



DEALS ARE BEING DONE — BUT WHO'S REALLY HOLDING THE PEN?

TRADE-OFFS, TAKEOVERS AND THE NEW PRESSURES SHAPING THE A-Z OF FARMING.

What's new in this issue.

The signals. The shifts. The strategies that matter now.



**BEYOND THE BEEF: UK-US TRADE DEAL SPARKS
ETHANOL CRISIS AND EXPORT BARRIERS**

PAGE 6



**PENSION FUNDS OPEN DOORS TO FARM-SCALE
CLEAN GROWTH INVESTMENT**

PAGE 5



**PENSION FUNDS OPEN DOORS TO FARM-SCALE
CLEAN GROWTH INVESTMENT**

PAGE 5



**HOW TO PREPARE YOUR AGRI-BUSINESS FOR
GROWTH, INVESTMENT OR EXIT – WITH MOORE
BARLOW'S DAVID BRIGHT**

PAGE 9



**THE GREAT BRITISH FOOD REBRAND: SCOPE 3,
WELFARE AND TRACEABILITY BECOME
DEALBREAKERS**

PAGE 12

Hello and welcome

The ground's so dry it talks back when you walk on it. Cracks underfoot, leaves already curling — summer came in fierce this year. Not in headlines, but in heat. Not in storms but in stillness. And I've felt it — not just on the farm tracks, but in conversations with funders, policy teams and businesses asking the same thing in different ways: Are we still in control?

That question's at the heart of this issue. And not by accident. While others eased into the season, I've been out pushing — connecting dots, challenging decisions and sitting down with the kind of people (like David Bright) who don't give you warm words... they give you the map.

Because right now, control isn't about being the loudest. It's about being the most prepared. The most informed. The most adaptable. Whether you're negotiating contracts, tracing carbon, or trying to read a market that keeps rewriting itself — this issue of AgriLook was built for you.

There's no fluff here. Just sharp insight, serious shifts and a few truths you won't hear anywhere else.

Let's begin.

Alexander



This Issue's Contributors



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This Fortnight's Big Signals

- **Retailers raising expectations on Scope 3 and cold-chain standards**
Scope 3 and cold-chain rules tightening; agri-suppliers must prove carbon and temperature control or risk being dropped.
- **FETF grant window open until 10 July**
£46.7m in productivity, slurry and animal welfare funding; apply by 10 July or miss the window.
- **Packaging rules tighten**
Producers handling over 25t of packaging and earning £1m+ in turnover must now register under Extended Producer Responsibility rules.
- **£200 m agri-tech in the Industrial Strategy**
Government names agri-tech & precision breeding as strategic growth sectors.

Quick Wins and Next Moves

£5 m Farming Innovation Investor Partnership kicks off

Co-investment grants of up to £1.35m were available. This Innovate UK-backed model boosts investor confidence and speeds path-to-farm uptake.

Environment Agency inspection capacity doubles

Environment Agency inspection capacity expanding – EA aims to audit 6,000 farms annually by 2029.

Pilgrim's Europe secures 20-year pig contracts

Long-term agreements offer farmers guaranteed returns and investment support for facilities and infrastructure. This transforms supply chain dynamics—pig farmers gain stability and planners can confidently invest in new units. This is one of the longest livestock contracts ever offered in the UK and is designed to support long-term investment.

Innovate UK backs 13 Welsh agri-tech startups

MFA grants are supporting projects from wool lubricants to AI crop forecasting. Regional funding diversifies innovation hotspots—Welsh start-ups now feed into UK and global agri-tech value chains.

Fast Focus

The UK's first drone-and-AI-powered field team is live – and it's not a mega-corp. A Hampshire grower is now running DJI Agras drones with multispectral imaging to fertilise, assess and manage crops with pinpoint accuracy. What used to take a week, now takes a morning. This proves precision ag isn't theoretical or 5 years away – it's real, it's here and smaller farms are leading the charge. Expect rapid uptake as others follow.

Opportunities

- Long-horizon farming contracts – Pilgrim's blueprint could expand across livestock sectors, unlocking investor interest.
- Tech-led farm differentiation – Early adopters of drone/AI tools stand to gain efficiency, margins and brand positioning.
- Regional innovation hubs emerge – Welsh agri-tech momentum offers pilots and partnerships beyond traditional UK clusters.
- Supply-chain resilience gains spotlight – Ethanol vulnerability underscores need for farm-level contingency planning and supplier diversity.

