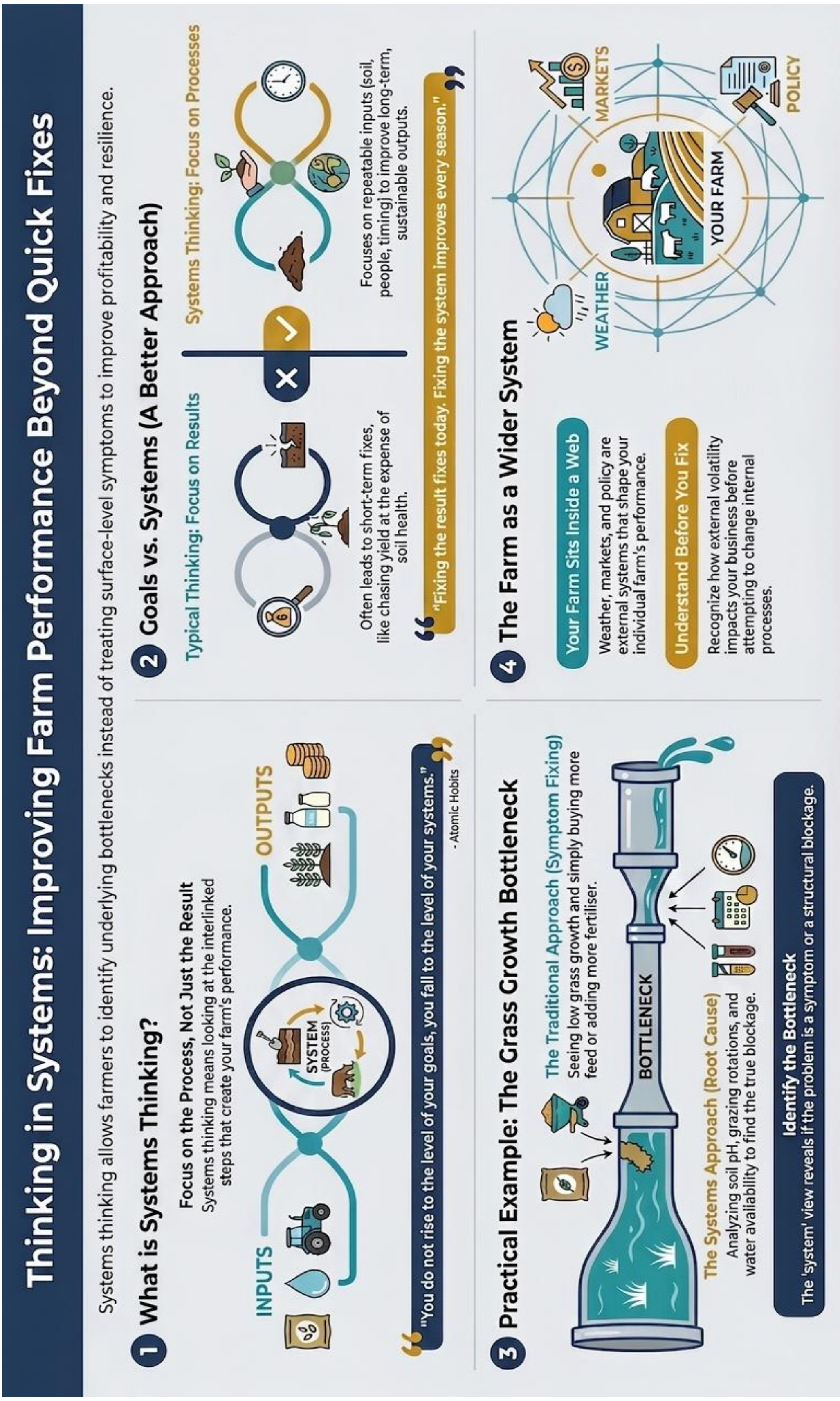

*Fig. D.1. **Systems thinking** shifts focus from siloed enterprises and outcomes to resource flows, integrated across the whole business. Identifying bottlenecks and aligning inputs, people and processes creates more consistent, robust outcomes over time. Author's own.*

APPENDIX E: THE WHOLE PICTURE

A Brazilian Nuffield Scholar host told me a business must "get its house in order before inviting in guests." A thriving farm business is that house. Here is the whole framework on one page.

