



## Corporate Plan 2010-2012



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Registered charity number: 281276. VAT No. GB314 6681 59 Company number registered in England: 1513190 The Progressive Farming Trust Ltd.

## Introduction

**At first sight, the development of the organic sector in the United Kingdom, and internationally, appears to be a success story. There has been significant and continuous growth over the last two decades, both in the area of land under organic management and in the market for organic food.**

At the same time, the institutional support for the organic movement has been strengthened, in a regulatory sense, through the new EU organic regulation applying from 2009, and in terms of policy support for organic farming particularly through the EU's Rural Development Programme and national/regional action plans for organic farming. In the UK, organic farming now covers about 4 to 5% of the land area (over 8% in Wales), while in some other EU countries and Switzerland, organic farming exceeds 10% and is as high as 40% of the land area on a regional basis.

There are though a number of clouds on the horizon that threaten to undermine or reverse this progress:

- The focus on the market and on certified organic production has become dominant for many, so that it has become an end in itself, rather than a means to support organic land management based on organic and agro-ecological principles delivering a range of environmental, sustainability, health and quality goals.
- The recession, which has impacted on the organic market quite significantly, has disrupted the previous growth trends and undermined confidence. Evidence in late 2009/early 2010 indicates that the situation is stabilizing with some confidence returning.
- For many policy makers there continues to be confusion about whether support for organic farming is about supplying a market niche, or about a real contribution to meeting policy goals. With the emergence of serious policy concerns relating to climate change and food security - as well as soil, water and biodiversity conservation - the relevance of organic land management is barely recognised. Even where it is, the limited extent of the adoption of organic practices is seen as problematic. Defra is actively cutting back its support for organic farming. In many recent policy documents, organic is not even worth a mention, even with a common desire, at least in words if not actions, for sustainability and health outcomes.

- The dominance of corporate interests, both in the organic marketplace and in the debate on future development paths for agriculture and food, also means that the emphasis on organic and agro-ecological principles is down-played. There is a renewed confidence amongst those promoting an industrial/technological approach to address the key policy issues.
- Many producers who have converted to organic production have only encountered the inspection process and the rulebook. Opportunities to engage with the underlying organic/agro-ecological principles, and with agro-ecosystem management approaches as a way of dealing with production problems, are extremely limited. As a consequence, the development of systems that are simply certification compliant, reliant on substituting one slightly more acceptable input for an unacceptable one, is perhaps inevitable. It means though that the systems currently in place are not delivering the ecosystem services and public benefits that many believe they should be.

The challenge for the Organic Research Centre in the next few years is to turn this process around by supporting, with high quality research, the development of sustainable farming systems based on organic/ agro-ecological principles that are capable of making a real contribution to addressing local, national and global food security, climate change, biodiversity/resource conservation and socio-economic concerns.

The achievement of this will involve not just research, but effective dissemination of information and communication:

- With producers to upgrade and operate their farms successfully for public as well as private benefit;
- With supply chain businesses to understand what it is they are selling when they engage with organic food and to survive in an economic environment dominated by large corporations;
- With consumers to better understand and commit to what they are buying;
- With citizens and policy-makers to really understand and engage with the solutions that are needed, and the potential of organic farming, to address the issues that they are concerned about.

This cannot be achieved by ORC alone. There is a need to build collaborative alliances with traditional and non-traditional partners. However, all of this needs to be done on the basis of a clear commitment to our core organic/agro-ecological principles.

# Purpose, Mission Statement, Aims and Objectives

**The Charity was founded for the advancement of public education by the promotion, encouragement and advancement of knowledge of and research and experiments into agriculture, biological (organic) husbandry and technical, economic and social sciences or intermediate technology whether within the United Kingdom or otherwise. This is reflected in our Mission Statement:**

The business of the Organic Research Centre is to develop and support appropriate agriculture and food systems, primarily within local economies, which build on organic/agro-ecological principles, to ensure the health and wellbeing of soil, plant, animal, man and the environment.