Threats


- Commodity risk from ethanol plant crisis – Vivergo's potential closure may affect feed supply, fertiliser by-products and CO₂ sourcing.
- Adoption lag creates gap – Farms without tech adoption may struggle to compete on cost and sustainability.
- Funding could fragment – Multiple regional and national programmes overlap—farmers must navigate complexity or miss out.

Wildcards

The moves redefining the game — in boardrooms, fields and policy backrooms. They won't all make headlines. But they'll shape your margins, models and next moves.


Pension funds are coming for infrastructure

UK legislation is unlocking billions from pension “megafunds” to invest in infrastructure, climate and clean growth. Rural projects like on-farm energy, biogas and food hubs are suddenly eligible.

 Why it matters: Farms that can present solid business cases may find capital from unexpected places—if they're ready to act like investable ventures.


Zero-hours contracts on the chopping block

The new Employment Rights Bill sets out plans to restrict ‘exploitative’ zero-hours contracts, likely from 2026–27, unless a union deal is in place, while giving day-one rights to sick pay, paternity leave and unfair dismissal protection.

 Why it matters: Seasonal hiring, harvest crews and student workers could become more expensive and complex to manage—especially for smaller farms without HR systems or legal support.


Data centres are the new neighbours

From Scotland's £3.9bn Ravenscraig development to Growth Zones in rural England, AI and tech hubs are springing up—bringing big energy demand, fast-track grid access and new land deals.

 Why it matters: Farms near these hotspots could lose out on grid capacity—or tap into new revenue streams by partnering on land, heat, or microgrid schemes.


Clean shipping rules will raise input costs

Global shipping rules are tightening, with new carbon taxes and emissions targets pushing up the price of freight. EU regulations are already hitting import/export costs.

 Why it matters: Farmers may start to feel this in the price of fertilisers, machinery, feed and even packaging. Sourcing locally—or proving low-emission supply chains—will become a selling point.

Great British Energy goes live

Launched in June 2025, the body is backed by an initial £1 billion supply-chain fund, that will invest directly in UK renewables, with power to co-own solar, wind and storage projects.

 Why it matters: This could reshape land deals and make clean energy partnerships more accessible for farmers—especially those offering scale, certainty, or community benefit.



Beyond the beef... what the UK-US trade deal wins don't fix.



ALEXANDER PRESTON
Founding Partner, Preston Waldon

W

hen Downing Street trumpeted a UK-US trade breakthrough, British farmers dug in. On paper it unlocks two-way 13,000-tonne beef quotas and removes the UK's 19% ethanol tariff, replaced with a zero-duty quota for up to 1.4bn litres.

In practice, however, the real gains overwhelmingly favour America – and leave UK agriculture navigating a hidden minefield. US producers are celebrating major wins on ethanol and beef access, while many UK growers fear their domestic markets are about to be upended.

The beef agreement was sold as a win for British farmers – 13,000t of duty-free access to the US – but UK officials insist standards won't budge. Farmers' leaders were quick to point out that nothing in the deal allows hormone-treated beef into Britain.

NFU President Tom Bradshaw praised ministers for "listening to our concerns, particularly around maintaining high standards, protecting sensitive sectors and securing reciprocal access for beef".

In fact, the UK side kept its red lines: U.S. imports must meet existing UK welfare and food-safety rules (hormone-fed cattle and chlorinated chicken remain banned).

”

Our biggest concern is that two agricultural sectors have been singled out to shoulder the heavy burden of the removal of tariffs for other industries.

Tom Bradshaw

Meanwhile, across the Atlantic, U.S. beef producers see this as a bonanza. Nebraska rancher Buck Wehrbein, president of the National Cattlemen's Beef Association, thanked U.S. leaders for a "tremendous win" that helps "American family farmers and ranchers." He noted the UK's taste for "high-quality American beef" and said securing this deal was "a natural step forward".

In other words, the U.S. got what it wanted: new markets and lots of ethanol, largely on its terms. Back home, supermarkets aren't banking on an influx of U.S. sirloin. In Britain 100% of the fresh beef in major stores is already domestic or Irish, so traders warn U.S. cuts may have a hard time finding buyers. This means new U.S. imports may struggle to gain retail shelf space, regardless of the trade deal.

