



Food, Farming
& Countryside
Commission

Cumbria Locally Led Inquiry

Gap Analysis for Cumbrian Upland Farming Initiatives Post-Brexit



RSA

21st century enlightenment

**Gap Analysis for
Cumbrian Upland Farming Initiatives post-Brexit**



**A report for:
the Royal Society of Arts' Food, Farming and Countryside Commission:
'Our Common Ground'**

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Executive Summary

Introduction

Upland farming businesses in the UK have been and continue to be some of the most marginal and fragile in terms of financial sustainability and resilience. Having said this, it is widely recognised that these farm systems, beyond food production, provide a wide range of public goods and ecosystem services as well as underpinning social and economic activity in sparsely populated, rural areas. So much so, that upland agriculture receives special mention in the recent Defra (2018a) *Health & Harmony* consultation in preparation for the new 2019 Agriculture Bill post Brexit.

If UK society wishes to benefit from these additional values upland farming brings along with its productive capacity for future food security, then it is imperative to continue to provide appropriate support to ensure business viability. With the UK's exit from the EU imminent, an opportunity has presented itself to reshape farm support in line with developing Government policy (Defra, 2018b). In response, a number of initiatives and networks have been set up in Cumbria, alongside operating projects to investigate and support the future of upland farming in the county; post Brexit. They draw on a long experience of innovation, project development and programme operation spanning over forty years in the county.

Particular emphasis has been placed on the shift towards payments for natural capital, public goods and ecosystem services to fit government agendas. These changes would see significant changes in farming practices and the role of farmers within the landscape, but are not the panacea for all ills; funds will be limited, not all businesses will fit the criteria. Nevertheless, those businesses which may fall 'outside' the proposed funding envelope play a crucial role in the greater social and economic fabric of upland Cumbria, its communities, businesses and landscapes through its production of the county's unique cultural capital. The ability to fund parts and not the whole could lead to a mosaic of extensive and intensively farmed landscapes which moves away from that desired by society as a whole, and which will threaten the Government's own vision of uplands; *The upland way of life, the unique food produced, and the great art that these landscapes have inspired attract visitors from around the world* (Defra, 2018b:34).

The complexity presented by contemporary and developing initiatives, the multiple stakeholders and their diverse *modus operandi* make it difficult to ascertain whether these types of farm support will address the fundamental continuation of the upland sector in Cumbria. It is hard to divine where they complement to create greater synergies or where they conflict, undermining and eroding any positives achieved. With this in mind, the purpose of this research was to identify where there are gaps in support, be that for specific communities or groups, where investigations, activities and consensus aligns or diverges. Such an analysis will provide a better steer on use of future funds to avoid repetition as well as support innovation and make a positive difference in the uplands.

The overarching aim of this piece of research was, therefore, to:

To identify where there are gaps in farm support, be that for specific communities or groups, where investigations, activities and consensus aligns or diverges.

Within this, specific objectives include:

- Reviewing the character of farm support currently being deployed
- Analysing where overlaps and gaps exist

- Critically exploring where future farm support needs to develop
- Considering the character of future support to enable communities to manage change

Methodology employed

This research employed a constructivist approach to explore the character of current upland farm support in Cumbria. The main technique was semi-structured interviews with key stakeholders and initiative providers. There were two main phases to the interviews:

- **Stage one** focused on understanding the current farm support provision made available by the stakeholders interviewed. Examples of the type of information collated, included: aims, brief description; operational details; organisations involved plus who was leading (if appropriate); geographical area and length of scheme. From this a gazetteer was created of operational farm support in Cumbria (see Appendix).
- **Stage two** employed a much more open dialogue focusing on three key issues for hill farm support to derive the gap analysis: what needs rectifying now, how do farming communities need to change in future, what activities are organisations considering to offer in the future?

Analysis initially used EditWordle™ to get a feel for the issues most troubling interviewees and as form of initial exploration of the qualitative responses. Following this, *coding* was employed through the application of Grounded Theory as described by Glaser and Strauss (1967). This is a well-known and tested technique which explores interviewee's opinions holistically and allowing the search for common topics of interest and opinions relating to them.

Findings

Thirty three independent initiatives were explored (excluding Basic Payment Scheme) of which 24 were specifically designed to support hill farming. Overall, support constitutes money as well as in-kind advice and guidance, the two should go hand in hand. The types of support were varied covering: maintenance and enhancement of biodiversity; water management; support for cultural landscapes, processes and structures; developing relationships; advocacy; finance and advice. There is a clear distinction between where the bulk of the finance comes from for hill farming, ie. Government schemes, which focuses strongly on biodiversity, water management and rural development (read productivity and growth) – in line with current European funding regime. A small percentage is used to cover all the other areas which address a range of challenges not tackled by Government funding, but essential to building business resilience in hill farming eg training vouchers. Consequently, natural capital is the greatest asset supported financially, followed by physical capital. Funding is magnitudes lower for human, social and cultural capital.

The geographical spread is varied; from those schemes open to all in Cumbria (eg. CS), to those focused on land ownership patterns (eg. NT) or some with very focused geographies (eg. Westmorland Dales HLF). Initiatives vary from one year to twenty, shorter schemes are typically those run by local organisations filling gaps identified to help farm businesses and farm families to develop resilience.

The second half of the research conducted a gap analysis of hill farming support going forward. The three questions generated a great deal of discussion. With respect to gaps which need addressing currently, the following were identified: flaws within systems & processes; lack of advice; more business support, more CPD, the negative effects of power relations and gaps in money & grants. The second question explored what farming communities needed to change to fit the new agenda coming post Brexit. In essence this focused on high quality guidance providing appropriate knowledge that can help them make the right decisions for their business whether it be

diversification or even withdrawal from farming altogether. Finally, interviewees talked about the types of support they are considering developing. Whilst for some this was almost impossible given the current political vacuum, in relation to that described in the Agriculture Bill through some form of ELMS and the Shared Prosperity Fund; others accepted there would be a continued need for much of the support they currently provided. The types of support talked about included: the nature of an advisory service; integrated funding; relationship management, and they were looking for the ability of offer localised services fitting local needs.

Recommendations

Going forward there are two main recommendations from this report:

- ***The provision of a local advisory service*** – operating flexible modes of delivery to fit a wide CPD offer and knowledge requirement for the new agendas. To be staffed by people with good understanding of local conditions with the ability to use integrated knowledge to see the farm business as a whole and not pieces.
- ***Relationship management*** – to improve dialogue and understanding between farmers and other stakeholders with a vested interest in the uplands of Cumbria whether they be for biodiversity, water, landscape aesthetics or business focused.

The Cumbrian uplands are a product of those that have lived, worked and appreciated them for centuries. They are enjoyed by over nineteen million visitors a year. Supporting a resilient, viable hill farming sector will provide not only high quality food, but a range of public goods and services of which the whole of society benefits. Valuing hill farming, values our uplands.

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1. Introduction

Upland farming businesses in the UK have been and continue to be some of the most marginal and fragile in terms of financial sustainability and resilience. Having said this, it is widely recognised that these farm systems, beyond food production, provide a wide range of public goods and ecosystem services as well as underpinning social and economic activity in sparsely populated, rural areas (Bonn *et al.*, 2008; Mansfield, 2018). So much so, that upland agriculture receives special mention in the recent Defra (2018a) *Health & Harmony* consultation in preparation for the new 2019 Agriculture Bill post Brexit.

If UK society wishes to benefit from these additional values upland farming brings along with its productive capacity for future food security, then it is imperative to continue to provide appropriate support to ensure business viability. The Royal Society of Arts' Food, Farming and Countryside Commission published its interim report in October 'Our Common Ground' in October 2018. In this they identified five common themes to pursue in their inquiry:

- Meeting our global obligations
- Securing the value of land
- Good work for a thriving economy
- Good food for healthy communities
- More than money

Upland farming systems and upland farming communities have a role to play in all of these going forward.; but in order to do so, there needs to be a mechanism to make it more sustainable and resilient for continuity, and fit for purpose. The RSA interim report also noted (2018:62): *'The theme which emerged strongly in discussions across the county [Cumbria] is the interconnection of landscape, identity and economy, and the need to ensure that local people are at the heart of decisions which will shape these.'*

The philosophical and pragmatic views to support marginal farming systems is not new in the UK; since the early Twentieth Century these businesses have been provided with structural funds, grants and subsidies to address farm inefficiencies, poor profit margins and ensure food security (Attwood & Evans, 1961; Mansfield, 2011). A key feature of support from 1974 was the access to subsidies for hill and uplands farmers through what is colloquially known as the *Less Favoured Areas Directive*, a piece of EU legislation designed to (Directive 75/268: 3):

- Counteract large-scale depopulation caused by declining farm incomes and poor working conditions
- Ensure the conservation of the countryside in mountainous and other less favoured areas

Unfortunately, these tools, whilst addressing the economics of hill farming, did lead to less desirable side effects such as overgrazing and food surpluses from the early 1980s. Furthermore, there was a continued decline in the upland farming sector in and, as a consequence, loss of wider community benefits so derived (Drew Associates, 1997; Midmore *et al.*, 1998; Wilson *et al.*, 1998; Caskie *et al.*, 2001). To address some of these challenges, no way exclusive to upland farming, farm support has shifted in the EU & UK from production to a combination of rural development and environment management, and the current situation is funded through the EU Rural Development Regulation 2013-2020.

At the same time, for Cumbria, other national and regional issues have occurred which have led to different parts of UK Government, with their own agendas, developing support for farmers; for example, the Cumbria Pioneer project focuses on flood alleviation management after the 2015 floods. A third strand of financial support for farm businesses has come from a range of QUANGOs funded by government, independent organisations and charities all with vested interest in land management for different reasons. For example, the designation of World Heritage Status for the Lake District National Park (LDNPA, 2015), the use of Heritage Lottery funding by the Foundation for Commonlands (FFC, 2019) and the RSPB's Haweswater project (RSPB, 2017). The corollary is a complex web of funding support and ideas for support for upland farmers in Cumbria, all of which directly or indirectly are designed to create resilient and sustainable business models to enable the upland farming sector in Cumbria to continue and address the diverse aims of objectives of the various organisations.

With the UK's exit from the EU imminent, an opportunity has presented itself to reshape farm support in line with developing Government policy (Defra, 2018). In response, a number of initiatives and networks have been set up in Cumbria, alongside operating projects to investigate and support the future of upland farming in the county; post Brexit. They draw on a long experience of innovation, project development and programme operation spanning over forty years in the

county. Particular emphasis has been placed on the shift towards payments for natural capital, public goods and ecosystem services to fit government agendas. These changes would see significant shifts in farming practices and the role of farmers within the landscape, but are not the panacea for all ills; funds will be limited, not all businesses will fit the criteria. Nevertheless, those businesses which may fall ‘outside’ the proposed funding envelope play a crucial role in the greater social and economic fabric of upland Cumbria, its communities, businesses and landscapes through its production of the county’s unique cultural capital (Figure 1). The ability to fund parts and not the whole could lead to a mosaic of extensive and intensively farmed landscapes which moves away from that desired by society as a whole, and which will threaten the Government’s own vision of uplands; *The upland way of life, the unique food produced, and the great art that these landscapes have inspired attract visitors from around the world* (Defra, 2018a: 34).

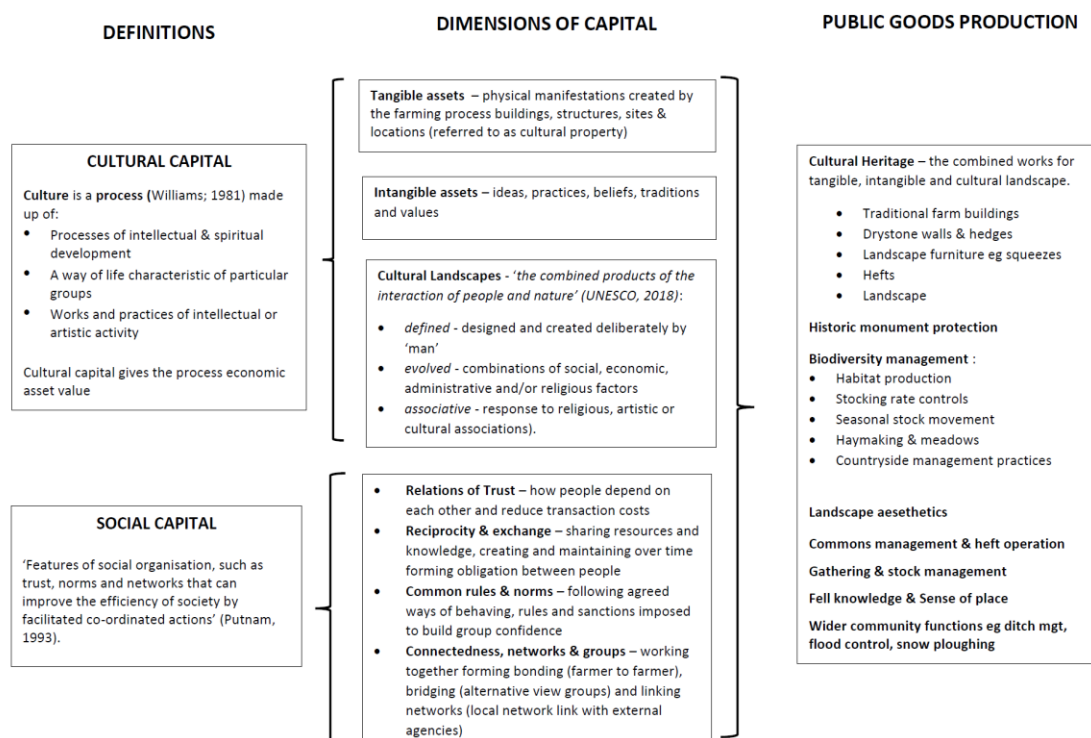


Figure 1 – The Relationship between Social, Cultural & Natural Capital on Hill Farms

The complexity presented by contemporary and developing initiatives, the multiple stakeholders and their diverse *modus operandi* make it difficult to ascertain whether these types of farm support will address the fundamental continuation of the upland sector in Cumbria. It is hard to divine where they complement to create greater synergies or where they conflict, undermining and eroding any positives achieved. With this in mind, the purpose of this research is to identify where there are gaps

in support, be that for specific communities or groups, where investigations, activities and consensus aligns or diverges. Such an analysis will provide a better steer on use of future funds to avoid repetition as well as support innovation and make a positive difference in the uplands.