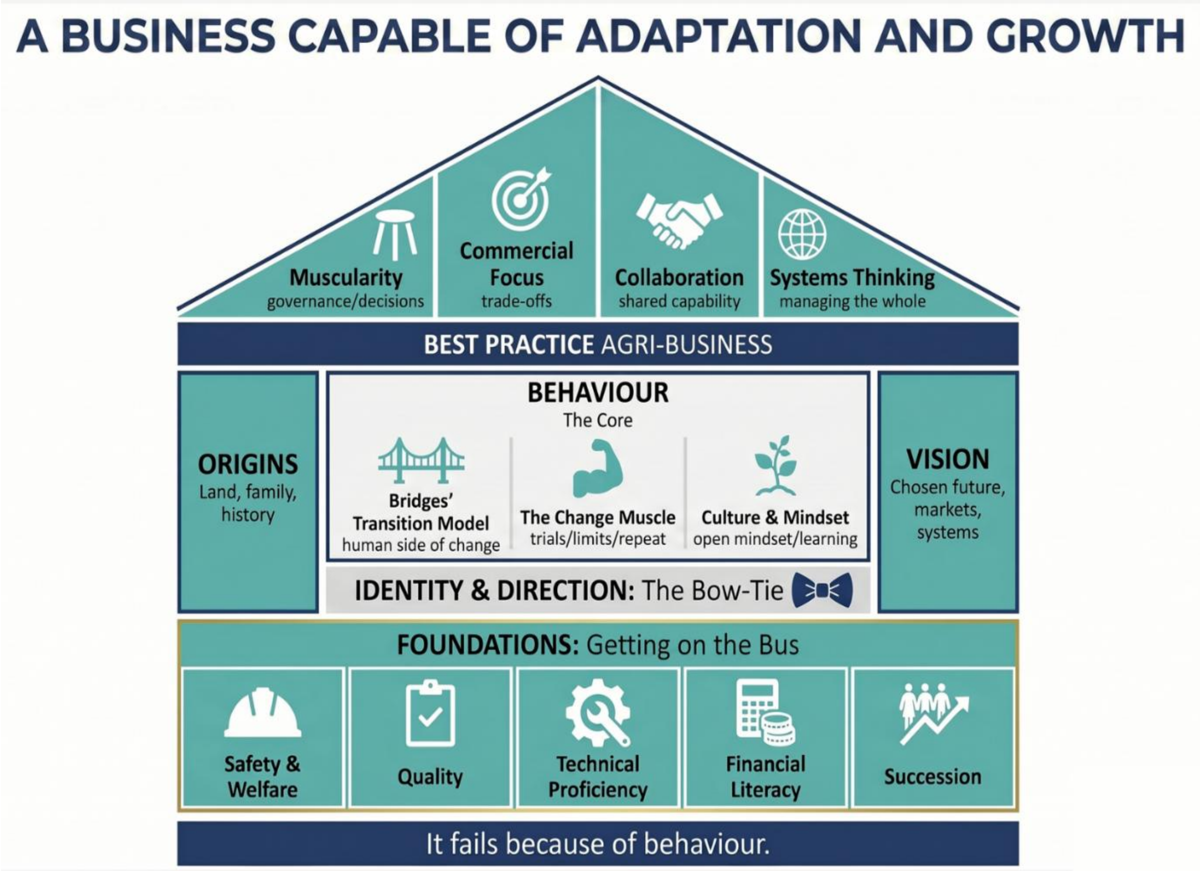

Fig. E.1. ***The report's frameworks structured as a house****: the Five Foundations (Chapter 3) as the foundations; the Bow-Tie's Origins and Vision (Chapter 4) as the walls; muscularity, commercial discipline, collaboration and systems thinking (Chapter 5) as the roof; and Behaviour: the Bridges' Transition Model; the Change Muscle; Culture and Mindset (Chapter 6) as the core holding the rest together. Author's own.*

Read it bottom to top; nothing above the foundations is stable until the foundations themselves are addressed, and the roof - the part most visible from outside - depends entirely on what's holding it up.