Who's really winning?

Yes, the beef deal allows 13,000 tonnes of duty-free trade each way. Yes, it looks reciprocal. But dig deeper - US beef exporters are already in gear, while UK exporters face an obstacle course of paperwork, residue tests and marketing claim restrictions. Nebraska rancher Buck Wehrbein called it "a tremendous win" and a "natural step forward." Compare that to UK exporters preparing for USDA audits, extra traceability and antibiotic testing. The contrast is stark.

Brooke Rollins, US Agriculture Secretary,, echoed the sentiment:

"It can't be understated... how important this deal is and what this means to American farmers and ranchers. Specific to the beef, this is going to exponentially increase our beef exports. And to be very clear, American beef is the safest, the best quality and the crown jewel of American agriculture for the world."***"We negotiated from a position of strength. American farmers won access – and we did it without compromising our standards."***

Ethanol: The Silent Collapse

If the beef part of the deal is noisy, the ethanol clause is the silent detonation. Removing the 19% tariff opens the UK market to 1.4 billion litres of cheap US corn ethanol – almost exactly the UK's total demand. This tariff removal was part of a broader negotiation that secured U.S. concessions on steel and aluminium tariffs. That puts local production at serious risk, especially if US ethanol volumes enter at scale.

Plants like Vivergo and Ensus process approximately 1.2 million tonnes of UK wheat annually into fuel and feed. Vivergo's owner, AB Foods, warned in June 2025 that the plant may close without government support.

The consequence? A collapsing outlet for feed wheat, falling prices and the disappearance of DDGS (a key protein by-product for livestock feed).

Inside view



UK bioethanol plants like Vivergo (Hull) and Ensus (Teesside) process about 1.2m tonnes of wheat a year into fuel and animal feed.

With new free-trade access for U.S. ethanol (far larger and cheaper), local producers warn their businesses can't survive.

What to Watch: US export hurdles

The fine print isn't just fussy — it could cost you a shipment. Here are the three landmines every UK beef exporter needs to navigate if they want to crack the American market:

Traceability Overload: Every consignment must now carry full traceability back to the abattoir — including slaughterhouse ID, batch numbers and exact production dates. Miss a digit? Your beef could be benched. Exporters call it "bureaucracy on steroids."

Claim Control: Fancy adding a "grass-fed" or "antibiotic-free" label to meet premium buyer expectations? Not so fast. The USDA requires pre-approval of any such claims. If you're not fully aligned, they can block the shipment, demand label changes or flag you for future inspection.

Residue Roulette: The U.S. doesn't just take your word for it. Random testing is extensive and unforgiving. In 2023, nearly 1 in 5 U.S. products labelled "antibiotic-free" still showed residue traces. For UK exporters, that means a forensic approach to drug records — or risk being blacklisted after one bad test.

Bottom line? You're not just selling steak. You're selling a paperwork trail that stands up to one of the toughest border inspections in global agriculture.

Welsh Fields in Flux

Across Wales, cereal farmers are adjusting fast. Oilseed rape and pulses are re-entering rotations not out of ambition, but necessity. OSR offers a hedge: it avoids wheat volatility and its by-product, rapemeal could plug the protein gap left by vanishing DDGS. Nick Grogan of Phoenix Oils puts it plainly: "If ethanol shuts down, rapemeal tightens. We're already seeing it."



The wheat market's wobbling. Without Vivergo, we've lost a cornerstone. We're trialling pulses and rape again.

Arwel Davies, Ceredigion

Exporting UK beef to the US isn't just about securing a buyer — it's about passing a new audit regime. One cooperative director, speaking under Chatham House rules, said: "We're tearing up our health record systems and starting again. The US wants a level of forensic detail that we just weren't prepared for."

Even labels can trip you up: anything that suggests higher welfare or low-drug use must be pre-approved. No exceptions.

And yes, the US will test your meat.

This isn't about nostalgia for lost protectionism. It's about deals struck where agriculture was the bargaining chip. Officials insist the beef quota is symbolic and the ethanol carve-out had to happen. That's little comfort to farmers who are now rewriting rotations or facing audit headaches.

My take? This deal was calibrated for steel and cars. Agriculture was the lever.