2. Context of the current situation in Cumbria

To appreciate the design and effectiveness of the diverse contemporary and developing initiatives and their interrelationships in Cumbria is it important to put them into context of the wider upland farming sector. In this section we will explore briefly the character of upland farming in Cumbria to appreciate its limitations and opportunities, why it is so marginal, thus create some baselines which should be being addressed through the initiatives, and a brief review of previous attempts to address these issues in order to learn the lessons of the past. More on these topics can be found in Mansfield (2011) and Mansfield (2018), but here we will focus on the essence.

2.1 Character of Upland Farming in Cumbria

Cumbrian farming directly employs around 12,000 people and supports a range of jobs within up- and down-stream industries (eg, vet services, feed salesmen, food processors and wool products). In totality, Cumbrian farming accounts for 13% of all sheep and lamb stock in England, 10% of the dairy herd and 8% of beef cattle. The total GVA from agriculture is only 2.1% for the county (£250m) (CLEP, 2017), but the disproportionate benefits of the sector must not be underestimated in the way farming produces landscape for tourism, for example. Part of the challenge, has therefore been and continues to be recognising these indirect benefits for society and putting economic value on them to allow the full economic value of hill farming to be recognised.¹

We can explore this value (benefits) in a number of ways by considering the hill farm system in Cumbria. Here, we will explore the system through the application of a 'capitals' approach. Capital is a term used by economists to explore the assets a business has available either as an input into or, as an output of, that operation. For example, an upland landscape has physical, ecological and human assets (Table 1). Capital is more contemporary term for these and as such the concept of

¹ The entire debate revolving around the financial (market value) of public goods is fraught with difficulties. The UK Treasury likes goods and services to have £ value as it allows for comparison between different goods when trying to decide which takes precedence in a project, but also because it provides a measure of success. Non market goods, such as public goods, cultural and social capital have yet to evolve equivalency, although many academics, researchers and political commentators feel this is inappropriate.

Natural Capital is increasingly well understood. Natural or environmental capital refers to the tangible resources a landscape can provide and relates to any stock of natural assets that indirectly provides goods and services year after year. The Natural Capital Committee (2014) of the UK Government defines natural capital as:

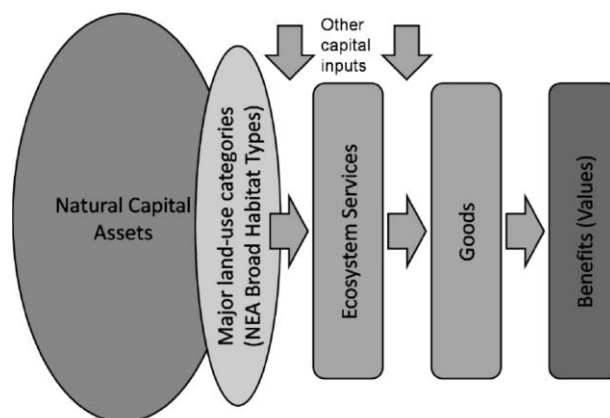
‘The elements of nature that directly and indirectly produce value or benefits to people, including ecosystems, species, freshwater, land, minerals, the air and oceans, as well as natural processes and functions’ (p5)

In turn natural capital is recognised as producing ecosystem services and thus benefits for society as a whole (Figure 2). Note how this diagram identifies the role of ‘other capitals’ and their inputs into the system to produce societal benefit.

Table 1 – Upland Landscape Assets

Physical	Ecological	Human
Geology	Non woody Vegetation	Individuals
Water	Woodland & forest	Knowledge
Land	Animals – wild & domesticated	Skills
Soil		Labour
Buildings		Entrepreneurialism
		Social capital

Figure 2 – Natural Capital & its relationship with Ecosystem Services



Source: Natural Capital Committee (2014:7) reproduced under the UK Government Open Licence Agreement v3.

If we now explore the character of these other capitals, we can see from Figure 3 that there are six (including natural) main capitals hill farming businesses generate:

Physical capital – physical structures, buildings or land that a person has at their disposal

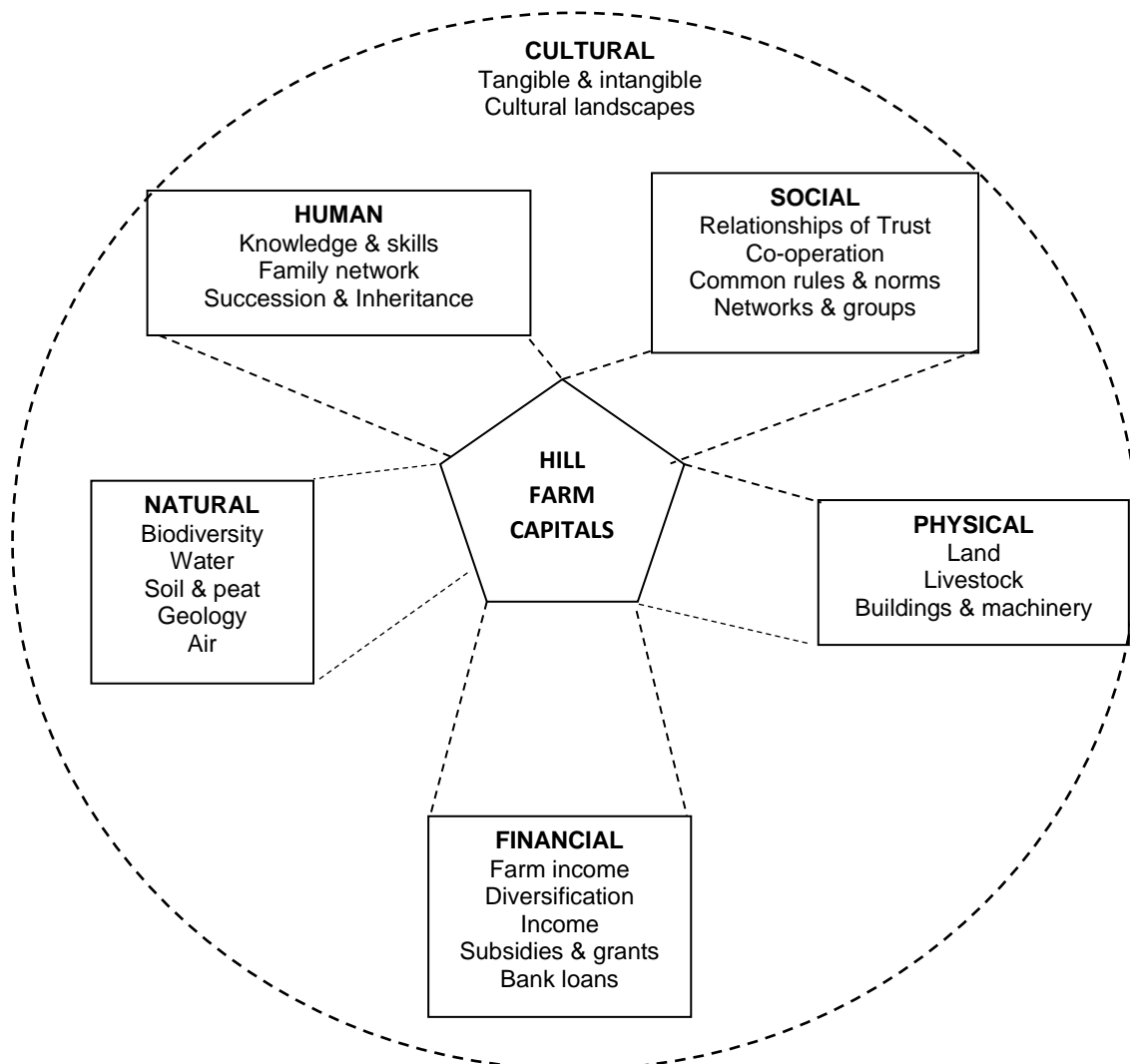
Human capital – the knowledge and skills individuals bring to a situation

Financial capital – money to put into a venture from a variety of sources

Social capital – the ‘glue that holds society together’

Cultural capital – tangible and intangible features created by the interaction of people with their environment.

Figure 3 – Hill Farming Capitals



We will use these capitals to understand the character of hill farming in Cumbria (it is important to note any upland farming system can produce these capitals in varied quantities and it is not unique to the Cumbrian uplands). It will become apparent it is almost impossible to split them from one another as they are formed through the interaction of the unique structures and processes operating in a hill farming system, they 'feed off' one another to create a complex upland farming landscape. In other words, the sum is greater than the parts, consequently, destabilisation of one part causes ripple effects across the others, so farm support needs to have holistic consideration, a concept that is rarely adopted due to its complexity and the nature of traditional farm support. This situation will be returned to later in this report as resonates throughout the current support regime on offer.

2.1.1 Physical & Natural Capital

A system of farming has developed in Cumbria to make the best use of the environment by adapting farming practices to fit the harsh climate and rugged terrain. This farm landscape comprises three distinct land types: inbye, intake and fell (Figure 4).

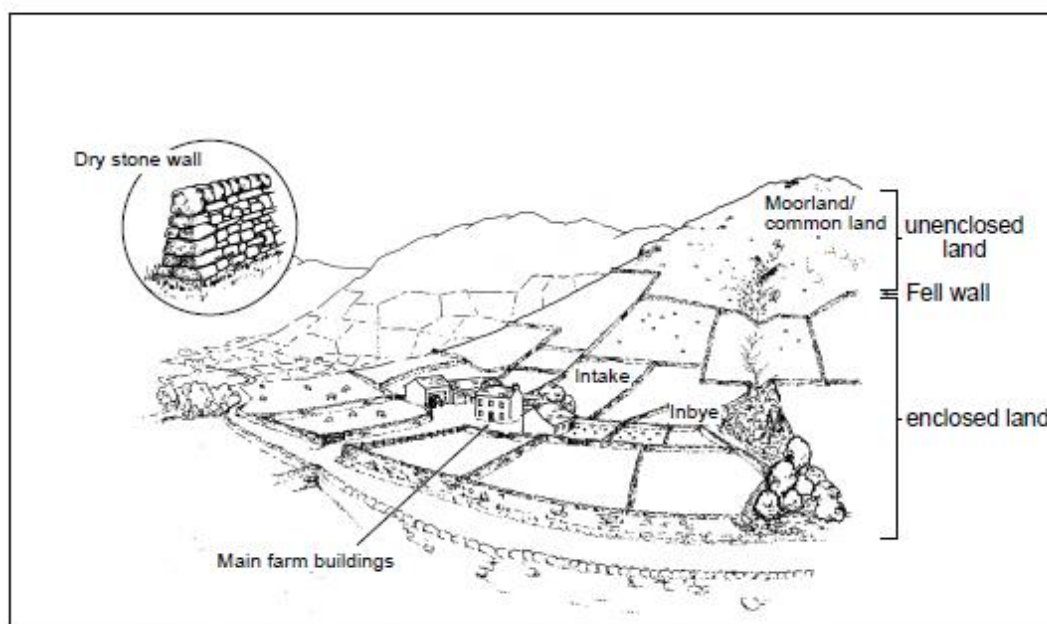


Figure 4 – A typical Upland farming (cultural) landscape (taken from: Mansfield, 2011:7)

Inbye is land made up of grass meadows and some occasional arable fields for the production of forage crops (food for livestock). This land is the best quality on the farm, often improved by drainage and addition of fertilisers and other products, and is therefore the most productive. These fields are either grazed by livestock or cut for hay, silage or haylage for winter feed, the choice of which underpins one of the more controversial discussion points between farmers and nature conservationists. Grazing on inbye occurs at various times of year, usually in winter when the altitudinally highest land is ungrazeable or when stock is brought to the farmstead for health/welfare reasons. The grass crop is then allowed to recover for cutting.

Intake lies between the inbye and fell. It is made up of pieces of common or other land which has been enclosed from the open fell, literally taken in using physical boundaries. The quality of this land lies somewhere between inbye and open fell. Often partly improved by the use of tile drains, it produces an intermediate quality agricultural pasture of rush beds and some nutritious grasses.

Fell land lies above the last boundary before the land opens out into a large expanse of varied property rights and ownership, often common land (see later). These are areas typically of heather (*Calluna*) moorland or rough unimproved grass pasture highly prized in terms of nature conservation in the UK and Europe (English Nature, 1998; Thompson *et al.*, 1995). Thus many habitats shown in Figure 5 (see over) are a by-product of the upland farming system, without which we would not have them, this is common of many upland areas in Europe (Osterman, 1998); consequently, maintenance of similar farming practices is required for their sustainability, as promoted through the Environmentally Sensitive Areas Scheme (1986- 2013) (Whitby *et al.*, 1994). Whilst ecologically diverse, the DMC² is very low, which is why hefts are so extensive for relatively few sheep, in contrast to lowland situations. In practice, at least three times as much upland is needed for grazing compared with the same number of livestock on lowland.

² DMC – Dry matter content: the dry matter part of any feed contains the nutritional components of energy, protein, fibre, minerals and vitamins. The higher the DMC the more nutritious the feed should be.