The Organic Research Centre has played a central role in the development of organic research, policy and standards since 1980. Our Aim for the 2010-2012 period is to strengthen our position and effectiveness as the leading independent UK research and development institution for organic food and farming, by:

- Extending our areas of operation and impact while ensuring that the boundaries and focus of work are realistic with respect to available staff and financial resources;
- Building collaborative links with other organizations
- Increasing the size of the organisation in terms of staff and other resources
- Increasing and diversifying our funding sources

Our specific Objectives for the period covered by this plan are:

1. To develop ORC's research programme and conduct research on organic/agro-ecological approaches to food and farming in order to:
  - a. Improve the productivity and sustainability of such approaches and address key technical problems where current practice falls short of organic/agro-ecological principles; recognizing the importance of working with participatory/farming systems research;
  - b. Evaluate, with a view to improving, the economic, social, environmental, quality and other impacts of such systems, including:
    - i. Delivery of ecosystem services;
    - ii. Pollution, resource use and biodiversity impacts;

- iii. Greenhouse gas emissions and potential for climate change mitigation;
  - iv. Food security, food sovereignty and sustainability of food production systems;
  - v. Food quality, safety and human/animal health and wellbeing.

2. To develop ORC's information services in order to:
  - a. Communicate organic principles/best practice and disseminate technical and market information to producers, consultants, food businesses and others, so as to improve both business performance and delivery of public goods (climate change, animal welfare, biodiversity etc.);
  - b. Facilitate the sound development of the organic sector primarily in the UK but also internationally.

3. To develop ORC's education and public relations programme in order to:
  - a. Educate and inform students, school children, consumers and civil society more generally about the issues affecting the sustainability of primary food/energy/fibre production;
  - b. Engage with the media on relevant food, farming and sustainability issues.
4. To engage with and influence policy-makers at local, national and international level in order to ensure that the potential of organic/agro-ecological approaches is recognized in climate change, food security, biodiversity, animal health/welfare, food quality/health and agri-environmental/rural development policy debates and that appropriate policies are developed.

5. To develop the farm and estate of ORC as a resource to support the above activities by:
  - a. Maintaining farm, cottage and farmhouse in fit condition for purpose and identifying potential for development;
  - b. Maintaining and developing office facilities at Elm Farm and Wakelyns to provide efficient, safe and inspirational working environment;
  - c. Developing the conference centre as a resource to support ORC activities and as an income source.

6. To develop ORC's administration and governance systems in order to:
  - a. Operate the administration efficiently and to recognized quality management standards;
  - b. Ensure effective and transparent governance and communication between staff and trustees;
  - c. Develop IT systems to a standard appropriate for a research organization with a high reliance on IT and internet communication;
  - d. Ensure effective financial management and control and secure sufficient resources to implement plans without reducing original endowment;
  - e. Maintain and develop appropriate staff levels, skills, morale and productivity.

## Public benefit

As indicated above, the Charity was established for the advancement of education through research. In the context of the Charity Commission's broader range of 13 areas of potentially relevant public benefits, the advancement of education, i.e. activities to promote, sustain and increase individual and collective knowledge and understanding of specific areas of study, skills and expertise, remains the primary one of relevance. However, the work of the Charity also addresses the advancement of health, advancement of environmental protection and improvement (in particular the promotion of sustainable development and biodiversity; the promotion of recycling and sustainable waste management; and research projects into the use of renewable energy sources), and the advancement of animal welfare through research into improved livestock production systems.

## Risk assessment

The Trustees have given due consideration to the major risks to which the Charity is exposed and holds a register of these. It has taken all reasonable steps to mitigate these risks. Risk assessment and management processes are in operation on an on-going basis throughout the organisation and cover all aspects of financial and non-financial performance. The risk register is reviewed as part of the annual budgeting/planning cycle.