GUEST FEATURE

How agri-businesses can prepare for growth, investment or exit



DAVID BRIGHT
Partner, Moore Barlow

Earlier this year, our co-founder, Alexander, was invited to lunch with the Agriculture team at Moore Barlow. The fresh pasta was excellent, but the conversation was better. But what stuck was a quiet remark from corporate lawyer David Bright, who pointed out how often rural businesses lose value at the very moment they should be securing their legacy — simply because no one talked structure soon enough.

David isn't your typical lawyer. He brings real clarity to the crossroads moments — whether that's handing over to family, planning a sale, or preparing to bring in investment. And crucially, he understands that farms aren't just businesses. They're stories, identities and responsibilities — which is exactly why they deserve a strategy.

In this guest feature, David shares a sharp, grounded roadmap for protecting what you've built — and making sure you're the one shaping what happens next.

Planning a farm or agri-business for a significant transition is key. Many owners plan to exit or pass on their business within the next decade, but few have a formal plan. If you don't plan ahead, you're likely to lose value or experience a delay when the time arrives. With an early start and a systemic approach, you can maximise your agri-business value and secure a seamless handover.



Agri-business owners have several options when seeking investment or considering an exit.

These include:

Share Sale: If your agri-business is a company, you can sell its shares to an external buyer, often being a larger agri-business, competitor, or supplier.

Asset Sale: You sell individual assets of the business (such as land, livestock or equipment). This is common if the business is not incorporated or if you decide to sell the farm's assets separately.

Management Buyout (MBO): Your existing management team purchases the business from you. This keeps continuity, as the people who know the business best take over, which can reassure customers and employees.

Family Succession: You pass the business on to the next generation, often your children. This can be done through a direct transfer of ownership or by way of a structure like a Family Investment Company (FIC).

Select which path (or combination) best meets your goals, whether that's maximising sale value, retaining family control or safeguarding employees. Once you have a direction, focus on preparing your business. The following steps will make it more attractive to buyers or investors and ensure a successful transition.

1

Develop a Clear Exit Strategy

Define your goals and priorities early. Start by clarifying why you're selling or seeking investment and what success is to you. Some owners prioritise the highest sale price, while others focus on keeping employees, preserving the legacy or a quick timeline. Decide what matters most to you. Would you accept a slightly lower price to ensure the farm's name and staff are maintained, for example? There's no right or wrong answer, but your choices will guide your strategy. It might be helpful to have a professional business valuation sooner rather than later so that your price expectations can be based on fact.

2

Conduct a Pre-Sale Business Health Check

Before approaching any potential buyer or investor, give your operation a thorough review. Think of it as doing due diligence on yourself before outsiders do. Review all the critical areas of your business (financial, legal and operational) to identify any weaknesses or issues. Fix these in advance rather than only identifying them during negotiations. Spotting and addressing gaps now will reduce the likelihood of them undermining your business's value or derailing a deal later.

3

Get Your Finances in Order

One of the initial things any buyer or investor will evaluate is your financial performance and stability. It is important to organise your financial records and ensure your profit-and-loss statements, cash flow projections, balance sheets and other records are accurate and up-to-date. Transparent and credible finances will reassure buyers that the business is well-managed.

4

Strengthen Your Management Team and Key Employees

Buyers aren't only interested in land or equipment. They're also investing in the people who keep the business running day-to-day. Show that your farm can operate without you in the picture. Build a strong management team and empower key employees with more responsibility. It can be helpful to prove the business will continue smoothly when you step away, with capable leadership in place to maintain operations, relationships and performance.

5

Choose the Right Deal Team

Selling or restructuring a business can be challenging, so it is important to get the right support during the process. Get a team of experienced professionals to guide you through the process. The key advisors are typically:

- **Business Broker:** Helps find potential buyers and can market your business effectively.
- **Lawyer:** Handles contracts, legal compliance and protects your interests throughout the deal. Choose one experienced in business sales ideally in the rural sector.
- **Accountant:** Prepares your financials and advises on tax implications and deal structure to ensure the transaction is as efficient as possible.
- **Industry Specialist:** An agriculture industry consultant who understands farming operations, subsidies, or regulations that could affect your sale.

Having the right advisors by your side greatly increases your chances of a smooth, successful transition. They bring expertise, handle technical details and allow you to stay focused on running the business until the transaction completes.