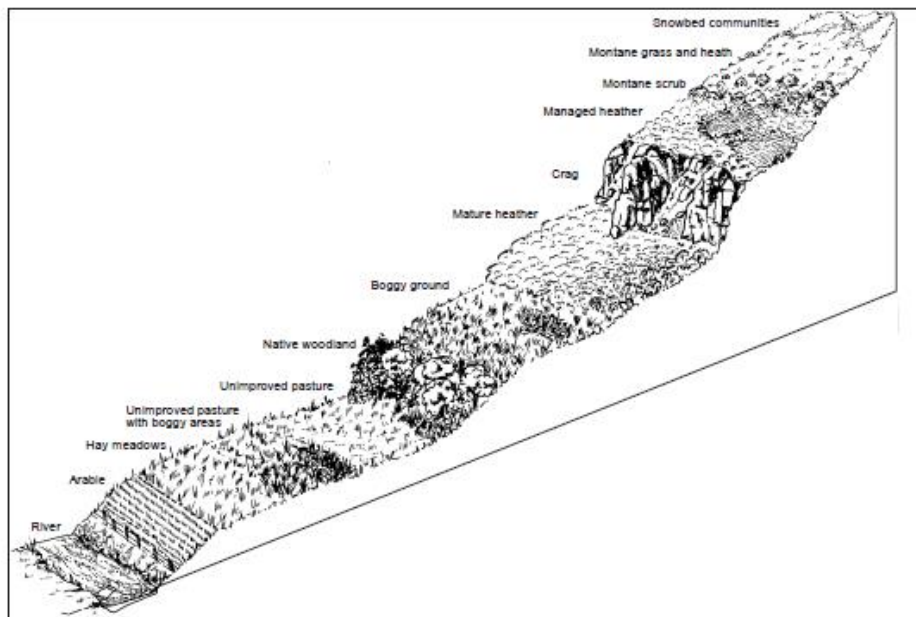


Figure 5 – Continuum of Habitats within Upland Farming Landscapes (taken from Mansfield, 2011:130)

The system of walls, enclosed fields and fell areas are then what give the UK uplands their intrinsic high quality so desired by the public – known collectively as High Nature Value (HNV) landscapes (Ratcliffe, 2002; Hoogeveen *et al.*, 2004), now talked about in terms of Natural Capital (Natural Capital Committee, 2014) or more appropriately for Cumbria, a cultural landscape, where people and environment interact to produce the product we now see (eg. LDNP Partnership Plan, 2015). These upland farming systems also provide a range of ecosystem services through their farm management systems (Table 2, see over).

Cumbrian farmers run mainly two enterprises in the core of the uplands - sheep and/or beef; on the valley bottoms and upland margins some environments are sheltered enough to run a dairy herd. Occasionally farms may have a dairy herd and a fell sheep flock, although this is labour intensive. Upland farms, themselves, are divided into two types; true *upland farms* containing inbye, intake and fell and the *hill farm*, which contains intake and fell with little or no inbye. This tends to restrict hill farms to traditionally running just sheep, whereas the true upland farms have historically run sheep flocks and cattle herds in combination.

Table 2 – Ecosystem Services derived from Upland Farming (Mansfield, 2011: 303)

Ecosystem Service	Role of Farming
Provisioning Food Fibre Minerals Energy Provision Fresh water	Continued supply of livestock Sustainable exploitation of quarries and mines Afforestation and woodland maintenance Micro energy generation & turbine location Halt soil erosion and pollution
Regulating Carbon storage & sequestration Air quality Water quality Flood risk prevention Wildfire risk prevention	Maintain active mire complexes Halt soil erosion Appropriate grazing regimes Retain vegetation
Cultural Recreation, tourism and education Field sports and game management Landscape aesthetics Cultural heritage Biodiversity Health Benefits	Maintain access and egress across land Provide appropriate vegetation through sensitive grazing Maintain field structures Continue practice and traditions
Supporting Nutrient cycling Water cycling Soil formation Habitat provision	Appropriate grazing and general farm management Halt soil erosion Limit pollution of water courses

2.1.2 Human, Social & Cultural Capital

From the farmer's point of view the landscape they have developed has a number of functions. Walls keep livestock from straying, they keep rams away from ewes at the wrong time of year and they allow stock to be grazed in winter on a rotational basis to ensure sustainable grassland management. The fell areas are summer pasturage, when the enclosed land's productivity has been exhausted or allocated for the production of grass and hay crops for winter feed. This grazing system has developed over many generations of farmers, who originally shepherded the sheep keeping them to land that the farm had common rights³ over. Over time the sheep get to know the land that they can graze on and gradually the intensive shepherding can be withdrawn so that the flock manage themselves geographically. This instinct of the sheep to keep to a certain land area is known as 'hefting' or 'heafing', the operation of which can vary from upland to upland. The ewes pass the knowledge of the area (heft) on to their lambs, who in turn pass it on in turn to their lambs.

³ Common rights - 'A person may take some part of the produce of, or property in, the soil owned by another' (Aitchison & Gadsden, 1992, p168).

In this way it is important that the farmer maintains a multi-generational flock; something which was directly threatened in the Foot & Mouth outbreak of 2001. Commoners and farmers pass on this knowledge of the stock's behaviour in a practical way to the next generation. The flock stays with the farm, even if it changes hands, thus there needs to be 'hand over' as well.

Typically, these upland commons in Cumbria can be many thousands of hectares of land and thus can contain enumerable of hefts isolated from the main farm unit (Figure 6). Gradually the *virtual* boundaries between hefts have developed keeping stock from straying into another heft, thus developing a self-policing of grazing pressure. Stock are *gathered* intermittently and brought down to the farm for shearing, worming, winter grazing, sales and lambing. Because hefts are geographically extensive, over difficult terrain, labour requirements for gathering are high (as many as 25 people for a single gather). This is exacerbated by precipitous landscapes that do not lend themselves to modern All-Terrain Vehicles, thus pedestrian access is often the only means of reaching the spread out stock;

‘These fells have been shepherded. They’re shepherded the way now as they were 200 years ago with a dog and a stick. You know, there’s no flying around on motorbikes or whatever on the high fells so they’ve got to be managed as they were years ago.’

(Farmer 5, Burton *et al.*, 2005)

Teams of farmers and/or commoners therefore typically work together to bring the sheep from a single open fell (many hefts) down to one point where there are split back up into their ownership. Traditionally this was conducted via a ‘shepherds meet’ many of which no longer perform this function due to low labour levels, but some have morphed into agricultural shows, allowing farming communities to meet as social occasion and also provide a glimpse for wider public and visitors of hill farming.

Enterprises are managed by moving stock from one type of land to the next, fitting the needs of sheep (and cattle if they exist) around each other depending on time of year. A proviso is that, if upland farms do not have enough inbye land or sheds/barns, the size of the cattle herd will be substantially reduced. The sheep enterprise is based on a flock containing a range of ewes of various ages, which act as the breeding stock. Most farms also have one or two rams, usually from different flocks to avoid too much inbreeding. Lambs can be brought on to replace ewes that get too old to breed or can be sold on for fattening up in lowland Britain. Where cattle are kept, upland farms run

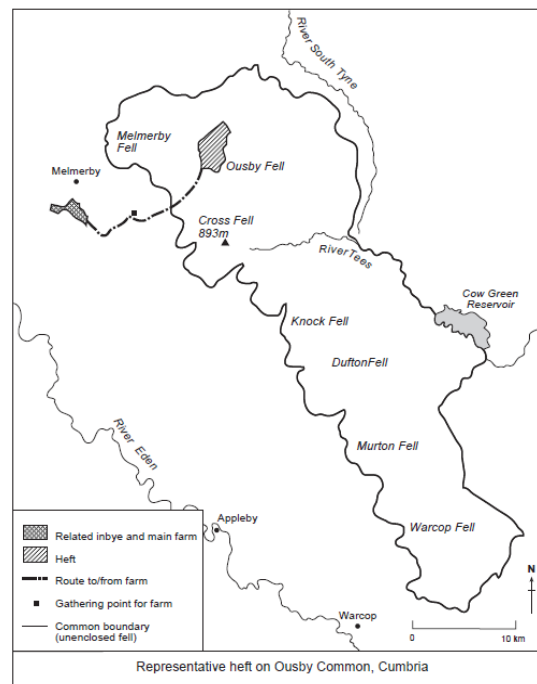


Figure 6 – A Heft within a Cumbrian Common (taken from Mansfield, 2011:23)

livestock for beef, using *suckler cows*. The calves are reared by their mothers until they are moved off the farm for fattening in the lowlands. Suckler cows too are eventually slaughtered and enter the beef food chain. Herds are made up of one breed which is sired by certain breeds of bull. Currently, Limousin bulls are particularly popular as sires. Insemination may be either by natural means or through artificial processes. Rare breeds for specific purposes, such as Dexters or Belted Galloways, have become popular over recent years as farmers seek ways to add a premium to their meat to increase farm incomes. Dairy herds on the upland margins are typically Holsteins, which have replaced Friesians because the Holsteins increase milk yields (Mansfield, 2018).

The availability of land types, choice of livestock and the method of forage production therefore are crucial to the farmer to ensure that economic success is underpinned by a sustainable management system. To do this, the upland farmer aims to operate a farm system which maximises the farm's potential while avoiding deterioration of the resources available. Most farmers reach this point through practical trial and error, their own experience, that shared from the older generation and/or some form of formal training. Central to any of these strategies is to balance the fodder (feed) resource with the size of herd or flock. This can be achieved in a range of ways, such as

supplementary feeding stock when there is no natural fodder (financially expensive); switching from hay to silage (ecologically expensive) or employing a process called *stratification*. Stratification allows for the movement of stock from hill to upland, or upland to lowland farms in winter temporarily for fattening (known as overwintering) or as all out sales. So the process can work in both directions to ease the resource pressure (Figure 7) with stock flowing ‘up’ as well as ‘down’ hill.

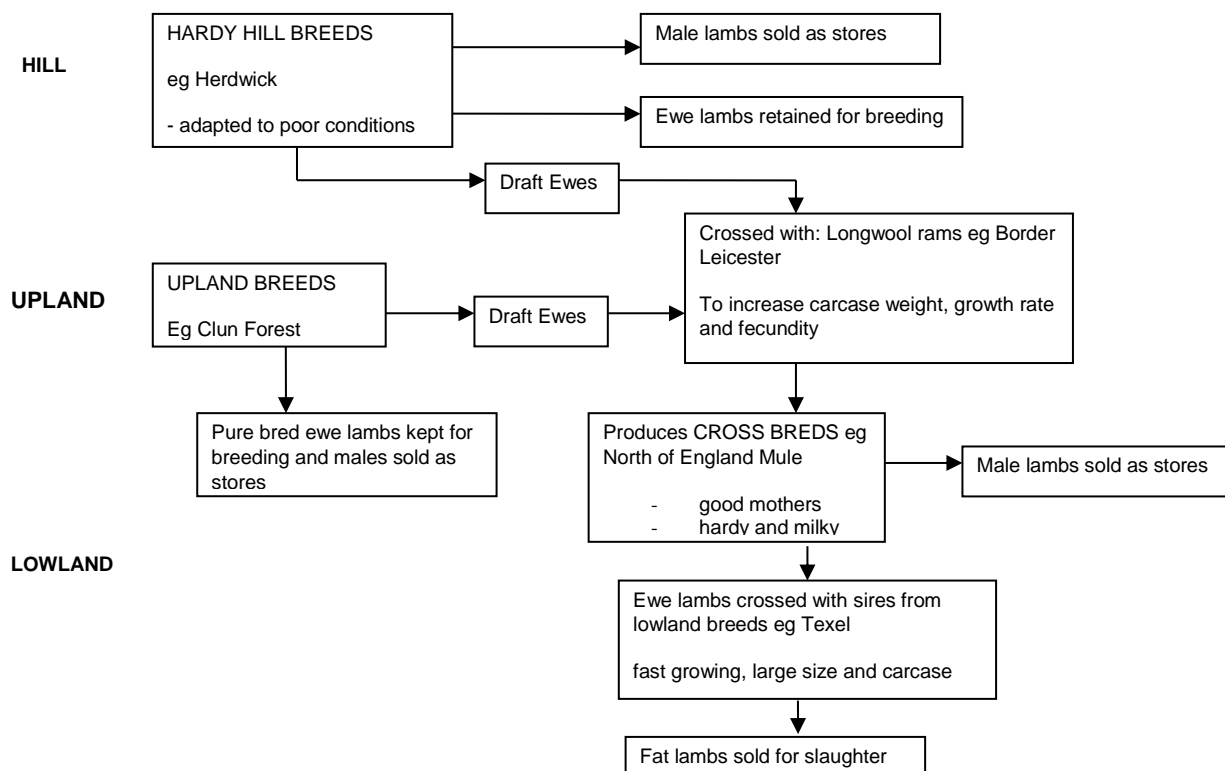


Figure 7 – Stratification system in UK sheep farming

In summary, hill farm systems in Cumbria have created a unique cultural landscape which comprises a range of ecological semi-natural habitats, vernacular architecture in the form of barns and walls, and social processes pivoting round livestock management. Farmers and commoners work co-operatively at different points in the year to move stock round the landscape, and knowledge is passed on inter-generationally. People often say ‘hill farmers are hefted to their land’ – like their stock!

Whilst it is evident that upland and hill farming systems operate off and produce a wide range of capitals and ecosystem services of benefit to society, many are not formally recognised and appreciated. Of those that are, natural capital, notably biodiversity, is the most understood and



financially supported in Cumbria and nationally. The value of these types of diversification (agri-environmental initiatives) cannot be underestimated for the continuation of hill farming. A recent report for the Lake District National Park Partnership (Wallace & Scott, 2018) demonstrated that only 40% of a farm income is derived from farming itself, another 30% from subsidies and the last 30% from diversification, which includes agri-environment funding. It is evident therefore, that post- CAP, hill and upland farms will lose a substantial component of their income which is likely to threaten their sustainability. It is to this precarious marginality and its future sustainability as a system we turn to briefly next.

2.2 Marginality in Upland farming systems

Marginality comes in two main forms, physical and economic; the two interplay resulting in a farm system which struggles to turn profit without intervention. Physical margins of cultivation are determined by climate and soil and as such are generally immutable on a day to day basis; farmers therefore have adapted their systems, this is a form of environmental determinism. It limits the range of enterprises they operate, the breeds of livestock, their reproductive capacity (eg lambing ratio for Herdwicks is 1.9/ewe) and affects diversification into other agricultural activities. Climate change obviously now plays a role and it is modelled that Cumbrian farmers will have to adjust to warmer wetter winters and hotter, drier summers. The snow fall of the winter of 2017 and the ten weeks of no rain summer of 2018 are cases in point for Cumbria.