# Planned Activities

## Research

**Objective: To develop/extend ORC's research programme**

Longer term activities (2011-2012)	Short term activities (2010)
Secure and develop overall funding for research programme	Increase research funding
	Participate in EU FW7 and CORE organic funding calls
Develop participatory research and learning approaches	Establish participatory research farms network
	Participate in Grundtvig participatory research bid
Improve ORC research profile, including communication and dissemination of high-quality results	Consolidate relations with key UK University partners
	Consolidate relations with key EU partners
	Organise British Ecological Society Event at ORC
	Submit papers to peer reviewed journals
Ensure research agendas are oriented to organic/agro-ecological approaches	Participate in TP Organic technology platform
Secure funding to develop livestock research	

**Objective: To conduct research to improve the productivity and sustainability of organic/agro-ecological approaches**

Longer term activities (2011-2012)	Short term activities (2010)
Continue development of crops research programme	Continue delivery of wheat breeding project (Wheatbreedinglink)
	Disseminate results of wheat project (Wheatlink)
	Initiate delivery of organic and low-input crop breeding and management project (SOLIBAM)
	Continue delivery of quality oats project (Quoats)
	Continue delivery of legumes for arable rotations project (Leglink)
	Secure funding for crop-protection projects
	Initiate delivery of oilseed rape weed control project
	Initiate small project on Ecodyn min-till at Duchy Home Farm
	Recruit WAF trainee research technician
Establish horticultural research programme	Continue supervision of PhD on aphids as virus vectors in potatoes
	Submit research proposal to NERC on optimizing inter-cropping and mulching for horticultural pest control
	Explore potential for development of malacological (slug) research
	Participate in European COST action bid on protected cropping
Develop eco-agroforestry research programme	Deliver on Ashden Trust eco-agroforestry project
	Establish partnerships; secure funding for future eco-agroforestry work
	Organise eco-agroforestry conference and other events
	Initiate eco-agroforestry PhD project
Publish book on eco-agroforestry	Develop book concept, secure funding and initiate project
Continue development of socio-economic research programme	Deliver on 'Economic analysis of certification systems for organic food and farming' (Certcost) project contract
	Deliver on 'Farmer-consumer-partnership' (CORE-FCP) contract
	Deliver on EU standard costs for organic farming (FACEPA) sub-contract
	Complete outstanding deliverables and secure funding for continuation of organic farm incomes work
	Complete OCW/BOBL market reviews
	Recruit market/business data/ policy analyst
Establish research activity relevant to developing countries	Identify means by which this might happen
	Build links with FAO ORCA initiative

**Objective: To evaluate, with a view to improvement, the impacts of organic/agro-ecological approaches, including delivery of ecosystem services; pollution, resource use and biodiversity impacts; greenhouse gas emissions and potential for climate change mitigation; food security, food sovereignty and sustainability of food production systems; food quality, safety and human/animal health and wellbeing**

Longer term activities (2011-2012)	Short term activities (2010)
Develop research on climate change impacts, energy and emissions	Initiate systematic review of climate change impacts of organic farming
	Critical review of soil sequestration studies followed by closed meeting with key players
	Complete EASI project report and papers
	Submit funding bid for data collection on greenhouse gas emissions
	Initiate delivery of greenhouse gas emissions contract
	Investigate potential for collaboration with Hampshire Agrogas project
	Investigate potential for funding bids on small-scale anaerobic digestion research
Develop research on sustainable food security and food sovereignty issues	Develop approach to assessing total systems productivity as a basis for assessing relative merits of different systems
Develop an integrated approach to land use sustainability assessment	Complete environmental benchmarking project
	Deliver on farming systems assessment methodology project
Develop research on food quality	Maintain membership of and engage with Food Quality and Health. Develop autumn 2010 conference and book on food quality issues/critiques, with aim of reopening research agenda
Develop research on biodiversity impacts and ecosystem services	Develop discussions with Natural England
	Participate in European COST action bid on eco-functional intensification
	Continue supervision of PhD on effects of soil surface management on wider environment
	Start new PhD on pollination and decomposition ecosystem services in legumes project