With careful planning, preparing your agri-business for investment or exit can be a rewarding process. By exploring your exit options early, you can choose a path that fits your financial needs and your personal vision for the farm's future. Then, by taking steps to strengthen the business you make it more attractive to buyers and often improve its performance in the meantime.

Ultimately, these steps are about positioning your business in the best possible light while protecting the value you've built. When the time comes, you'll have set the stage for success for both you and your business's next chapter. Whether you sell to a larger agri-business, hand over the reins to family, or bring in an investor to fuel growth, you'll be doing it on your terms with your objectives in sight.

Partner Insight

When legal questions sit alongside strategic ones—as they so often do in agriculture—it helps to have the right people around the table.

Moore Barlow is a trusted legal firm known for supporting clients through life's biggest decisions, both in business and at home. Their focus on relationships, context and care means their advice is never off-the-shelf, but always in tune with what really matters.

From succession planning to complex transactions, their lawyers work closely with trusted advisors—like Preston Waldon—to make sure clients get solutions that match the bigger picture, not just the problem at hand.

This is part of AgriLook's wider mission: connecting readers to the right people, at the right time, for support that's personal, joined-up and future-focused.





See the full picture.
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When policy, industry shifts, funding trends and market signals start overlapping...we help you connect the dots.

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- ✓ Turning regulation into strategic advantage
- ✓ Making sense of industry shifts & unlocking funding
- ✓ Forging partnerships for long-term resilience

*I've actually got loads of good insight on things
I'd otherwise have missed.*

Tom MacMillan

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Beyond the Farm Gate

THE BIGGEST THREATS DON'T MAKE HEADLINES — THEY HIDE IN THE FOOTNOTES.

Here's what's quietly becoming clear: the future of farming won't just be decided by DEFRA, the Senedd, Holyrood or Stormont. It will be shaped by trade deals, water scarcity, workforce drift, land use policy and political horse-trading over who gets what from shrinking public budgets.

The latest murmurings from across the UK

England

- Productivity-focused drone and digital twin pilots under way in southern and eastern counties.
- DEFRA pushing through rollout plans for precision breeding regulations.
- Agri-tech hubs in Cambridgeshire and Oxfordshire receiving Innovate UK follow-on funding.
- Farming Innovation Programme Round 4 expected to open by September.
- Early signals that rural planning policy (land access, permitted development) may be reviewed by DLUHC.

Scotland

- Scottish Government reviewing gene-editing policy under pressure from biotech sector; no change confirmed yet.
- Farm advisory services scaling up business resilience workshops post-RHS2025.
- Carbon auditing and biodiversity baseline tools being trialled through QMS and SAC.
- Scottish Government due to publish a statement on agri biotech regulation in early September.
- The devolved governments have so far rejected England's Precision Breeding Act and signalled they will block gene-edited crops and livestock within their territories.
- Phosphate and nutrient loading limits are under review; an announcement is expected by the end of summer.



Wales

- Agriculture (Wales) Act implementation entering enforcement phase. The previously proposed 10% tree cover rule has now been dropped after industry pushback – updated guidance focuses on flexibility.
- SFS guidance is under review following stakeholder pushback; full delivery scheme expected by September.
- All-Wales NVZ now in operational transition; tighter fertiliser limits – including the 170kg/ha manure cap – have been delayed multiple times, with phased implementation now expected through 2025.
- Full draft SFS delivery scheme expected by September.
- Political appetite emerging for review of upland eligibility rules.
- Senedd to debate cross-border support harmonisation (with England) before summer recess.

Northern Ireland

- 2025 Farm Census underway – emphasis on livestock emissions and slurry practices.
- DAERA reviewing ammonia reduction progress; delays in interim target progress acknowledged.
- Policy paper expected on NI's alignment with UK gene editing legislation.
- Farmers pushing for devolved response to inheritance tax pressures – committee hearings scheduled for August.
- Cross-border discussions with Irish Government around fertiliser equivalence and trade friction to intensify ahead of autumn.

Across the UK

- DEFRA confirmed a 150% rise in ELM funding by 2028-29.
- 37,000+ SFI agreements now signed; ~1.1m hectares enrolled.
- Bluetongue virus (BTV-3) restrictions lifted on 1 July.
- Gene-edited crop legislation (Precision Breeding Act) undergoing secondary regulation development.
- FETF grant application window closes 10 July – £46.7m available.
- Autumn: secondary legislation expected for gene-edited food authorisation.
- Public procurement reform consultations (50% UK-grown target) likely to intensify.
- More details expected on 25-Year Farming Roadmap.
- Autumn launch expected for new round of ELM capital grants.
- CCC and Treasury to consult on climate investment tax reforms.
- New food strategy white paper hinted by Defra policy teams.