APPENDIX F: COVEY'S CIRCLES OF CONTROL, INFLUENCE AND CONCERN

Chapter 6 identifies culture and peer networks as critical accelerators or inhibitors of farm change. A practical tool for helping farmers direct their attention productively - towards what is within their control rather than what is not - is Covey's Circles of Control, Influence and Concern (Covey, 2004).

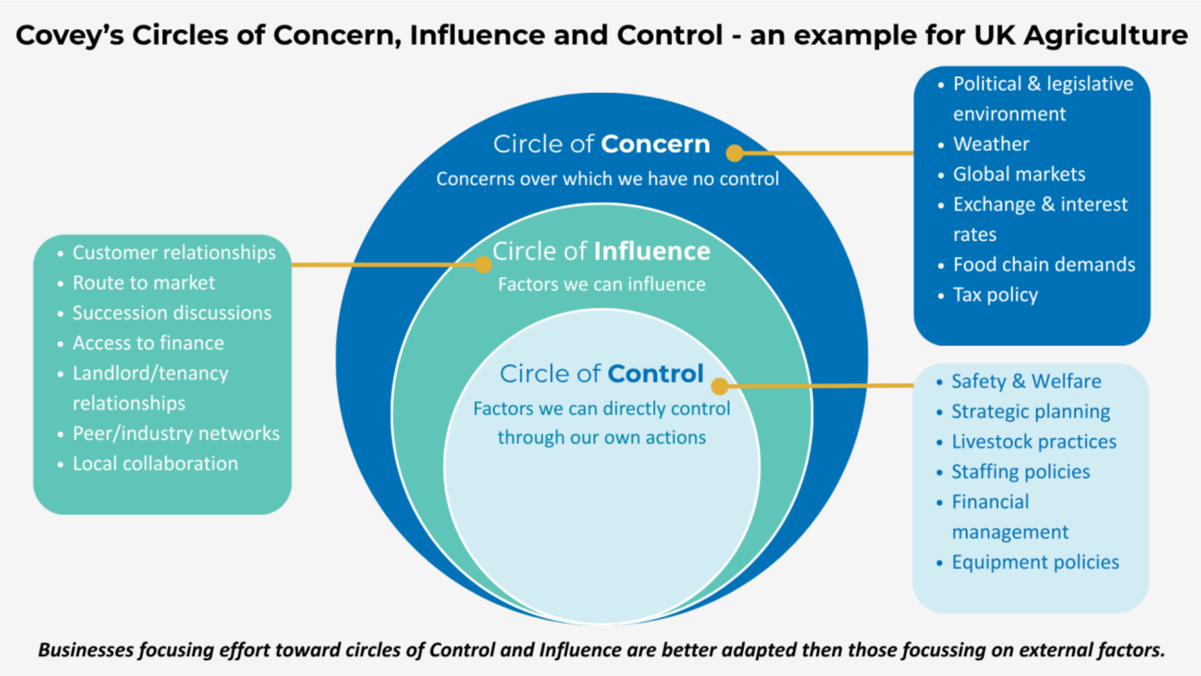

Fig. F.1 ***Covey's Circles of Control, Influence and Concern:*** *applied to UK agriculture, illustrating how the most adaptive farm businesses concentrated effort on what they could control or influence rather than on factors beyond their reach. Author's own*

A quirk of Nuffield visits is that the majority of people interviewed are notable for their successes. Businesses demonstrating stagnation or with a culture of placing blame on external factors such as government, weather, financiers or supermarkets are encountered less often. These external factors have a genuine effect, but persistent victimhood erodes the feeling of agency and can leave the decision-maker feeling that their future is determined elsewhere. Where decision-makers accepted those constraints but directed energy inward - towards methods, mindset and commercial approach - change happened.