## Policy

**Objective: To ensure that the potential of organic/agro-ecological approaches is recognized in climate change, food security, biodiversity, animal health/welfare, food quality/health and agri-environmental/rural development policy debates and that appropriate policies are developed**

Longer term activities (2011-2012)	Short term activities (2010)
	Attend key conferences (IFOAM EU congress, ORC conference, Soil Association, Biofach, EU conferences)
	Maintain membership of and engagement with key national (Garden Organic, Sustain, Soil Association, GM Freeze) and international (FQH, Climate Change Round Table, IFOAM international, EU and UK groups)
	Develop links with NFU and other non-organic organizations
	Organize programme of meetings with key individuals to open debate
	Participate in Defra agri-environment stakeholders group
	Continue negotiations with Welsh Assembly Government on future of Welsh organic farming schemes
	Participate in Welsh Strategic Food and Drink Advisory Partnership
	Continue development and implementation of Welsh organic action plan through Chairing of Organic Strategy Group
Re-establishment of English Action Plan	
	Organise meeting of IAASTD authors
	Engage with current CAP reform debate
	EU expert committee membership applications
Review/renewal of European action plan	
Address issues relating to GM co-existence and development of alternatives to GM production	Publication on agro-ecological alternatives to GM
	Legal case on GM
	Increase joint activity with GM Freeze and maintain membership

## Information services and sector development

**Objective: To communicate organic principles/best practice and disseminate technical and business/market information to producers, consultants, food businesses etc. in order to improve both business performance and delivery of public goods (climate change, animal welfare, biodiversity etc.)**

Longer term activities (2011-2012)	Short term activities (2010)
	Deliver 3rd year of OCIS England contract
	Develop OCIS public good delivery template and other amendments to OCIS
	Improve understanding of factors limiting producer uptake
	Deliver OCIS Wales contract
	Deliver Farming Connect contract
Develop Organic Advisory Service	Deliver Organic Advisory Service user-paid advice
	Improve promotion of services to farmers
	Investigate potential for energy advisory service
	Review role of Organic Systems Development Group
	Re-establish Demonstration Farms Network
	Complete Organic Inform evaluation
Develop successor to Organic Inform	Submit RDP funding bid(s)
Hold producer conference annually	Hold annual producer conference in Jan 2010
Develop further producer/business training events/short courses	Organise enhanced programme of producer events
	Produce new edition of Organic Farm Management Handbook
	Continue Organic Centre Wales partnership and secure future funding
	Support development of Institute for Organic Training and Advice
	Develop Organic Eprints as depository for ORC reports/articles
	Submit research and technical articles to ORC Bulletin/other periodicals
	Present results at conferences
Engagement with young people	Continue with development of SA apprenticeship scheme
Develop English/UK/EU market/statistical data collation and analysis	
Participate in EU market data observatory	
	ECOPB participation and possible UK event

**Objective: To facilitate the sound development of the organic sector primarily in the UK but also internationally**

Longer term activities (2011-2012)	Short term activities (2010)
Support development of UK organic producer groups	Participate in Organic Arable meetings
	Revive engagement in Organic Livestock Marketing Company
	Maintain interest in Organic Farm Foods
	Participate in Organic Seed Producers meetings
	Participate in Hybu Cig Cymru/Levy company meetings
	Participate in Organic Growers Alliance meetings, support activities
	Develop Better British Organic Poultry group
	Improve liaison with dairy, beef and sheep groups
	Develop pig producer initiative; support German study tour
	Participate in Welsh supply chain development initiative (Better Organic Business Links)
Develop English supply chain initiative	