Economic margins of cultivation are exceeded where costs of production are more than the prices farmer obtain at market for their goods. Compensating for a harsh physical environment, puts Cumbrian upland farmers at an absolute economic disadvantage to lowland farmers; this manifests itself in increased costs of supplementary feeding and difficulties in reducing labour any further through technological innovation or mechanisation in order to transcend the cost-price squeeze. This consequent marginality of their businesses is the reason why upland farming has benefited from successive subsidy support first from national government (1946 to 1972) and then Europe (1972 to 1992). Unfortunately, whilst aiming to solve economic marginality, many of these initiatives have led to over-production on these low carrying capacity landscapes, resulting in less desirable environmental damage (eg Drewitt & Manley, 1997). Agri-environment grants, decoupling and modulation from 1992 have gone some way to addressing these environmental concerns through

destocking, but the consequence has for farmers been the destabilisation of their farm management systems especially on hefts and declining profit margins (Mansfield, 2011).

As profits have declined, farmers have had to make some tough decisions as to how they can continue to operate. Upland farmers have three main re-structuring options:

- 1) tighten one's belt and continue with ever decreasing profits
- 2) withdraw from farming altogether
- 3) diversify

If the farmer chooses to continue to farm in a similar way, they must seek mechanisms to reduce costs. Typically, the easiest way to do this has been to reduce the paid labour force on the farm. Many Cumbrian farms now rely solely on the farmer and the partner for labour, with older children helping out when they can. For some hill farmers, they cannot cut the wage bill as they are not married, do not have children or their partner already works off-farm. Whilst cutting labour saves money in the short term, in the long run it can cause problems for certain aspects of the farm management. One particular issue is the lack of people at gathering times to control the behaviour of flocks as they come off the fell (Burton *et al.*, 2005), another being the limitations it places on farm diversification. Isolation, loneliness and suicide are also not uncommon amongst farmers. Respondents from this work also suggest that some farmers may try to 'farm' their way out the post-Brexit environment, which will simply exacerbate many of these issues noted above.

At the other extreme, the farmer can opt to withdraw from farming altogether. A number of farmers have done this, spurred on by the effects of Foot and Mouth in 2001 (Franks *et al.*, 2003). Some have sold up altogether, others sold off the land only. Either situation has multiplier effects for the wider landscape and community. Those that have sold up altogether have often split the house from the land. The effect is two fold, first is that the household becomes disenfranchised from the farming community and second the land can be abandoned. If the latter happens on the heft, the associated de-stocking affects surrounding hefts, whose sheep move into the new unclaimed territory, exacerbating gathering costs. Heft abandonment also leads to problems of undergrazing, an environmental challenge (Backshall, 1999). These types of issues are prevalent on the eastern fringe Cumbrian uplands of the Northern Pennines and Howgill Fells where capitalising on diversification is not as lucrative as the central Lake District where visitors amass (Burton *et al.*,

2005; Mansfield, 2018). Currently, there is a suggestion that the removal of Single Farm Payment may lead to one-off retirement payments being issued to farmers, the so-called 'Golden Handshake', but figures of £80 to £100K are not enough for someone to buy a house elsewhere, if the farm business is to be passed on.

The third option is for the farmer to diversify their enterprise base. Whether to diversify or not is a difficult decision for many uplands farmers primarily due to two main factors. First, the need for additional labour to run new enterprises is essential; but for many this has been the first thing to go to save on production costs. Second, lack of capital and reticence to take on loans or debt play a large role. Whilst there have been many useful grant schemes to help with diversification through various iterations of the rural development regulations and the work of LEADER (Mansfield, 2018); most have been or are matched funding exercises, creating barriers for many of the most economically marginal businesses. Nevertheless, the gradual decoupling of support from production and modulation towards rural development and environmental management has forced many upland farmers to develop diverse income streams in order to simply remain farming. It is into this regime we now move encouraged by the aims of the new Agriculture Bill 2019 to use public money for public goods, but which public goods?

It is evident that some Cumbrian hill and upland farming operations rely on diversification as part of its business model, perhaps more so than other forms of farming system due to its economic and physical marginality. The work by Wallace & Scott (2018) indicates that upland and hill farm businesses derive 30% of their total income from diversification; earlier survey work by DEFRA (2009) showed that only 22% of any Cumbrian farms have some form of diversification (Figure 8), not untypical of any English upland. Furthermore, of those farm businesses operating diversification it is of moderate or significant importance to their farm income (Figures 9a & b). Indeed, over time various Governments have understood and supported diversification as a way of supporting farming incomes either through rural development or environmental management. It is to this we turn last to complete our understanding of the economic and political environment in which hill farming currently operates and is supported.

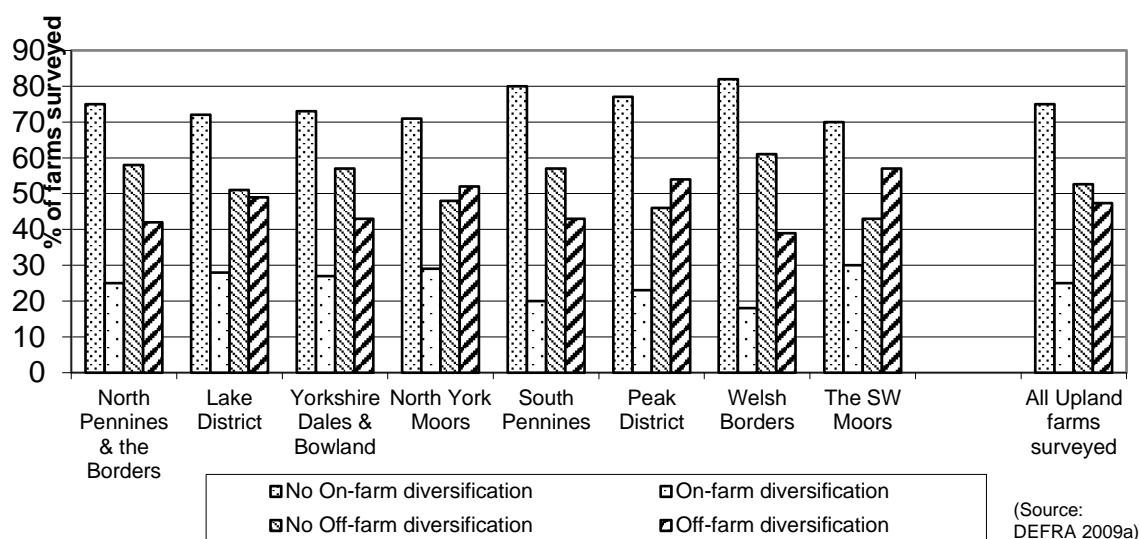


Figure 8 - Pluriactivity on Upland Farms in England, 2009

2.3 Brief Review of upland farming support to present

The political history (and its consequences right through to the current day) of upland agriculture really begins during the Agricultural Depression of the nineteenth and early twentieth century (roughly 1875 to 1945) – people conveniently forget how long *the upland problem* has really been brewing (Mansfield, 2018:122). From 1946 onwards successive UK governments acknowledged that a specific *hill farming problem* existed. It was tackled from 1945 to 1984 (from 1972 via the EU Common Agricultural Policy) through a variety of support mechanisms including price support, production control, marketing boards, structural reform and grant aid. Before accession to the EU, the aims of British agricultural policy were to secure a modest standard of living for farmers and to produce an adequate food supply at a moderate cost (Table 3).

After EU accession, the initial foci until 1984 were (Table 3):

- To increase agricultural productivity by promoting technical progress and by ensuring the rational development of agricultural production and the optimum utilisation of the factors of production, in particular labour
- To ensure a fair standard of living for the agricultural community in particular increasing the individual earnings of persons engaged in agriculture
- To increase agricultural productivity by promoting technical progress and by ensuring the rational development of agricultural production and the optimum utilisation of the factors of production, in particular labour

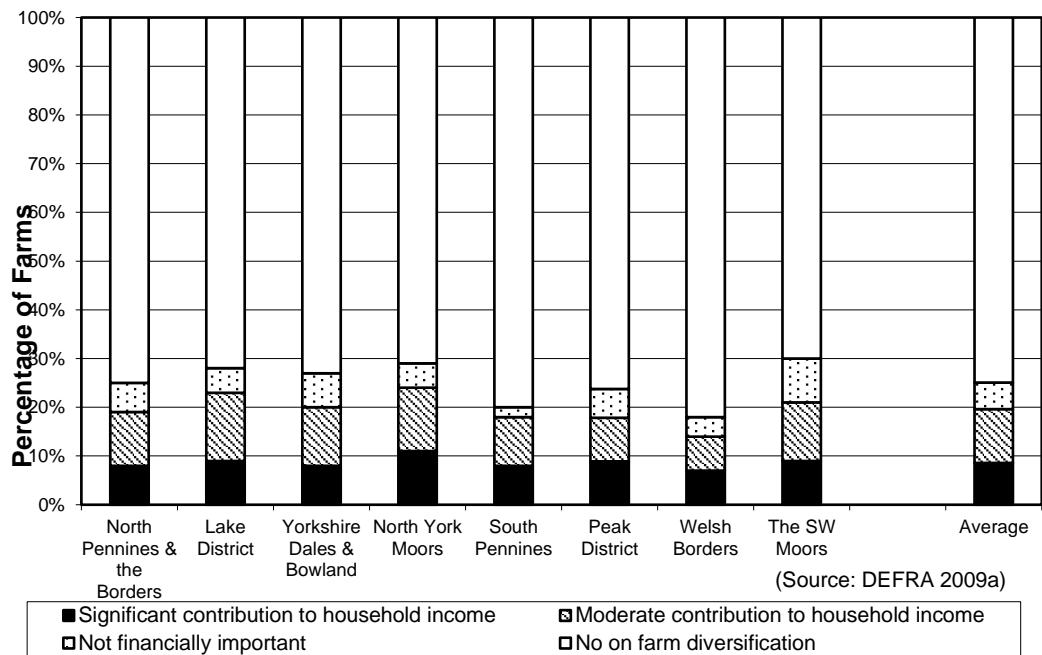


Figure 9a – On Farm Diversification in English Uplands, 2009

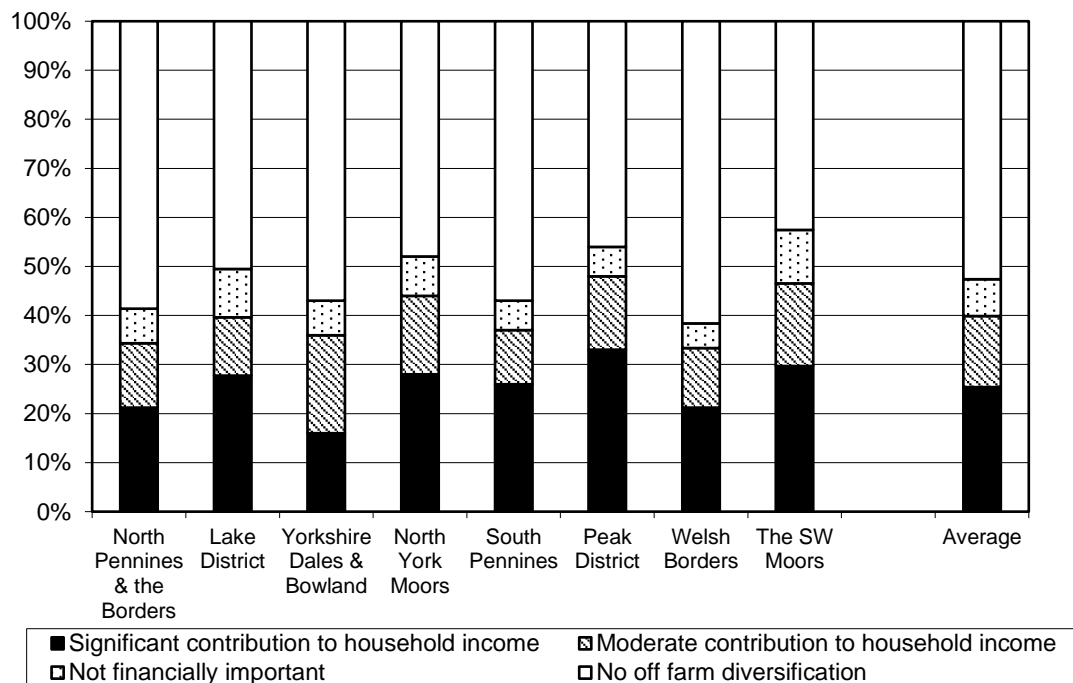


Figure 9b – Off farm Diversification on English Upland Farms, 2009

Table 3 – Development of UK Agricultural Policy for Cumbrian Uplands, 1947 to present

Phase	Policy development	Consequences in Uplands
<p>1947–72 – before accession to the European Community, generally a period of national policies encouraging agricultural production</p>	<ul style="list-style-type: none"> • 1945 to 1972 Fertiliser & liming grants • 1945 to 1972 Bracken grants • Hill Farming Act 1946 - Guaranteed prices at point of sale made up with Deficiency payments • Agriculture Act 1947 – to secure a modest standard of living for farmers and to provide an adequate food supply at a moderate cost • 1951 to 1963 – livestock rearing land improvement scheme • 1951 to 1974 Ploughing [up] grant • 1951 to 1972 Hedgerow Removal grant • 1958 to 1970 Small Farm grant • 1963 to 1970 Farm Improvement grant 	<ul style="list-style-type: none"> • Loss of hay meadows & permanent pastures • Increased grazing potential • Increased farm incomes • Conversion of dairy to beef cows • Expansion of national flock in uplands • Mainly buildings, then equipment, advisory services and land improvements • Ploughing of moorland eg Exmoor • Loss of hay meadows & permanent pastures
<p>1972–84 – control of agriculture through the Common Agricultural Policy (CAP), which continues to support expansion of production</p>	<p>Driven by Treaty of Rome 1957 through the Common Agricultural Policy</p> <p>Two facets:</p> <p><i>Guidance</i> – structural funds to improve farm efficiency through subsidies & grants via <i>Less Favoured Areas Directive 75/268/EEC</i></p> <p>Hill Livestock Compensatory Allowance Sheep Annual Premium Beef Annual Premium Suckler Cow Premium</p> <p style="text-align: right;">} Headage payments</p> <p><i>Guarantee</i> – import levies, surplus purchase and guaranteed prices for production</p>	<ul style="list-style-type: none"> • SAPs, BAPs and SCPs had no limit on how much could be claimed leading to mass expansion of sheep numbers at expense of cattle • Overall effects were: Overgrazing of the uplands Loss of biodiversity Soil erosion in places • Increased farm incomes • Maintaining farming in upland areas • Maintaining viable farming populations