In advisory and diagnostic contexts, the circles offer a simple but effective reframing device: when a farmer attributes inaction to external forces, mapping those forces against the three circles can redirect energy towards actionable leverage points.

Openness to change was most evident where decision-makers respected tradition but remained willing to question whether inherited systems still served the future of the business, as demonstrated by Bixente Ibarburu in the Basque Country.

CASE STUDY: Bixente Ibarburu - Fresh Perspective Within Tradition

Ferme Gapelu Xahar-Baita, Basque Country, France

Former accountant Bixente Ibarburu returned to his family farm, bringing external commercial experience into a deeply traditional business. Today, alongside his father Ramuntxo, he produces AOP Ossau-Iraty cheese and AOP Kintoa pork. Bixente spoke openly about the need to adapt if family farms are to remain viable, combining respect for heritage with a willingness to challenge established practice.

His focus on what was within his own control - his methods, his mindset, his commercial approach - rather than on the constraints of tradition, is a practical illustration of Covey's innermost circle in action. Preserving tradition does not require resistance to change; it can benefit from fresh thinking. Photo credit. Author's own.

APPENDIX G: LIST OF NUFFIELD MEETINGS

Name	Organisation / Role	Type	Country	Date	Format
NEW ZEALAND - March 2025					
* James Allen	AgFirst NZ	Consultant	NZ	16–17 Mar 25	In person
* Kerry Allen	Agribusiness in Schools	Educator	NZ	16–17 Mar 25	In person
Alan & Tash Cave	Halter virtual fencing / farm hosts	Farmer	NZ	17 Mar 25	In person
* Dani & Anthony Darke	Farm hosts, Ngapaki Road	Farmer	NZ	17–18 Mar 25	In person
Ross Richards	Romani Coopworths	Farmer	NZ	18 Mar 25	In person
* Les Matthews	Farmer, Kakatahi	Farmer	NZ	18–19 Mar 25	In person
Kerry	Farmer, Whanganui district	Farmer	NZ	19 Mar 25	In person
* Cassandra Favager	Deloitte	Consultant	NZ	19-20 Mar 25	In person
Jane Frazer-Jones	Deloitte	Consultant	NZ	20 Mar 25	In person
Lisa & Kurt Portas	Palliser Ridge	Farmer	NZ	20 Mar 25	In person
* Lyn & Philip Barnett	Farm hosts, Dannevirke	Farmer	NZ	20–22 Mar 25	In person
Blair Shortall	FMG	Industry	NZ	21 Mar 25	In person
Ben Absalom	Rissington Stabiliser Cattle Stud	Farmer	NZ	22 Mar 25	In person
NOVA SCOTIA & PRINCE EDWARD ISLAND - July 2025					
* Georgia, Noel, Bruno & Joni Mitchell Lewis	Perennia Food & Agriculture	Government	Canada	02–04 Jul 25	In person

Name	Organisation / Role	Type	Country	Date	Format
Beverley McNair	Tangled Garden	Horticulturalist	Canada	02 Jul 25	In person
Rachel Lightfoot	Lightfoot & Wolfville Winery	Industry	Canada	03 Jul 25	In person
Scott McCarron	Carrondale Ranch	Farmer	Canada	04 Jul 25	In person
Ken Byrka	Revival Seeds	Horticulturalist	Canada	04 Jul 25	In person
* Ian & Niki Curry	Farm hosts, Annapolis Royal	Farmer	Canada	04-05 Jul 25	In person
Linda Best	Farmer	Farmer	Canada	04 Jul 25	In person
Scotian Gold Office & Packhouse	Scotian Gold Coldbrook, NS	Processor	Canada	04 Jul 25	In person
Annapolis Royal Farm Market	-	Industry	Canada	05 Jul 25	In person
Evan & Kari Kleiner	Pasture walk, Dayton, NS	Farmers	Canada	05 Jul 25	In person
* Mark Phillips	Farm host, PEI	Farmer	Canada	06-08 Jul 25	In person
* Mark & Sally Bernard N.Sch & family	Farm host, PEI	Farmers	Canada	08 – 10 Jul 25	In person
Rusty & Margaret Bitterman	Farm host, PEI	Farmers	Canada	09 Jul 25	In person
Greg Donald	GM, PEI Potato Board	Industry	Canada	07 Jul 25	In person
John Phillips	Farm Boys Inc, PEI	Farmer	Canada	10 Jul 25	In person
John Colwill	PEI	Farmer, Retired lecturer	Canada	10 Jul 25	In person
Marc Schurman	PEI	Farmer	Canada	11 Jul 25	In person