## Education and PR/Communications

**Objective: To educate and inform students, school children, consumers and civil society more generally about the issues affecting the sustainability of primary food/energy/fibre production**

Longer term activities (2011-2012)	Short term activities (2010)
Develop education as profit centre for ORC	Develop strategy for education
Maintain and develop Transatlantic Partnership with College of Atlantic and University of Kassel	Deliver College of Atlantic short course summer 2010
	Host College of Atlantic interns
	Develop distance learning initiative (with Kassel, ORC, SAC)
	Identify opportunities for further research, faculty exchange and other activities
Develop consumer education programme including information resources	Support EU-funded promotion bid led by Sustain
Development of ORC facilities as Food and Farming Sustainability Education Centre	Submit funding proposals to fund and appoint an Education Officer/Event co-ordinator
	Deliver on renewal of farm trail and paddock facilities
	Development of local community initiatives
	Secure funding for school education project
Develop new horticulture therapy project	

**Objective: To engage with the traditional and digital media on relevant food, farming and sustainability issues**

Longer term activities (2011-2012)	Short term activities (2010)
Development of stronger media presence	
	Continue production of ORC Bulletin
	Redevelop ORC website
	Respond selectively to media items
	Participate in media interviews
	Proactively engage with media via feature articles and press releases
	Organise PR events on specific issues or relating to 30th anniversary

## Farm and estates

**Objective: To maintain farm, cottage and farmhouse in fit condition for purpose and identify potential for development**

Longer term activities (2011-2012)	Short term activities (2010)
Address issues raised in cottage structural surveys, monitor cottage gable end wall	Repairs as priorities and funding permits
Refurbish farmhouse as accommodation and/or office resource for ORC	Prepare plans and secure funding for refurbishment of farmhouse
Redevelop farm yards to renew and/or remove derelict buildings/stores	Investigate feasibility of woodchip boiler for farmhouse

**Objective: To develop conference centre as resource to support ORC activities and as income source**

Longer term activities (2011-2012)	Short term activities (2010)
	Increase income from external events held in conference centre
	Complete development of conference centre facilities



**Objective: Maintain and develop office facilities at Elm Farm and Wakelyns to provide efficient, safe and inspirational working environment**

Longer term activities (2011-2012)	Short term activities (2010)
	Investigate potential for solar PV panels with new feed-in tariffs
	Change to renewable electricity supplier for main Elm Farm supply
	Develop library facility including Endnote bibliographic database and e-library and access to on-line journals
Renewal of office roof at Elm Farm not included in Phase 1	
Development of wind generating capacity at Wakelyns	Develop project plan, submit funding and planning applications

## Administration and institutional resources

**Objective: To operate the administration efficiently and to recognized quality management standard; to ensure effective and transparent governance and better communication between staff and trustees**

Longer term activities (2011-2012)	Short term activities (2010)
	Implement the Charity governance procedures agreed at the November 2009 Council of Management
Plan for succession within Council of Management and/or office resource for ORC	Recruitment and induction of trustees
	Identify and exploit opportunities for increased interaction/ improved communication between staff and trustees
Maintain Quality Management certification	Address non-compliances raised by QM audits
	Complete development and implementation of templates, incl. uptake by all staff

**Objective: To develop IT systems to standard appropriate for a research organisation with high reliance on IT and on internet communication**

Longer term activities (2011-2012)	Short term activities (2010)
Secure broadband capability	
Improved video-conferencing facilities	
	Transfer phone system to new provider; purchase current system
	Upgrade computers to Office 2007 and Windows 7
	Set up internal Sharepoint facility
	Database redevelopment and data protection issues

**Objective: To ensure effective financial management and control and to secure sufficient resources to implement plans without reducing endowment**

Longer term activities (2011-2012)	Short term activities (2010)
	Achieve operating surplus or zero deficit at end of year
	Implement fund-raising strategy to achieve targets
Rebuild reserves by generating surpluses	