<p>1984–99 – global markets begin to influence EU policy, so production controls develop; higher profile for environmental conservation of farmland</p>	<ul style="list-style-type: none"> • Expansion of LFA boundaries Directive 84/189 • Rise of Agri-Environment Schemes <ol style="list-style-type: none"> 1. UK Environmentally Sensitive Area adopted throughout rest of EU Regulation 797/85 1986 to 2014 2. Countryside Stewardship Scheme <p>Intervention by World Trade Organisation</p> <ul style="list-style-type: none"> • Introduction of production quotas eg SAPs and BAPs had caps on number of stock per ha. • Single European Act 1987 • Repeal of LFA directive replaced with Regulation 950/97 	<ul style="list-style-type: none"> • More farm businesses benefitted from Guidance funds • Status quo of deterioration of traditional farming landscapes in geographically identified areas • Status quo of deterioration of traditional farming landscapes in wider countryside • Production control, less overgrazing
<p>2000 – 2020 – EU agricultural policy shifts away from production towards rural development and environmental management ie, <i>modulation</i> of financial support from Pillar 1 to Pillar 2 known as <i>decoupling</i></p>	<ul style="list-style-type: none"> • Rural Development Regulation whereby each principality has its own Rural Development Programme. • Introduction of Single Farm Payment Scheme • Principality agri-environment schemes eg Higher level scheme in England, Now in third iteration (2014 to 2020) with adsorption of LEADER into mainstream policy 	<ul style="list-style-type: none"> • Replacement of headage payments by hectareage payments in LFAs no need to overstock as no incentive anymore eg. Hill Farm Allowance in England (Basic Payment scheme) • Some farm diversification • Habitat improvement

- To increase agricultural productivity by promoting technical progress and by ensuring the rational development of agricultural production and the optimum utilisation of the factors of production, in particular labour
- To stabilise markets

- To assure the availability of supply
- To ensure that supplies reach consumers at reasonable prices

These aims were pursued via the European Guidance & Guarantee Fund (EAGGF), which was supported by a series of import levies on non EU goods, re-enforced by guaranteed prices for products and intervention buying of surplus production. This kept prices paid to farmers artificially high, encouraging maximum production. The guidance part of the policy provided grants and incentives for farm businesses to modernise and become more efficient (known as farm restructuring). For upland farmers the rewards came in two parts:

- Subsidies on production – guaranteed prices, known in the UK as the Sheep Annual Premium, the Beef Annual Premium and the Suckler Cow Premium
- Headage payments – deployed via the Guidance part under the Less Favoured Areas Directive, known in the UK as the Hill Livestock Compensatory Allowance

Whilst farmers' incomes increased and standards of living rose, overstocking on the uplands developed, leading to environmental impacts such as overgrazing, biodiversity impoverishment and soil erosion. From 1984 the agricultural agenda changed again as the World Trade Organisation put pressure on the EU to eliminate trade barriers with the rest of the world. Since this time production support has gradually disappeared (known as Pillar 1 decoupling) and the funds modulated across to Pillar 2, focused on environmental conservation and other forms of rural development (Table 2). This leaves upland and hill farmers supported what is known as the Basic Payment Scheme. Such a state of affairs suggests that whilst food production is no longer central upland farming, other ecosystem services such as cultural ones, for example habitat provision, may now become more central to farm businesses.

While upland farming support will continue in Europe under Areas of Natural Constraint (the latest name for the LFAs), with the exit of the UK from the European Union, the UK now enters a period of great uncertainty. Over the years of EU membership, UK farmers have constantly railed against the vagaries of the CAP as it has morphed to adapt to pressure from outside the EU. Current concerns lie with its post-productivist direction of travel which encourages de-stocking and greater attention to the diversifying activities of Pillar 2. These political changes have pushed upland farmers further from their *raison d'être* than anything else, for they are stockmen first and foremost. At the same time the economic impacts of cost price squeeze have led to fewer people farming the uplands,

causing a re-structuring of the general upland demographic. With a greater percentage of the rural population forming a landless proletariat, a disconnect from land management itself has emerged which amplifies cognitive dissonance. In turn, this disconnect is intensified by a largely urban population (90%) who, whilst they visit and recreate in the countryside, fail to see the symbiotic relationship between farming practices and the landscape they admire (eg. McVittie *et al.*, 2005).

The New Agriculture Bill going through its second reading in Parliament focuses on the value of farming in the production of public goods. The consultative document behind the Bill recognises the specific value of upland farming systems (DEFRA, 2018):

‘Agricultural land is rich in a social and cultural relevance beyond just the economic and environmental. Farmland has shaped and continues to shape England’s unique natural landscape. The identity of England’s natural landscape is locally dependent and is a place where past generations have toiled to shape future ones. The beauty of the upland farm is often in inverse proportion to the fertility of its soil and the profit margins of their businesses. Hill farmers maintain a panorama of dry stonewalls and grazed moorlands. The upland way of life, the unique food produced, and the great art that these landscapes have inspired attract visitors from around the world. (p34; Author’s own emphasis).

The draft Bill presents a range of opportunities for upland farming businesses to exploit, not only in relation to public goods production and agri-environment schemes, but there is also provision for rural development (chapter 2, para.13):

‘Support for rural development

(1) The Secretary of State may by regulations modify—

- (a) retained direct EU legislation relating to support for rural development, and*
- (b) subordinate legislation relating to that legislation.*

(2) Regulations under this section may only be made for the purpose of—

- a) securing that any provision of legislation referred to in subsection (1) ceases to have effect in relation to England, or*
- (b) simplifying or improving the operation of any provision of such legislation so far as it continues to have effect in relation to England (pending the achievement of the purpose in paragraph (a)).*

(3) In this section “retained direct EU legislation relating to support for rural development” includes in particular—

- (a) Regulation (EU) No 1305/2013 of the European Parliament and of the Council of 17 December 2013 on support for rural development,*
- (b) Regulation (EU) No 1310/2013 of the European Parliament and of the Council of 17 December 2013 laying down certain transitional provisions on support for rural development,*
- (c) Council Regulation (EC) No 1698/2005 of 20 September 2005 on support for rural development,*
- (d) so far as it relates to support for rural development, Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund etc,*
- (e) Council Regulation (EC) No 1257/99 of 17 May 1999 on support for rural development,*
- (f) Council Regulation (EEC) No 2080/92 of 30 June 1992 instituting a Community aid scheme for forestry measures in agriculture,*
- (g) Council Regulation (EEC) No 2078/92 of 30 June 1992 on agricultural production methods compatible with the requirements of the protection of the environment and the maintenance of the countryside, and*
- (h) retained direct EU legislation made under the retained direct EU legislation in paragraphs (a) to (g).*
- (4) Regulations under this section are subject to negative resolution procedure (unless section 32(5) applies).'*

In other words, the UK government has retained the right to use Treasury funds to support rural development, most notably Paragraph 3, clauses e and f; and agri-environmental payments under Para.3 clause g.

The current situation is that there is an emphasis on running a series of ‘test & trial’ in different parts of England to explore the best ways to support environmental and public goods provision through farming. There are 49 of these across England. With regard to upland farming, there are test & trials under way in five national parks (Dartmoor, Exmoor, N. York Moors, White peak of Peak District and Lake District), the National Network of AONBs (Blackdown Hills, Quantocks & Forest of Bowland),

Federation of Cumbria Commoners, Foundation for Commonlands and a specific wildlife Trusts one. Between them they focus on catchment/ landscape scale or farm scale planning in relation to natural capital (environmental goods). The Cumbria ones are discussed in more detail later in this report as part of the gap analysis. Other sectors of the rural economy are also testing possible scheme ideas that impinge on upland farming businesses; for example, the Forestry Commission have been given money to explore woodland projects related to woodland creation for clean water public private enterprise and whole holding plans additional to previous submission (pers, comm., K Jones, 11/01/19).

The fact that DEFRA are embracing a test and trial regime is an excellent approach. Nothing is off the table, allowing for the best ideas and innovations to coalesce to form more formal pilots from 2023. There is however, a downside. It is unclear at present how many test & trial projects address other forms of capital as described in this report earlier and which public goods they are considering; although the inferred emphasis is to explore environmental land management.

If there is one thing that is common to all upland farming landscapes in the UK, is that they are cultural landscapes which is reflected in the RSA's interim report (October, 2018):

'The theme which emerged strongly in discussions across the county [Cumbria] is the interconnection of landscape, identity and economy, and the need to ensure that local people are at the heart of decisions which will shape these.'

Josie Warden, RSA and FFC Commission Local Inquiries Lead (p63)

2.4 Summative points

- Upland farmers and their businesses have developed unique system using a range of capitals to operate within and produce.
- Operating on the margins makes upland farming businesses vulnerable to a range of challenges, many of which are outside their control.
- Upland farmers have three main re-structuring options: tighten one's belt and continue with ever decreasing profits, withdraw from farming altogether or diversify.
- Limited to typically sheep and/or beef production, the ability of farmers to navigate their business to a resilient position going forwards has often been a challenge acknowledged and demonstrated by a long sweep of political intervention.

- The post-Brexit regime offers an opportunity to re-evaluate and re-align hill farm support for a range of other public goods and ecosystem services.

3. Aims & Objectives of Gap Analysis

It is clear from the review of the current situation of Cumbrian hill farming that if society would like to continue to benefit from the broad range of public goods derived from it's interacting capitals, some form of continued support is needed to avoid business collapse and the concurrent loss of this cultural and ecological landscape. As a result, there are two broad aims to this study:

- To identify where there are gaps, convergence and divergence in current farm support
- To explore the shape of future hill farm support

Within this, specific objectives include:

- Reviewing the character of farm support currently being deployed
- Analysing where overlaps and gaps exist
- Critically exploring where future farm support needs to develop
- Considering the character of future support to enable communities to manage change

Please note this research does not include detailed analysis of support provided by the current Basic Payments Scheme (BPS). Instead it focuses on the support provided beyond that. This a deliberate choice, as the BPS is due to be phased out Post Brexit and replaced by a public goods support regime. The project was seeking to understand the types of support perceived as needed going forward. BPS did however inform the interviews and dialogue held during this survey.

4. Methodology

This research has employed a constructivist approach to explore the character of current upland farm support in Cumbria. The main technique has been the application of semi-structured interviews with key stakeholders and initiative providers. There were two main phases to the interviews.

4.1 Data collection

Stage one focused on understanding the current farm support provision made available by the organisations interviewed. The following information was collated for each initiative:

- Aims
- brief description
- organisations involved plus who was leading (if appropriate)
- target audience
- geographical area
- length of scheme
- operation details
- funding mechanisms

From this a gazetteer was created of operational farm support in Cumbria.

Stage Two employed a much more open dialogue focusing on three key issues to derive the gap analysis:

- 1) Looking forwards - where do things need addressing?
- 2) What do farming communities need to manage change?
- 3) Looking forwards – what ideas are you (your organisation) considering?

Any additional schemes & organisations were added via snowballing generated during interviews.

4.2 Data Analysis

The results of Stage 1 were analysed in summative manner to understand the breadth and character of support provision currently available to upland farming businesses in the county. Given its complexity, a ‘capitals’ approach was used to summarise the activities of the various support mechanisms in relation to overall aims & target groups, the organisations involved,

Stage 2 feedback was initially analysed through the application of a word analysis package known as EdWordle™ to get a feel for the issues most troubling interviewees and as form of initial exploration of the qualitative responses. This free software package allows the analyst to remove words with low counts and those which are in common usage, which may distort meanings, for example 'farm'. Words which only appeared once were removed from the construction. Following this, *coding* was employed through the application of Grounded Theory as described by Glaser and Strauss (1967). This explored interviewee's opinions holistically and allowing the search for common topics of interest and opinions relating to them.

Coding is a technique which looks for patterns and trends in qualitative data which come up multiple times, directing attention to issues of concern for the client group. Grounded theory is employed to coding to develop theories out of the data gathered. It is a recursive process, in other words, data collection and analysis occur in tandem and continuously refer back to each other. As a result, the coding process proceeds as the data are analysed and ideas/ dimensions are added on as we go along, not 'shoe-horned' into preconceived codes. Grounded theory coding is therefore trying to establish a theory behind the patterns emerging. The process occurs in two stages, first, *initial coding*, where practically every idea is given a name. Then as the analysis continues *focussed coding* occurs, where the most common codes are emphasised which is seen as revealing the most about the data and, as a result, some initial codes may be dropped altogether, in effect initial codes become combined to form new more focused codes.

The final step of the process is the stepwise production of:

- *Concepts* – labels given to discrete phenomena from the coding process
- *Categories* – groups of concepts. One category (the core) may have a number of linked categories pivoting round it. The relationships between categories are explored.
- *Properties* – attributes of a category are identified
- *Hypotheses* – hunches about relationships between concepts and categories
- *Theories* – hypotheses are tested in a single setting to form substantive theories, which are then tested more broadly outside the original research area to become formal theories

These ideas were summarised using a variety of tree diagrams to demonstrate inter-connectedness between concepts, categories and properties. Sub properties refers to very specific challenges identified by several respondents. In this exercise the following diagrammatic representation is used for these terms (Figure 10)

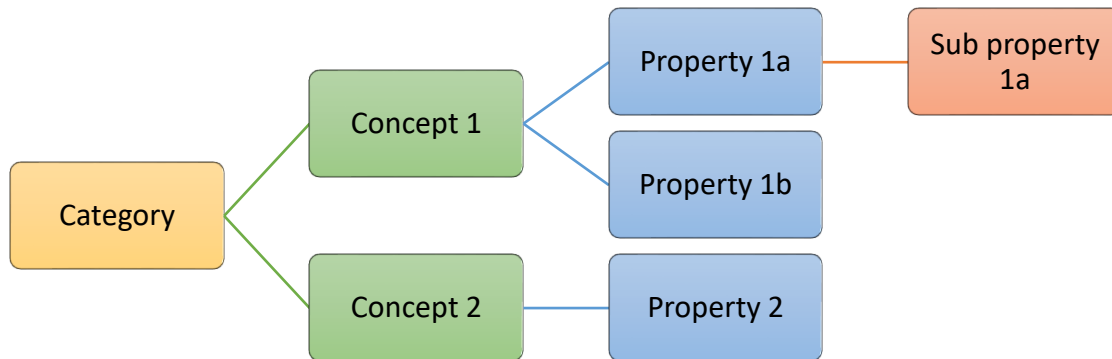


Figure 10 – Structure of Summarised ideas via Grounded Theory Coding

Hypotheses and theory construction were not deemed relevant to this gap analysis, but the findings section does seek to summarise the main trends in the responses.