Name	Organisation / Role	Type	Country	Date	Format
Donald Killorn	Exec Director, PEI Federation of Agriculture	Policy	Canada	11 Jul 25	In person
Brett & David Francis	Lady Fane Farm	Farmer	Canada	08 Jul 25	In person
Josh & Patricia Oulton	Tap Root Farms	Farmer	Canada	09 Jul 25	In person
South River Ranch	-	Farmer	Canada	09 Jul 25	In person
Robbie & Kendra Mills	Barkley Bay Oyster Co.	Fisheries & retail	Canada	11 Jul 25	In person
* Chris van den Heuvel	Farm host, Port Hawkesbury	Farmer	Canada	13 Jul 25	In person
Matt & Megan MacDonald	Skye Glen Creamery, NS	Farmers	Canada	13 Jul 25	In person
Maple Brook Community Pasture Walk	Maple Brook, NS	Farmer	Canada	15 Jul 25	In person
Michael McNair	Arctic Economic Development Corporation	Industry	Canada	16 Jul 25	Virtual
FRANCE & SPAIN - September 2025					
Mme Robert	Domaine Robert, Limoux	Farmer	France	31 Aug 25	In person
Solange & Philipe	Confiture des Solange, Campan	Farmer	France	31 Aug 25	In person
Michelle Ebos	Livestock farmer, Tarbes market	Farmer	France	01 Sep 25	In person
Jean-Luc Bongiovanni & family	Organic farm, Sarriac-Bigorre	Farmer	France	01 Sep 25	In person

Name	Organisation / Role	Type	Country	Date	Format
* Antoine & Kattin Massondo	Farm hosts, Arbérats-Sillègue	Farmer	France	01–04 Sep 25	In person
Pierre Diharce	Mixed farm, Domezain-Berraute	Farmer	France	02 Sep 25	In person
Mirentxu Hirigaray	Conseillere installation transmission, Chambre d'Agriculture , Pyrénées-Atlantiques	Government	France	02 Sep 25	In person
Bruno Bosq	Ferme Landran	Farmer	France	03 Sep 25	In person
Julen Perez	Beti Aintzina, Syndicat ELB, Lohitzun-Oyhercq	Farmer, Industry	France	04 Sep 25	In person
Ramuntxo & Bixente Ibarburu	GAEC Mendiari Farm, Urrugne	Farmer	France	06 Sep 25	In person
Victor Ausejo	Alberite, La Rioja	Winemaker	Spain	09 Sep 25	In person
Rosa Gil	Luis Gil, Ocon, La Rioja	Charcutier	Spain	10 Sep 25	In person
BRAZIL - February 2026					
* Joao Alexandre Lopes	Independent & host, São Paulo	Consultant	Brazil	10–11 Feb 26	In person
Djuke	Rizoma Ag, Ipeuna	Farmer	Brazil	11 Feb 26	In person
Luiz Carlos Dematte Filho Cecilia Mitie Ifuki Mendes Bento	Korin Agropecuaria, Ipeuna	Industry	Brazil	11 Feb 26	In person