**Objective: To maintain and develop appropriate staff levels, skills, morale and productivity**

Longer term activities (2011-2012)	Short term activities (2010)
	Implement new grade structures, role and job descriptions, revised terms/conditions and pay scales
	Develop shadowing approach to ensure staff not working completely in isolation and second person is familiar with key activities
Maintain Investors in People status	
	Improved integration of staff between Wakelyns and Elm Farm

## Budget for 2009/10

### Operating income and expenditure

	Budget 2009/10	Actual 2008/9
<b>INCOME</b>		
Major donors	140,000	140,000
Other donations	120,000	58,184
Investments	21,000	19,769
Estates	42,500	72,612
Research	781,895	407,803
Extension	231,560	214,001
Education	42,400	43,859
Other projects	108,600	9,879
<b>Total</b>	<b>1,487,955</b>	<b>966,107</b>
<b>EXPENDITURE</b>		
Directorate salaries	173,948	162,823
Admin salaries	82,553	70,522
Other dir/admin costs	12,000	15,979
Governance costs	7,400	7,341
Fundraising/PR salaries	30,626	38,340
Other FR/PR costs	12,600	7,648
Office costs	43,500	37,084
Finance costs	24,400	23,080
Estate costs	47,500	30,429
Other estab costs	6,720	3,897
Research salaries	319,316	209,817
Research other	371,912	160,780
Extension salaries	100,254	120,231
Extension other	79,440	46,309
Education salaries	27,864	12,659
Education other	11,500	11,290
Other project costs	49,950	20,459
Contingency	0	0
<b>Total</b>	<b>1,401,483</b>	<b>978,689</b>
<b>DEPARTMENTAL NET CONTRIBUTION</b>		
Core	-189,521	-160,956
Fundraising	76,774	12,196
Estates	-5,000	42,182
Research	90,667	37,206
Extension	51,866	47,460
Education	3,036	19,910
Other	58,650	-10,580
<b>OPERATING SURPLUS</b>	<b>86,472</b>	<b>-12,582</b>

### Balance Sheet and Reserves

	Closing valuations			Budget
	2006/7	2007/8	2008/9	2009/10
Farmhouse & buildings	891,600	686,487	666,483	651,183
Land	750,000	750,000	750,000	750,000
Phase 1 Building	31,087	372,807	382,557	374,901
Phase 2 Building	0	41,466	443,892	460,012
Triodos loan	0	0	-350,000	-350,000
JA Pye loan	0	-75,000	-75,000	-75,000
Motor vehicles	7,105	2,845	-1	-1
Fixtures & fittings	16,893	15,123	28,226	19,226
Newton investments	585,012	447,698	375,389	392,969
Shares	12,500	12,611	12,626	12,626
Stocks	7,229	5,194	6,538	6,538
Debtors	99,464	196,836	196,894	196,894
Creditors	-409,327	-154,931	-302,479	-235,236
Current a/c, cash	286,188	1,114,864	82,918	56,568
<b>Total net worth</b>	<b>2,277,751</b>	<b>2,225,269</b>	<b>2,218,042</b>	<b>2,260,679</b>
Net movement in funds	31,303	-52,482	-7,228	42,636
<b>RECONCILIATION</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>	<b>Budget 2009/10</b>
Operating surplus (deficit)	37,066	-87,800	-12,582	86,472
Depreciation	-35,735	-32,692	-36,280	-43,836
Gain on disposal of property	0	204,393	0	0
Net income/expenditure	1,331	83,901	-48,862	42,636
Gain (loss) on investment assets	29,972	-136,380	41,632	0
Net movement in funds	31,303	-52,479	-7,230	42,636
<b>RESERVES</b>	<b>581,066</b>	<b>543,894</b>	<b>296,886</b>	<b>355,358</b>
as % of expenditure		50%	30%	25%