5. Findings

This section will present the results of current support and describe the results of the gap analysis. It will then move on to discuss these findings before exploring a series of recommendations for hill farm support in Cumbria.

5.1 Stage 1 – Analysis of Current Support

Altogether 33 distinct projects and programmes currently operate in Cumbria to support a range of aspects of hill farming (not including BPS). It is important to recognise that 24 specifically support hill farming. Others, the funding just happens to be going into hill farms (Eg. Countryside Stewardship) as it is a national scheme with options suiting the hill farm system and yet others, with focused parts for hill farms, such as the Westmorland Dales HLF project.

This section summarises the main features of the initiatives surveyed. Further details on each scheme is provided in the attached gazetteer forming Appendix 1. It is also important to note that the list of schemes discussed here is by no means exhaustive, and a few others could have been included with more resource, but the majority have been captured.

i. Overall aims and target groups

A range of key aims were found to exist across the projects explored. These can be summarised as follows:

- To **maintain and enhance biodiversity** in terms of habitat eg. Environmental Stewardship
- To **manage water** either from a flooding or catchment perspective eg Catchment Sensitive farming, Natural Rivers Management
- To support **cultural landscapes, structures and processes** eg World Heritage status, traditional barn restoration
- For non-farming organisations to **develop relationships** with the farming community eg National Trust tenancy groups, support for agricultural shows
- Farming organisations to act as **advocates** for hill farming eg Federation of Cumbria commoners.
- To provide **financial support** for various works eg CFD & SBE Leader.
- To provide **advice** for farm businesses and farmers

It is important to note that no one project is completely focused on a single aim as many of them have secondary and peripheral aims in other parts of the list above. Using a capitals approach, Table 4 shows that five focus on cultural capital, seven on financial, nine around environmental (natural) capitals, five, the physical and six, social capital. These are both produced by hill farming and supported via the initiatives explored. It is also evident that many are focused on one form of capital or another. For example, Countryside Stewardship is an agri-environment scheme with a natural capital emphasis. There are also those with wider briefs such as *Westmorland Dales*, *Our Common Cause* and the *Federation of Cumbria Commoners* which address a range of capitals.

ii. Organisations involved

A number of organisations are involved in the management and delivery of the thirty three programmes. Some are sole operators, such as the National Trust who have devised various schemes to fulfil the specific needs of their charity's aims with regards to farm and land ownership. Having said this, many of the initiatives are partnerships with collaboration between a number of stakeholders. There are many drivers to this type of approach, but the key three are:

- the physical character of hill farming systems across integrated environmental systems where **different organisations have different responsibilities**.
- the complexities of hill farm land **ownership and management**, where inbye and intake can be owned by the farmer alongside common rights on the open fell, but this latter land is owned by another.
- the **financial implications** of running large projects where classic Government funding is not available, or match funding from the private sector is required, to secure the rest of the money.

iii. Geographical coverage

Geographically, the programmes reported here fall into FIVE camps:

- Those delineated by **ownership** eg National Trust land
- Those delineated by **administrative boundary** eg National Park operations, The Farmers Network covering Cumbria and the Yorkshire Dales.
- Those available to all, but include **specific clauses** which support aspects hill farming systems eg Environmental Stewardship Scheme

Table 4 – Supporting & Producing Hill Farming Capitals: summary

	<i>Agricultural shows</i>	<i>Catchment sensitive</i>	<i>Countryside</i>	<i>County council work</i>	<i>Cumbria Farmer Ntwk.</i>	<i>ELMS test & trial</i>	<i>Envtl. Stewshp. Scheme</i>	<i>Fedn. Cumbria</i>	<i>Hill Fmg. training</i>	<i>Lambing Signs LDPNA</i>	<i>LDNPA park services</i>	<i>Lunesdale Fmrs. group</i>	<i>Lunesdale NRM group</i>	<i>NE general advice</i>	<i>Next Generation group</i>	<i>NT Landlords group</i>	<i>NT tenants group</i>	<i>One Lakes</i>	<i>Our Common Cause</i>	<i>Post CAP LD</i>	<i>Princes Fm. Resil. Prog.</i>	<i>Riverlands</i>	<i>Tradl. Buildings scheme</i>	<i>Creating brighter future</i>	<i>Westmorland Dales HLF</i>	<i>WHS groups</i>	<i>YDNPA park services</i>	
CULTURAL CAPITAL																												
<i>Tangibles</i>	●	●	○	-	○	○	○	○	○	●	-	-	○	○	○	-	-	○	●	●	○	●	●	○	●	○	○	
<i>Intangibles</i>	●		-	-	○	-	-	●	●	○	○	-	-	○	-	-	○	○	○	○	○	-	○	○	●	○	○	
<i>Landscapes</i>	-	○	○	-	○	○	○	●	○	○	○	●	○	○	○	-	○	○	○	○	○	○	○	○	○	○	○	
FINANCIAL CAPITAL																												
<i>Non govt</i>	○	-	-	-	●	-	-	●	●	-	-	-	-	○	●	●	●	●	-	-	○	-	●	●	-	-	-	
<i>Govt</i>	-	●	●	●	-	●	●	○	-	●	●	●	●	○	-	-	-	-	●	-	●	●	-	-	○	-	-	
<i>Private match</i>	-	○	○	-	●	-	○	○	○	-	-	-	-	-	-	-	-	●	-	●	○	-	●	●	-	-	-	
HUMAN CAPITAL																												
<i>Knowledge</i>	●	●	●	○	●	○	○	○	●	●	○	●	○	○	●	○	●	●	●	●	●	●	-	○	○	○	○	●
<i>Skills</i>	●	●	●	○	●	○	○	○	○	-	○	○	○	○	○	○	○	●	●	○	●	-	○	○	○	-	○	
<i>Succession</i>	○	-	○	○	○	-	-	○	○	-	-	-	-	-	●	○	●	●	●	○	○	-	-	-	-	-	-	

Continued over

Table 4 – continued

NATURAL CAPITAL																											
Biodiversity	-	●	●	-	○	●	●	○	○	-	○	○	○	●	○	-	○	-	●	●	○	●	-	○	●	-	○
Water	-	●	●	-	○	●	●	○	○	-	○	●	●	●	○	-	○	-	●	●	○	●	-	○	●	-	○
Soil & peat	-	●	○	-	-	●	○	○	○	-	○	○	●	○	○	-	○	-	●	●	○	○	-	○	○	-	○
Geology	-	○	○	-	-	○	○	-	○	-	-	○	○	○	○	-	○	-	○	○	○	○	-	-	○	-	-
Air	-	○	-	-	-	○	-	-	○	-	-	-	-	○	○	-	○	-	○	○	○	○	-	-	-	-	-
PHYSICAL CAPITAL																											
Buildings	-	●	○	○	-	○	○	○	○	-	-	○	●	●	-	●	●	●	-	○	○	-	●	○	●	-	○
Land	-	●	○	-	-	○	○	●	○	-	○	○	○	○	-	●	○	●	●	○	○	○	-	○	-	-	○
Livestock	-	○	○	-	○	○	○	●	○	●	-	○	○	○	-	○	-	●	●	○	○	○	-	○	-	-	-
SOCIAL CAPITAL																											
Reins. of trust	●	●	○	-	○	○	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	-	○	○	○	○
Co-operation	●	●	○	-	●	○	○	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	-	-	○	○	○
Common rules	●	●	○	-	○	○	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	-	-	○	○	○
Networks	●	●	-	-	●	○	-	●	○	-	-	●	○	○	○	○	○	○	○	○	○	○	-	●	-	○	○

(7) Farmers Network projects – Young Persons business support, Grassroots clubs, Training vouchers. Facilitation funds, Westmorland HLF, General members services, Cumbria Growth Catalyst programme

● Strong ○ medium ○ weak - not apparent

- Those targeted **specifically to hill farming** systems and thus by default have a geographical extent focused on the old Less Favoured Areas designation eg Federation of Cumbria Commoners
- Those with **other geographical parameters** eg the Catchment Sensitive Farming scheme which is focused on catchments susceptible to farm pollution

iv. Scheme lengths

Scheme length very much depends on the funding mechanism being used by the organisation.

Government projects have defined set length as do projects funded via the HLF, examples of which are Countryside Stewardship (2 to 20 year agreements), Our Common Cause (2 years development and 3 years delivery) respectively. There are also many advice and advocacy support mechanisms that have no time limit and are perpetually on going. These are either supported by public funds such as Catchment Sensitive farming, although this is unusual, or by charities using private means. A good example here is the Training Voucher scheme administered by the Farmers Network which is supported by a wide range of philanthropic farming Trusts on an annual basis (ie, the Network have to re-apply every year for more funds).

In this study, there have been a range of comments about the lengths of some government initiatives – ‘too short’, ‘pity it finished, it was really good’, ‘why has this been re-invented, the old one worked better’. Several interviewees referred wistfully to the effectiveness of the North West Livestock Programme (part of the 2009-2013 RDPE). All groups valued longevity, the longer projects and programmes run the more traction they get with the hill farming population, and trust and respect are built making negotiations much easier.

v. Brief descriptions of support types

In depth scheme details can be found in the Gazetteer in Appendix 1. The purpose of this section is to summarise the main characteristics of the schemes by the themes listed above in Section 5.1i.

Theme 1 - maintaining and enhance biodiversity

This theme has provided the main support for hill farming communities since the designation of the Lake District Environmentally Sensitive Area in 1993. Upland farming businesses that fell outside this

designation were able to access funds through the original Countryside Stewardship scheme. Since this a time, these forms of agri-environment scheme have been the mainstay of government support for hill farmers through national and EU funding, particularly since 2005 when Modulation fully kicked in reducing production subsidies.

Currently, farmers are either seeing out the previous Environmental Stewardship Scheme agreements or joining the new Countryside stewardship scheme. Both work by the principle of paying various amounts of money for farmers to maintain or enhance habitats and subsidiary supporting features (eg hedgerows, drystone walls) through profit foregone⁴. Habitat enhancement grants provide the most money, but of course, require the most work and the greatest change in current farming practices. Whilst ESS led to many farmers engaging (and in the higher tiers) in Cumbria (1101 agreements across the Lake District, covering 145,000 ha, total investment £135m), the new scheme has generated much less interest, mainly due to excessive management demands. It could also be argued that the £135m is simply replacing profit farmers would have made by other means so in essence, they are no better off.

There is also forward planning in this area, post Brexit, through what is known as ‘test & trial’. These schemes are supported by DEFRA to address the challenges and priorities raised in DEFRA’s 25 year Environment Plan. There are 49 operating throughout England of which there are two hill farm focused ones running in Cumbria. The first is being delivered by the Foundation for Commonlands which is focused on the production a ‘commons proofing tool’ and to demonstrate to the public how commons pastoral heritage and management provides public benefits such as biodiversity.

The other ‘test & trial’ operates through a partnership led by the Lake District National Park who are considering how catchment scale whole farm environmental land management schemes could work. How this works is shown in Figure 11. It is a three phase system, with Phase 1 just finishing which has focused on stakeholder engagement in the two designated catchments (Upper Derwent – upland and Waver-Wampool - lowland; Figure 12). DEFRA then decide whether to support Phase 2 and so on. This is focused on designing an agri-environment payment regime at the catchment scale.

⁴ Profit foregone – a farmer is paid the loss in income which would have accrued if they continued to farm normally. This system has promoted much criticism as it does not engender a positive outlook and that fees paid are often well below the actuality of the work involved (see Mansfield, 2018:194 for more on this).

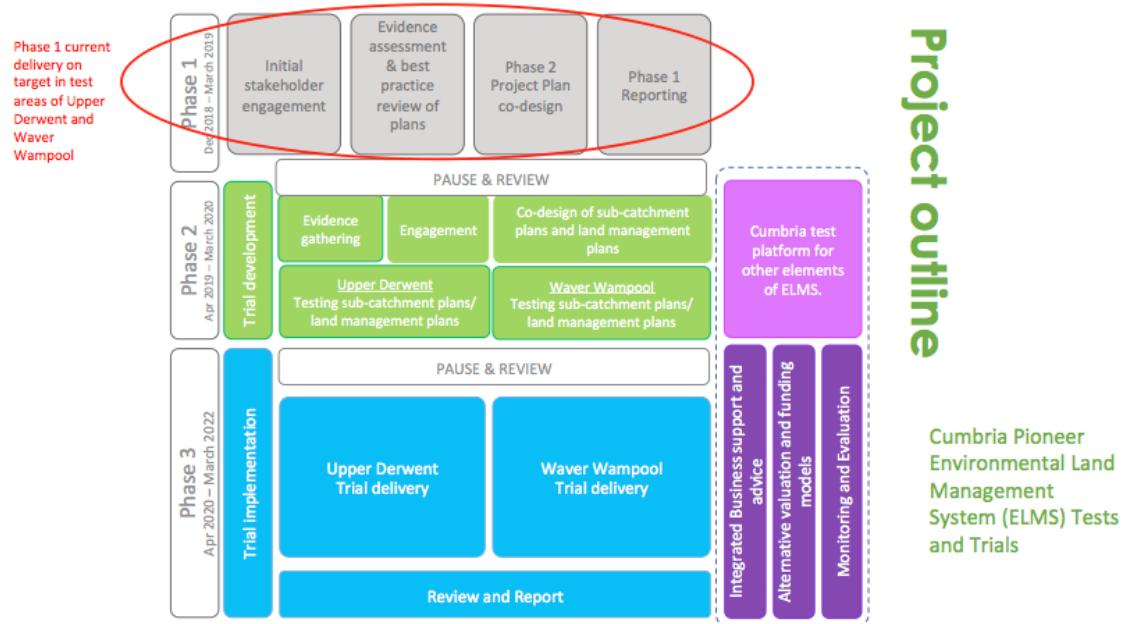


Figure 11 – LDNP Post CAP test & trial (courtesy of: Bowfell Consulting)

Theme 2 - managing water

This them consider water quantity (flooding) and water quality (pollution).