Name	Organisation / Role	Type	Country	Date	Format
* Alex Melotto	Host & trials farmer, Maracaju	Administrator	Brazil	12–14 Feb 26	In person
Renato	Aequilibrium	Farmer	Brazil	13 Feb 26	In person
Artur	Fazenda Sape	Farmer	Brazil	13 Feb 26	In person
Governor Eduardo	Farm, Maracaju	Farmer	Brazil	13 Feb 26	In person
Fazenda San Francisco	Pantanal ranch	Farmer	Brazil	15 Feb 26	In person
Barranco Alto / Rancho Paraiso	Pantanal wildlife ranch, Paraguai River	Farmer	Brazil	16 Feb 26	In person
Rogerio Fonseca	Fazenda Modello feedlot	Farmer	Brazil	18 Feb 26	In person
* Ollavo Queiroz Tinoco	Multi-generational farm host, Araçatuba	Farmer	Brazil	18–19 Feb 26	In person
* Fabio Pereira	Farm, Piracicaba	Farmer	Brazil	19–20 Feb 26	In person
Victor Campos	Ribeir Solo, São Paulo	Consultant	Brazil	Feb 26	In person
Lucas Ingold	Farmer, Campo Grande	Farmer	Brazil	Feb 26	Telephone
Embrapa Gado de Corte	Federal agricultural research, Campo Grande	Academic	Brazil	Feb 26	In person
CHILE - February–March 2026					
* Fabian & Valentina Henriquez	Agricola El Parque, Frutillar	Farmer	Chile	23 Feb 26	In person
Georgia White	Entre Lagos dairy	Farmer	Chile	24 Feb 26	In person
Eduardo Winckler	Farmer, Osorno	Politician, Farmer	Chile	24 Feb 26	In person

Name	Organisation / Role	Type	Country	Date	Format
* Glynn, Eve & family Byles	Farm hosts, Pichihue, Los Lagos	Farmer	Chile	24–25 Feb 26	In person
John Cotter	Farmer, Victoria	Farmer	Chile	26 Feb 26	In person
Conall Buchanan	Fonterra, NZ	Industry	Chile	26 Feb 26	In person
* Ignacio Lopez	Nuffield Scholar 2025 / farmer	Scholar	Chile	26–27 Feb 26	In person
Jose Manuel Irrazabal Zegers	Ranch, Danicalqui	Farmer	Chile	28 Feb 26	In person
Vinos San Serafin	Winery, Río Claro	Industry	Chile	01 Mar 26	In person
Catherine Lever	Ferrero / Agri Chile, Río Claro	Industry	Chile	02 Mar 26	In person
Camillo Scocco	Ferrero / Agri Chile	Industry	Chile	02 Mar 26	Telephone
Nico Infante	Nuveen Natural Capital, Chile	Finance	Chile	02 Mar 26	In person
Martin Noguera	Nuveen Natural Capital, Chile	Finance	Chile	02 Mar 26	In person
UK - ENGAGEMENTS AND STAKEHOLDERS					
Jonathan Jones & David Pattison	Plimsoll Publishing Limited	Industry	UK	13 Dec 24	Virtual
Sean Rickard	Agricultural Economist	Policy	UK	19 Dec 24	Virtual
David Simmons	Chairman, Riviera Produce	Farmer	UK	20 Jan 25	In person
Rt. Hon. George Eustice	Former Secretary of State for DEFRA	Government	UK	30 Jan 25	In person
Ruth Huxley	Sector Development Coordinator,	Industry	UK	4 Feb 25	In person