The Great British Food Rebrand



MADELINE BOTHAM

Business Director, Preston Waldon

Somewhere behind the sliding glass doors of supermarket HQs, a quiet revolution is unfolding. It's not front-page stuff. No flashy campaigns or aisle-end banners. But if you talk to the buyers – really talk to them – you'll hear the shift loud and clear.

The provenance chat has moved on. Quality and shelf-life? Still matters. But what's really landing suppliers deals in 2025 are words like:

Scope 3

Welfare verification

Carbon footprint per unit

Chilled chain resilience

Audit trail, no gaps

It's not about punishing small producers. It's about protecting the supermarket's sustainability claims – and buyers are now part-time auditors, part-time brand risk managers.



“

If I can't trace it,
rate it and defend
it, I can't list it.

The new 'must-haves'

Scope 3 Emissions Are Going Mainstream

Tesco is introducing enhanced Scope 3 reporting expectations this autumn – starting with own-label suppliers and fresh produce – with others to follow. Suppliers will need to show CO₂e per unit and have a credible plan to reduce it. This isn't hypothetical: Sainsbury's is already trialling product-level carbon transparency in their dairy lines.

Cold Chain Is a Climate Issue Now

Retailers have always cared about the chilled chain reliability. But now it's an emissions metric, too. Several UK retailers, including Lidl, are increasingly asking suppliers whether their cold storage transport is fitted with smart sensors, solar-charged power, or leak detection systems. These are not yet legal requirements, but retailers are embedding them into supplier expectations and audits.

Provenance is Now a Spreadsheet, Not a Story

M&S no longer accepts suppliers who can't document farm-level traceability. They're enforcing a two-step provenance audit system that flags any gaps. Think of it like this: it's not enough to say your eggs are free-range and British. They want dates, locations, certification references and – yes – proof of audit.

Animal Welfare Benchmarks Are About to Tighten

From Q3 onwards, Waitrose will expand animal welfare labelling, starting with poultry, linking welfare, housing and emissions data. If you're supplying beef or lamb, expect to be asked not just about Red Tractor or RSPCA Assured – but whether you can provide welfare performance data.

Inside a buyer's briefcase: What they're really ticking off

Provenance	Certificate + Farm ID	"Red Tractor ✓, but SALSA missing – chase?"
Welfare	Scheme + Performance	"Say they're pasture-fed but no assurance doc?!"
Cold Chain	HACCP logs + temp sensors	"Ask about alarm failsafe – fridge recall alert??"
Emissions	Scope 3 calculator + trend	"2023-2024 data match target? Chart?"
Packaging	Recyclable / reuse ratio	"70% claimed... what's the other 30%?"

5 Checks Before You Pitch Your Produce

1. Do you have traceability from farm to shelf? (*Auditable, logged, no missing steps?*)
2. Have you done a basic carbon footprint for the product? (*Bonus points: a reduction plan.*)
3. Can you prove your cold chain holds? (*With logs, alarms or sensor data?*)
4. Are your welfare claims verified by an external scheme? (*Think: RSPCA, Red Tractor.*)
5. Is your packaging in line with retailer 2025 targets? (*Check for minimum recyclability standards.*)

Retailers aren't going to put this on posters. The rebrand is too quiet for that. But behind the scenes, buyers are building lists of producers who make their ESG goals easier to hit – and cutting loose the ones who don't.

Your brand might be beautiful. But your emissions, audit logs and product-level footprint? That's the real story they're buying.

If you're in food, this is your moment to turn compliance into competitive edge. The Great British Food Rebrand isn't a threat. It's a window. Small producers with great produce and great paperwork are going to win. The rest? Well, there's always farm shops.



Your Action Plan

What to do next.

From policy to practice — here's how to move.

Takeaways for the leaders shaping the next chapter of UK farming.