Large scale flooding in 2015 has focused many minds in Cumbria. As a result, there are funds available through the National Flood Management pot to set up facilitation groups to support farmers to understand flooding on their land and how they can adapt their management and characteristics of a river to reduce it. An example of this is the Lunesdale farmers group who, through membership, can obtain small grants to make appropriate structural changes on their farms. This scheme supported by the Lunesdale Farmers Group a facilitation project run by the Yorkshire Dales National Park and the Lune Rivers Trust (Figure 12). It is jointly funded by DEFRA and the Environment Agency (the latter of whom are responsible for flood management in England) as a national scheme with 12 operating across England. Related to this same national pot to funding is the National Trust’s *Riverlands* project. It has three strands: catchment restoration; engaging people with rivers and looking at sustainable ways forward for identified catchments. Funded jointly by Environment Agency, the National Trust and private match funding. For Cumbria, the NT are focusing on Derwentwater and Ullswater (Figure 12).

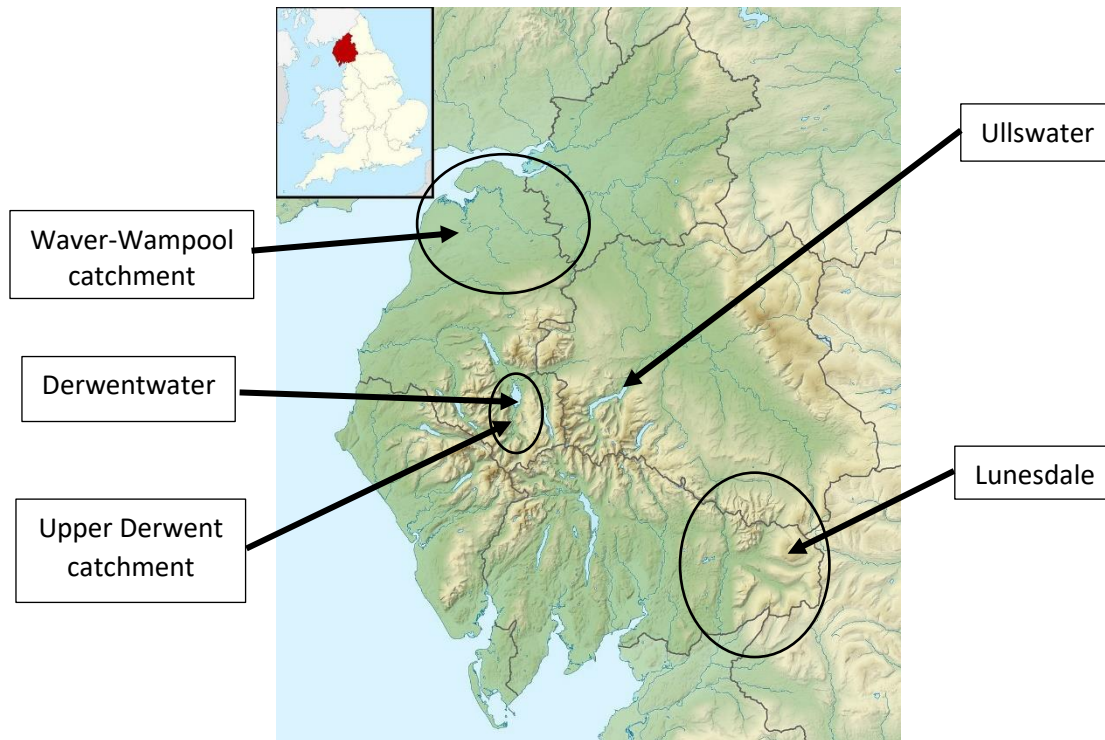


Figure 12 – Water bodies/Catchments mentioned in Themes 1 & 2

The other main water project is the Catchment Sensitive Farming programme which has been running for over ten years in its current form (the continuity of which gains much respect and admiration) and completed 837 farm visits. Focused on *reducing farm pollution*, it uses a team of advisers, some of whom work for Natural England, others via the Rivers Trusts, to provide advice, guidance and training opportunities to farmers needing to complete remedial works which may cause water pollution. It is important to note that funds to do the work are obtained through other grant schemes such as Countryside Stewardship, not through CSF. Other key features are that the advice is on a 1:1 basis (ie one adviser on one farm) and that the continuity of it has created excellent professional working relationships between the farming community and the CSF service. It is held in high regard.

Another main project running in Cumbria is ‘*Cumbria Catchment Pioneer*’ (Box 1 over). Whilst this scheme affects farmers and how they use their land it is not a hill farming support initiative. The essence is to encourage land use change to help manage flooding in catchments.

Box 1 : DEFRA 25 Year Environment Plan & ‘Pioneer’

DEFRA’s 25 Year Environment Plan (25YEP) aims to improve the environment within a generation, so that in 25 years’ time our country is the healthiest and most beautiful place to live, work and bring up a family. It was envisaged that learning generated from FOUR Pioneer projects, with regard to applying a natural capital approach, would feed in to and inform future detail through the 25YEP process.

AIM: To understand how best to achieve this vision

DEFRA has chosen four Pioneer areas:

- Urban Pioneer (Greater Manchester)
- Marine Pioneer (East Anglia)
- Landscape Pioneer (Devon)
- Catchment Pioneer here in Cumbria

OBJECTIVES:

1. Test the use of new tools and analyses to value the natural environment and apply the natural capital approach
2. Develop and test the use of innovative funding mechanisms
3. Demonstrate a joined up and integrated approach to planning and delivery
4. Grow our understanding of what works, sharing lessons and best practice

APPROACH:

The [early] emerging picture was that within Catchment Pioneer there would be two project themes. Firstly, to develop and provide the tools and data that in turn support the second, the demonstrator projects. Demonstrator projects are those that physically test the tools, use the data and help to discover the ways of working that are required to achieve the Catchment Pioneer and DEFRA’s aim with respect to informing the 25YEP.

Theme 3 – supporting cultural landscapes, structures and processes

By far the most numerous initiatives are those which aim to support the continuation of cultural landscapes, structures and processes. This support can be money for farming business or as in-kind. It can be government funded, NGO, charity or private. Having said this, it has the least amount of money allocated to it, the main funding coming from two Heritage Lottery Funds – *Our Common Cause* (£2.7m a quarter of which comes roughly into Cumbria) and the *Westmorland Dales Hidden Landscapes* (£2.27m) (Figure 13 over). Both of these operate at a landscape scale and many of the projects within them do not directly support hill farming.

The Westmorland Dales project has only really two projects focused specifically for farmers. The first supports training and farm based activities with a link to the public (eg shepherds meet) and the second small grants (less than £1k) to maintain cultural farming features Eg wall styles and stoops. The other projects provide comprehensive underpinning regarding the value of the

landscape for the public through farming as a process.



Figure 13 - the Westmorland Dales Hidden Landscapes HLF project Area

Our Common Cause, on the other hand, is focused completely on the landscape created by commons management through improving collaborative management, connecting people with commons and improving public benefits derived from commons. Operating nationally over four areas, there are three commons within Cumbria participating (Bampton, Kinniside & Derwent). The programme is using a range of approaches to answer the three aims including: capital works, habitat management, interpretation, education, facilitation, demonstrations, apprenticeships and advocacy.

The other major cultural landscape project operational in Cumbria affecting hill farmers is the inscription of World Heritage Status for the Lake District National Park in 2017. Whilst, the Park Partnership is fully committed to supporting hill farming, there are no specifically allocated funds. Any funds are derived from other sources through the provision of advice by Park officers (see more later in discussion).

The last project that specifically considers cultural landscapes is the Traditional Buildings project operated by the Yorkshire Dales and Lake District National Parks. This project has been designed to pick up a gap created in the new Countryside Stewardship scheme which does not provide money for farmers to restore their traditional farm buildings. Two million pounds has been allocated across five national parks; this provides enough money for around 10 to 15 buildings to be repaired per

park. In the Lake District, the farming officer had 90 applications, demonstrating extreme high demand for this type of project.

Theme 4 - developing relationships

This theme is very much about building trust between the farming community and the various organisations involved in land management. Many organisations realise this is key to achieving their objectives. Low level, bottom-up interactions create goodwill and trust. Examples of these include:

- lambing signs to go out on roads at lambing time, to slow visitor traffic (LDNPA)
- agricultural show and prizes sponsorship (NT and LDNPA)
- tenancy working group (NT)
- next generation farming group (LDNPA & NT together)

Small amounts of money, a few hundred pounds, can demonstrate interest of organisations in supporting the cultural heritage and traditions of hill farming.

Theme 5 - Providing Advocacy

The provision of advocacy is a common theme for a number of organisations supporting hill farming. Key players in this area are: Farmers Network, Uplands Alliance, Federation of Cumbria Commoners and Foundation for Common Lands. For businesses that are very small or sole operators, it is often difficult to have a voice, particularly when in conflict with large organisations who may not similar objectives, hence membership can provide expertise and skills not available to a farmer. These organisations also have lobbying power with Government departments and related Quangos, can act as brokerages and negotiate in times of crisis or conflict. An example of this is the production of a tea towel by the Uplands Alliance raising awareness of the value of hill farming for broader society; advocacy does not need to be adversarial (Figure 14 over). This was sent to MPs, Peers, chief executives of environmental and land management organisations and NGO chairs.

A second grouping of advocacy is also emerging in relation to facilitation and farmers' groups set up by distinct organisations. An example is the tenancy group operated by the National Trust, who are moving from a position of patriarchy to more one of co-management, whereby tenant farmers can have greater dialogue and empowerment over issues affecting farm management.



Figure 14 – The Uplands Alliance Tea Towel part of their ‘Creating A Brighter Future’ campaign

Theme 6 - providing financial support

Money for hill farmers with regards to business resilience and develop comes from really only two main sources in Cumbria. The most important cluster is the agri-environment money (Countryside Stewardship and the tail end of Environmental Stewardship) and the Basic Payment Scheme. For example, there are 1101 existing Entry and Higher Stewardship Agreements in the Lake District covering 145,000 ha, a total investment of £135 million. It is important to remember that these schemes operate on a profit foregone basis. They are also gradually disappearing as the agreements expire. For farmers these constitute the difference between a viable and a non-viable business; as we have seen above (p21) in relation to the report by Wallace & Scott (2017). A number of case studies were presented to the author of hill farms where the end of Environmental Stewardship payments had automatically put farmers into £10K net loss, meaning before they even started farming that day they were £10K in debt.

With Brexit, the plan is to remove the Basic Payment Scheme and replace it with agri-environment/ public goods payments. This will occur slowly over several years of transition. One interviewee who works in farm business planning was extremely alarmed about this, as she estimated that many hill

farms in Cumbria would see a loss of 90% of their income. She indicated that instead the Government is encouraging farms to diversify, now and through the new Agriculture Bill, but they need support to do this.

Between 2014 and now, two schemes were able to be accessed – LEADER and the Countryside Productivity scheme. LEADER provided small grants requiring matched funding and the CPS, large amounts (>£200,000). These have both now closed in Cumbria, but have been successful in supporting hill farm diversification, for example LEADER support is shown in Tables 5 and 6 (CFD contains much more Less Favoured Area synonymous with hill farming than the SBE area). The same interviewee indicated that now that both these schemes had expired a hiatus in funding had arrived, just at the wrong time, and the new promised small grant scheme (Jan 2019) has yet to materialise.

Table 5 – Cumbria Fells & Dales LEADER Area Spend on Hill Farms 2015-2019

	Land designation	Total project value	LEADER grant
Farm	SDA	195,341	64,278
Productivity	DA	194,560	77,824
Forest	SDA	44443	17,777
Productivity	DA	0	0
SME support	SDA	778,008	373,741
	DA	70,133	28,053

Table 6 – Solway, Border & Eden LEADER Area Spend on Hill Farms 2015- 2019

	Land designation	Total project value	LEADER grant
Farm	SDA	10,815	4,326
Productivity	DA	0	0
Forest	SDA	6,800	2,720
Productivity	DA	0	0
SME support	SDA	0	0
	DA	136,774	54,709

SDA – roughly true hill farming systems DA – roughly equivalent to upland farming systems

(Source: LEADER RDPE team, Cumbria County Council, 2019)

A third strand of financial support comes from the various activities of private organisations and charities. The two most notable ones are the Farmers Network and the Princes Countryside Fund. These two are also linked to each other, as the Farmers Network draws funding from the PCF as well. The Farmers Network have a range of activities designed to support hill farming, from a *Young Persons business support scheme* to set up businesses related to farming (diversification), through a highly popular (and desperately needed) *training voucher scheme* to a number of centralised services which look to *buy in bulk* for members. At the other end of the spectrum is *The Prince's Farm Resilience programme* designed to 'assist vulnerable farming families to prepare for change, and build more resilient businesses capable of being successful in a changing environment' (<https://www.princescountrysidefund.org.uk>). This helps up to 300 farms a year across England, figures were unavailable for Cumbria for this report.

Theme 7 – providing advice

The final area of support provided to hill farming businesses is general advice. Most organisations interviewed conducted free advice when funds allowed. Probably the most complex is that of Natural England and the Catchment Sensitive Farming project which relies on a lot of different staff on fractional contracts who often did other roles as well. The National Park and the National Trust part fund a Farming Officer between them, and a farming officer is on secondment from the Yorkshire Dales National Park to the Lake District. Farmers Network and the Federation of Cumbria Commoners provide advice to their members. Several interviewees talked about the range of advice they gave, often going to a farm about X and ending up offering Y and Z.

In summary, the range of support is impressive but highly complex, making navigation for farmers difficult.

vi. Funding mechanisms

The final area explored with interviewees was their source of financial assistance. These can be grouped into four types:

- Government sponsored schemes – through the Basic Payment Scheme, Countryside Stewardship and Catchment Sensitive Farming initiatives.