Name	Organisation / Role	Type	Country	Date	Format
	Great Cornish Food				
Prof. Matt Lobley	Professor of Rural Resource Management, Co-Director CRPR, University of Exeter	Policy	UK	31 Mar 25	Virtual
David Downs	NZ Story	Policy	NZ	23 Apr 25	Virtual
Alix Wheeler	Regenerative Growth Coach	Coaching	UK	08 May 25	Virtual
George Dunn	TFA	Industry	UK	05 Jun 25	In person
Food Tank Summit	London Climate Action Week, Google London	Event	UK	26 Jun 25	In person
Phil Warren	-	Farmer, Butcher	UK	22 Jul 25	In person
Jeremy Moody	CAAV	Industry	UK	19 Sep 25	In person
Trelawny Farming Group	Speaking engagement	Event	UK	23 Oct 25	In person
FFCC Workshop	FarmED	Event	UK	25 Nov 25	In person
Dave Woods NSch	Visiting Australian Nuffield Scholar	Scholar	UK	28 Nov 25	In person
Rootstock	Devon County Show	Event	UK	05 Feb 26	In person
Martin Davies	Nuveen Natural Capital	Industry	UK	Feb 26	Virtual
Joe Evans	Deputy President, CLA	Industry	UK	04 Jun 26	In person
Tom Bradshaw	President, NFU	Industry	UK	05 Jun 26	In person
Keith Halstead	Royal Countryside Fund	Industry	UK	05 Jun 26	In person

Name	Organisation / Role	Type	Country	Date	Format
David Fursdon	Lord-Lieutenant Devon / Dyson Farming	Government	UK	05 Jun 26	In person
Mel Batters	Rootstock Devon / Regen Farmers	Farmer	UK	2026	In person
Groundswell	Podcast tent session	Event	UK	01 Jul 26	In person
NFU county & regional management	NFU	Industry	UK	2025–26	In person
Robbie Moore NSch MP	Shadow Farming Minister	Government	UK	2025-26	In person
Perran Moon MP	Constituency MP, Camborne & Redruth	Government	UK	2026	In person
Alastair Carmichael MP	Chair, EFRA Select Committee	Government	UK	04 Jun 26	In person
Mike Houghton	Andersons Centre (mentor)	Consultant	UK	Throughout	In person
Perran Moon MP & Tom Bradshaw	Joint meeting	Government / Industry	UK	05 Jun 26	In person

CHAPTER 10: REFERENCES

Gove, M. (2017). 'The Unfrozen Moment: Delivering a Green Brexit' [Speech]. Department for Environment, Food & Rural Affairs, 21 July. https://www.gov.uk/government/speeches/the-unfrozen-moment-delivering-a-green-brexit (Accessed: 1 September 2026).

DEFRA (2020). Environmental Land Management scheme: policy discussion document. London: UK Government. Available at: https://www.gov.uk/government/consultations/environmental-land-management-policy-discussion-document (Accessed: 1 September 2026).

DEFRA (2024a). *Farm performance and productivity: Analysis of Farm Business Survey* [Evidence pack]. London: GOV.UK. https://assets.publishing.service.gov.uk/media/65c09f30c4319100141a44fd/FBS_Evidence_Pack_24jan24i.pdf (Accessed: 1 September 2026).

Winter, M. and Lobley, M. (2016). *Is there a future for the small family farm in the UK?* London: Prince's Countryside Fund. ISBN 978-902746-36-7. Available at: https://www.royalcountrysidefund.org.uk/our-impact/our-research/is-there-a-future-for-the-small-family-farm/ (Accessed: 1 September 2026).

DEFRA (2024b). *Farming Evidence Pack 16 Sep 2024* (updated 23/10/25). London: GOV.UK. Available at: https://www.gov.uk/government/publications/farming-evidence-pack-a-high-level-overview-of-the-uk-agricultural-industry/farming-evidence-key-statistics-accessible-version (Accessed: 1 September 2026).

Sandrey, R. and Reynolds, S. (eds.) (1990). *Farming without Subsidies: New Zealand's Recent Experience*. Wellington: GP Books.

Naylor, M. (2021). '*25 pieces of advice for 25-year-old farmers*', Farmers Weekly, 2015, updated 23 March 2021. Available at: https://www.fwi.co.uk/farm-life/25-pieces-advice-25-year-old-farmers (Accessed: 1 September 2026).

Lang, T. et al. (2025). *Just in Case: 7 steps to narrow the UK civil food resilience gap*. London: National Preparedness Commission. Available at: https://nationalpreparednesscommission.uk/publications/just-in-case-7-steps-to-narrow-the-uk-civil-food-resilience-gap/ and NPC-Just-in-Case-Main-Report_PDF-Download.pdf (Accessed: 1 September 2026).