For Farmers

- Apply for FETF funding by 10 July to access grants for productivity, slurry and welfare equipment.
- Trial drone and AI tools to boost efficiency and future-proof your operation.
- Explore long-term livestock contracts (like Pilgrim's model) to stabilise income and attract investment.
- Audit your operation ahead of increased Environment Agency inspections, especially around emissions and land use.
- Check packaging volumes — if over 25 tonnes/year, new EPR rules require registration and reporting.

For Agribusinesses

- Ensure compliance with Scope 3 emissions and cold-chain standards to remain in major retailer supply chains.
- Build investment cases for agri-tech scale-up, tapping into the £5m Farming Innovation Investor Partnership.
- Partner with regional innovation hubs (e.g. Welsh agri-tech) to pilot and commercialise new solutions.
- Diversify suppliers to mitigate ethanol-related feed and input risks.
- Prepare succession and investment strategies early to protect long-term value and enable seamless transitions.

For Advisers

- Guide clients through overlapping grant schemes to ensure none are missed (e.g. FETF, MFA).
- Encourage early adoption of digital tools to maintain competitiveness and retailer interest.
- Support audit readiness for EA inspections and retailer ESG benchmarks.
- Promote long-term supply contracts as a strategic buffer against volatility.
- Help clients understand the implications of the US trade deal, especially around traceability and export hurdles.

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Whether you've just joined or have been with us since day one, we'd love to keep you reading.

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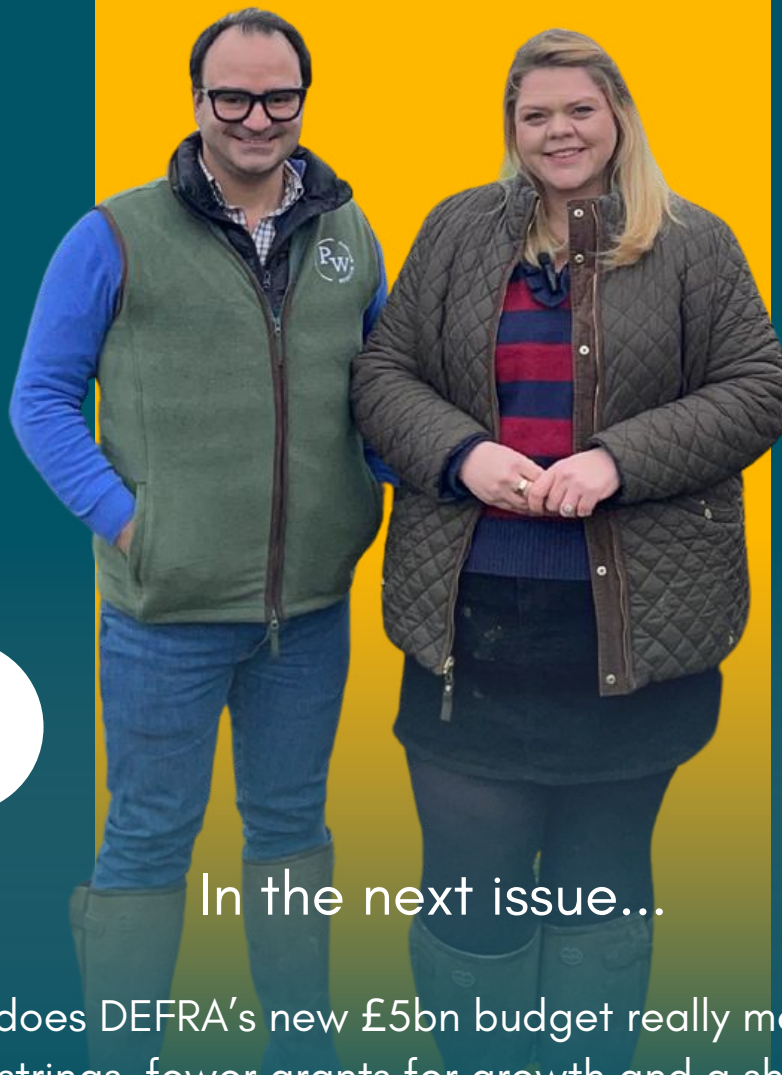
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VISA





In the next issue...

What does DEFRA's new £5bn budget really mean? More green strings, fewer grants for growth and a shift towards public value. We decode the detail, spotlight the opportunities and show you how to stay funded — and future-fit.

See you in Issue #009.
Until then – stay sharp, stay connected.

– The AgriLook Team

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