## Organic Research Centre staff list and organizational structure

As at 1st June 2010

### Executive Board

Prof. Dr Hardy Vogtmann President (SE, PT 30dpa)  
Prof. Nic Lampkin Director

### Research

Prof. Martin Wolfe Principal Scientific Advisor (PT 35% FTE, Wakelyns based)  
Lawrence Woodward Principal Policy Advisor (SE, PT)  
Dr Bruce Pearce Senior Research Programme Manager  
Dr Thomas Döring Principal Researcher/Crop Research Team Leader  
Dr Sally Howlett Senior Crops Researcher (Wakelyns based)  
Helen Pearce Crops Researcher (Wakelyns based)  
Oliver Crowley Crops Research Assistant  
Laura Hathaway-Jenkins RELU CASE PhD student, Cranfield University  
Robert Brown LegLink CASE PhD student, Reading University  
Dr Jo Smith Agroecology Researcher  
To be appointed Agro-forestry PhD student, Reading University  
Dr Susanne Padel Principal Researcher/Socio-economic Research Team Leader (PT 80% FTE)  
Laurence Smith Sustainability Researcher  
To be appointed Socio-economics Researcher  
Becky Nelder Livestock Researcher  
Louisa Winkler Trainee Research Technician (Wakelyns based)

### Information Services

Roger Hitchings Principal Consultant/Advisory Team Leader  
Gillian Woodward Senior Information Services Administrator  
Bob Winfield Education Consultant (SE, PT 50% FTE)  
To be appointed Education/Events Officer  
Various Organic Consultants: Tim Budden, Tim Deane, Gerard Dinnage, Trevor Drew, Rod Everett, Charles Morrish, Phil Hitchman, Ben Wightman, Bill Grayson, Phil Sumption, Mark Measures (All SE, PT total 0.5 FTE, mainly TB, GD, PH, MM)

### Administration

Pam Tibbatts Senior Office Administrator  
Alison Day Finance Officer (PT 80% FTE)  
Chris Allen Technology Support Officer  
Angela Pointer Casual administrator (SE, PT <10dpa)  
Lanie Allen Casual administrator (SE, PT <10dpa)  
Various Professional consultants as required: (SE, PT <20dpa total Quality Management, Health and Safety, Financial Audit, Legal, Staff development, IT)

SE=self-employed; PT=part-time; FTE=full-time equivalent (220dpa);  
dpa = 7.5hour days per annum

## ORC Operational Teams

The previous departmental structure has been replaced by a more flexible, over-lapping team approach:

- The Research Team, led by Bruce Pearce, consists of the core research staff plus representatives of the Executive Board (NL), information services (RH) and admin (CA). Within research, there are currently two subject-specific teams, led by principal researchers, which it is planned will provide a model for the development of other areas of research activity (livestock, agro-forestry etc.):

- o Crops (TD, SH, HP, OC, RB)
- o Socio-economics and resource accounting (SERA) (SP, LS, TBA, NL)

The Research Team is responsible for the planning, delivery and monitoring of the research objectives and activities of the corporate plan.

- The Information Services Team, led by Nic Lampkin, consists of the core IS staff plus representatives of research (BP, SP, LS) and admin (CS, CA), as well as Mark Measures representing external organic consultants and IOTA.

The Information Services Team is responsible for the planning, delivery and monitoring of the information and education/PR objectives and activities of the corporate plan.

- The Administration Team, led by Nic Lampkin, consists of the core Admin staff plus representatives of research (JS) and information services (GW).

The Administration Team is responsible for the planning, delivery and monitoring of the administration, institutional resource, farm and estate objectives and activities of the corporate plan.

- A new Policy Team, advised by Lawrence Woodward, consists of the Executive Board plus MW, BP, SP, with other staff included on an ad hoc basis.

The Policy Team is responsible for the planning, delivery and monitoring of the policy objectives and activities of the corporate plan.

# ORC Organisational Chart June 2010