Batters, M. (2025). *Farming Profitability Review*. London: DEFRA. Available at: https://www.gov.uk/government/publications/farming-profitability-review-2025-an-independent-review (Accessed: 1 September 2026).

Craven, P. (2023). *The Formula for Family Business Success*. Nuffield (UK) Farming Scholarships Trust. Available at: https://www.nuffieldscholar.org/reports/gb/2020/formula-family-business-success-0 (Accessed: 1 September 2026).

Bridges, W., and Bridges, S. (2009). *Managing transitions: Making the Most of Change* (3rd ed.). Philadelphia: Da Capo Press.

Lock, D. 'Change Management Models: Actionable Ways to Lead Organisational Change'. Available at: https://daniellock.com/change-management-models/ (Accessed: 1 September 2026).

Dweck, C.S. (2007). *Mindset: The New Psychology of Success*. New York: Ballantine Books.

For more information on Growth mindset, see The power of believing that you can improve | Carol Dweck | TED www.youtube.com/watch?v=_X0mgOOSpLU (Accessed: 1 September 2026)

Embrace the Elements (2024). 'EMS Education – Growth Mindset Development'. Available at: https://www.embrace-the-elements.com/2024/03/ems-education-growth-mindset-development.html (Accessed: 1 September 2026)

Rogers, E. M. (2003). *Diffusion of Innovations* (5th ed.). New York: Free Press

For more information on the Adoption Curve, see Simon Sinek on the Law of Diffusion www.youtube.com/watch?v=-g_FK1qEIZQ (Accessed: 1 September 2026)

Sinusoid, D. (2021). 'Crossing the Chasm: Technology Adoption Life Cycle'. Available at: https://www.shortform.com/blog/technology-adoption-life-cycle-chasm/ (Accessed: 1 September 2026)

Gutiérrez G., S. (2026). *'Are hazelnuts the new cherry in Chile? Local experts urge caution as growers weigh switching crops'*. Fresh Fruit Portal *3 March 2026*. Available at: https://www.freshfruitportal.com/news/2026/03/03/cherry-hazelnut-switch/ (Accessed: 1 September 2026)

IndexBox (2025). *Latin America and the Caribbean's hazelnut market set to reach 72K tons and $285M by 2035*. December 2025. Available at: https://www.indexbox.io/blog/hazelnut-latin-america-and-the-caribbean-market-overview-2024-4/ (Accessed: 1 September 2026)

Covey, S. R. (2004). *The 7 habits of highly effective people: Powerful lessons in personal change* (15th anniversary ed.). Free Press.

For more information on the Circles of Control, Influence and Concern, see Stephen Covey's Circles available at: www.youtube.com/watch?v=d3wTPuR6YsA (Accessed: 1 September 2026)

For more information on Systems thinking in a farming context, see; **Rixon E. et al. (2024)** *From Surviving to Thriving*. Roots & Rhythms with Innovate UK funding And the Roots & Rhythms substack rootsandrhythms.substack.com/ (Accessed: 1 September 2026)

Wicked Leeks (2026) 'Meet the farming matchmakers, bringing landowners and tenants together', *Wicked Leeks* [Online], 7 January. Available at: https://wickedleeks.riverford.co.uk/features/meet-the-farming-matchmakers-bringing-landowners-and-tenants-together/ (Accessed: 1 September 2026)

FarmWorks Investment Co-operative (2011) *FarmWorks Investment Co-operative Limited* [Website]. Available at: https://www.farmworks.ca (Accessed: 1 September 2026).

978-1-916850-81-1

ISBN: 978-1-916850-81-1

Published by The Nuffield Farming Scholarships Trust
Bullbrook, West Charlton, Charlton Mackrell, Somerset, TA11 7AL
Email: office@nuffieldscholar.org
www.nuffieldscholar.org