- Charitable donation – those organisations which are approached to provide funds for various activities by farm support groups Eg Hadfield Trust by the Farmers Network
- Public donation - through the Heritage Lottery Fund eg Our Common Cause
- Membership fee - those organisations with membership which is ploughed into their general delivery of which supporting hill farming is part of a larger remit Eg National Trust.
- Private capital – that generated by the farmers themselves, which may be through bank loan, and used as match funding to lever government funds eg Leader RDPE

The bulk of funding finds its way into the hill farming sector through Government sponsored schemes, roughly 95% plus.

5.2 Stage 2 – Gap analysis through the application of Grounded Theory

In this section we consider the responses to three key questions with respect to looking forwards post Brexit:

- 1) Where do things need addressing?
- 2) What do farming communities need of manage change?
- 3) What ideas are you considering?

5.2.1 Wordles

The results to these three questions where initially explored using Wordles as shown in Figure 15, 16 and 17 over the page and then in more depth using Grounded Theory. The words ‘farm’ and ‘farmer’ were left in deliberately to ensure the theme of the wordless is understood. All words which appeared only once were removed from the Wordles.

The words ‘farm’ and ‘farmer’ were left in deliberately to ensure the theme of the Wordles is understood. All words which appeared only once were removed from the construction.

The responses generated from the Wordles were varied. It is important to remember that Wordles look at actual repetition of words used by respondent, but they do not provide context, view or opinion (ie agree or disagee). They merely give an indication of the flavour of topics people are thinking about in relation to the open question asked, and it is grounded theory that adds judgement and opinion.

The third question (Figure 16), with regard to **new ideas being considered**, sits between the two extremes above. It is evident respondents and their organisations are already thinking about what needs doing post Brexit. Highly repetitive words mentioned in this Wordle are: business, local, work, funding, Borderlands and create. Second tier words revolved around the themes of consultation, partnership, support and schemes.



Figure 17 – What ideas are you considering?

5.2.2 Application of Grounded Theory

Q1: Where do things need addressing?

Six clusters of information were extracted from the respondent's answers to this question.

These clusters (categories) include, in no particular order of priority : systems & processes; advice; business support, CPD, power relations and money & grants. **Systems & processes** focused on the current failings of hill farm support mechanisms. Figure 18 shows that the main issues plaguing farmers are failings in bureaucracy and the lack of transition information/ arrangements. A particularly problematic situation was a number of examples of extremely slow delivery of support payments which are putting farming businesses under financial pressure. Given the reliance of hill farming to this segment of their income the repercussions for some have been serious.

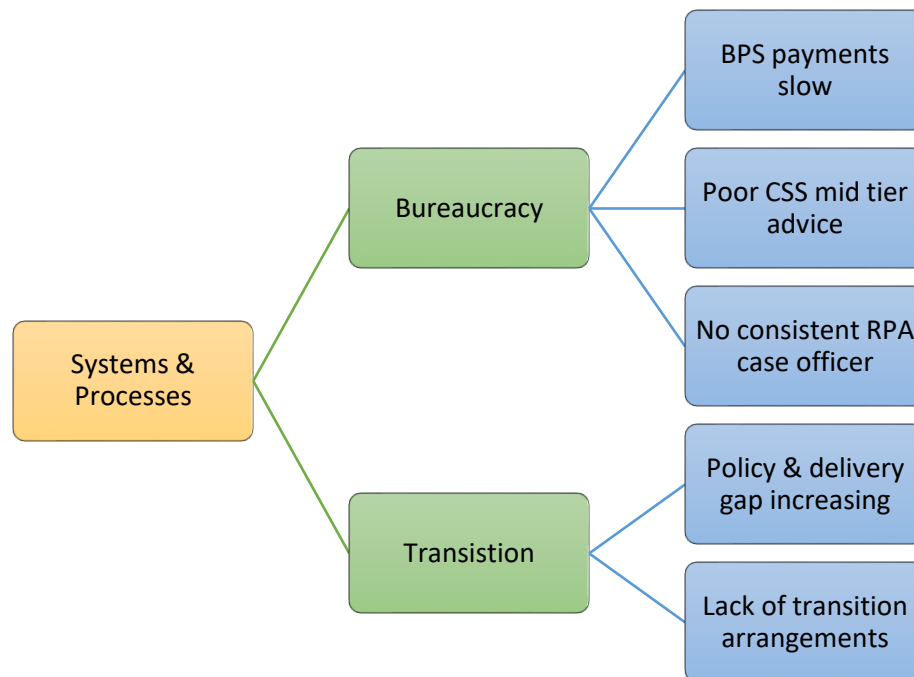


Figure 18 – Needs Addressing: systems & processes

The next category refers to the **advice** farmers are currently receiving; Figure 19 shows that there are three concepts vexing hill farmers at present: the type of advice, its style (of delivery) and where to go for it. Taking these in reverse, farmers are required to go to many different places for different advice depending on the topic. There is no ‘one stop shop’, few advisers within supporting organisations have a wide enough breadth of knowledge to experience to provide everything of which a farmer needs to be aware. The view externally that farmers can engage consultants or land agents is misleading. The vast majority of hill farmers simply cannot afford these types of service and thus have to access government helpline for specific schemes (hours of sitting on phones) or ask any type of advisor who turns up with a blind hope they know something that can help.

It is self-evident from the diagram above as to the types of advice farmers need, note the lack of knowledge regarding public goods. Style is by far the most important concept. All respondents noted that 1:1 advice was missing which was desperately needed as every farm business has a unique set of circumstances as we are dealing with the natural environment in which a farmer is using his ‘capitals’ differently. The advice needed to be integrated as

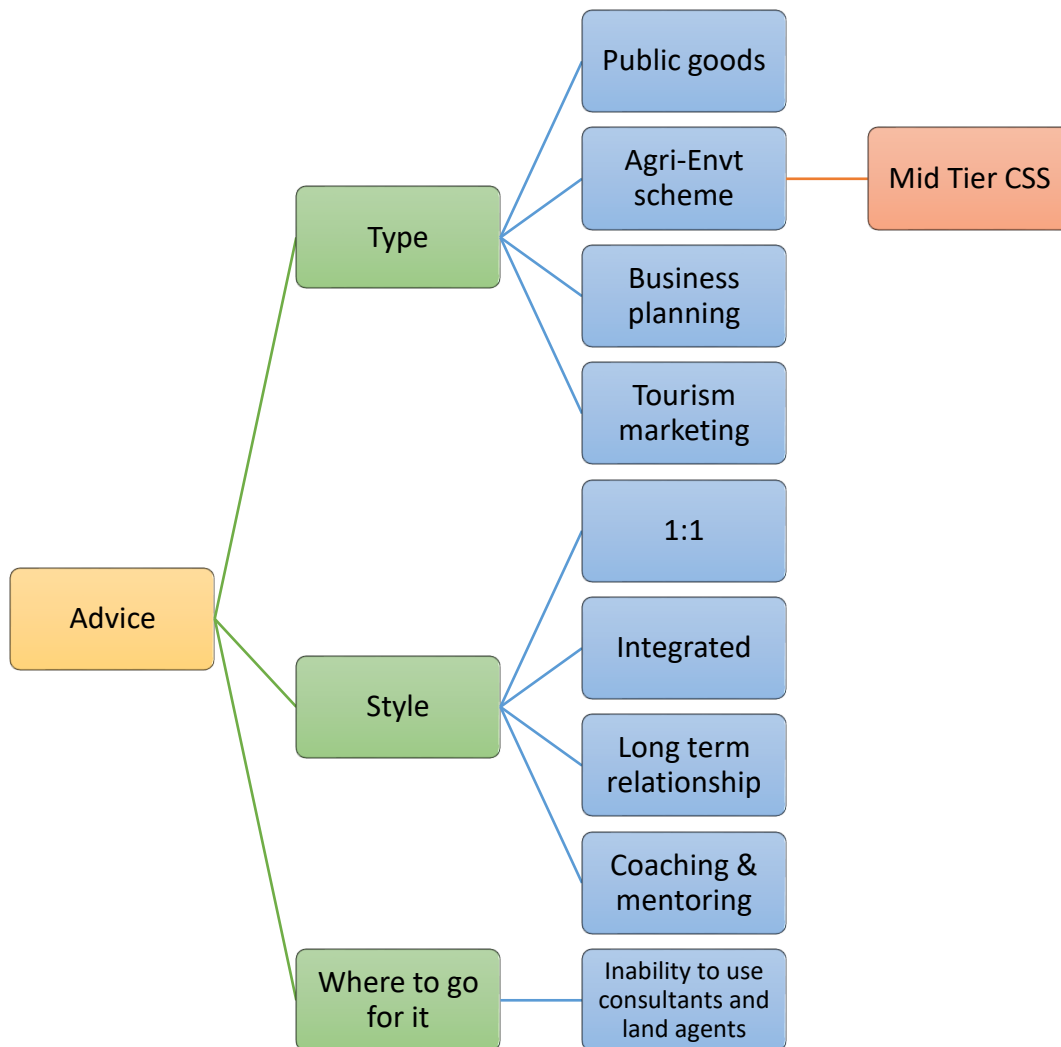


Figure 19 – Needs Addressing: Advice

well, as a single person giving advice would be limited by their expertise (see previous category) and these contra-indications can and readily emerge. All respondents talked about the need for long term relationships, ie. advisers visiting and re-costing the same farmers generates trust and mutual respect, which is currently lacking in many areas. hence why the Catchment Sensitive programme commands much respect in the farming community, because of continuity of advisors and scheme stability.

A third area of concern is **business support**. This category, illustrated in Figure 20, over, generated the most discussion amongst respondents. They all commented on the need for

plans to be integrated, that is covering all aspects of farm management, from enterprises (livestock) to diversification opportunities, use of Agri-environment payments and innovation development. Even more fundamental, some interviewees talked about the need to address the aims of a farming business, what was it trying to achieve? And in what context? – this came up in later discussions. Advice on business planning was a key topic most keenly felt where different Government departments were offering contradictory information and lack of joined-up thinking, along with the lack of 1:1 support. This also resonated back to all the issues raised about advice in Figure 19 above. Finally, style was a challenge. One correspondent said:

‘Government policy is almost like the game ‘whack-a-mole’, solve one problem, then another pops up and then that is solved. There is no holistic thinking.’

There were also challenges with regard to some business support being denied to farming businesses under State Aid rules.

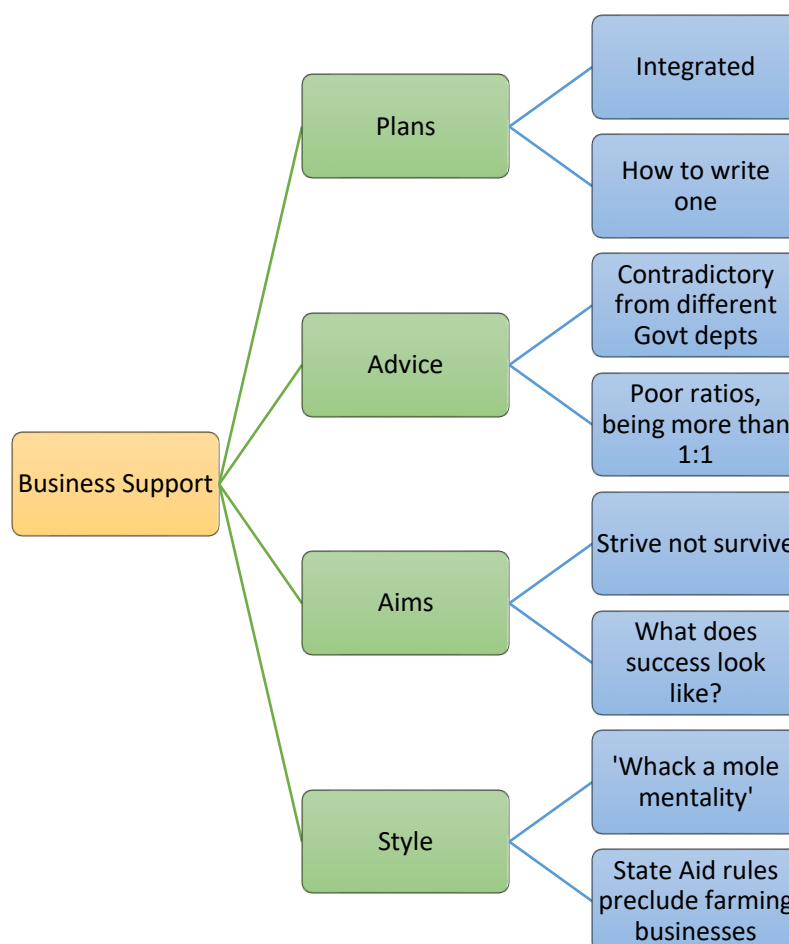


Figure 20 – Needs Addressing: Business support

Another area which came up repeatedly is collectively termed here **CPD (Continuing Professional Development)**. The term training as not been used here for very specific reasons – that training

often leads to the provision of formalised, pre-determined mass delivery download of information to a group of trapped people in a room. All respondent organisations recognised that farmers need upskilling in their knowledge base as agendas change and the industry evolves. Four concepts were talked about (Figure 21) additional qualifications, knowledge, public goods and young people. Additional qualifications are currently a major issue, first because 'grandfather rights' have been taken away. This means farmers who previously could use their skills off farm as diversification without certification could do so, this now cannot happen. The resultant effect has been a lot of older farmers needing to participate and pass certificated courses (eg. Telehandling, pesticide spraying).

Related to this is the plight of young people coming out of Agricultural College. Changes in Further Education funding regimes mean that a number of cohorts over recent years have not had the opportunity to complete certificated additional courses alongside their main agricultural qualification in college. This has been because the colleges can no longer draw funding from central government. The corollary is many hill farmers and their workforce are not able to bring additional income onto the farm, as well as are breaking the law on their own farms. Other themes in relation to additional qualifications are that: the current formal Agricultural curricula are inflexible and out of date with regard to shifting Government agendas and second, more training is needed for environmental organisations employees to understand how hill farming works in order to provide better advice⁵.

There are then two areas of CPD needing addressing in relation to the narrowness of farmer knowledge and the whole concept of public goods. A number of respondents noted most farmers are struggling to understand why food is not a public good and second, what are public goods anyway? Finally, another area in need of addressing relates to young people

⁵ A hill farming training programme for environmental organisations does successfully run in Cumbria, originally supported by LEADER+ and the Princes Countryside Fund. More of this is needed address power relation challenges.

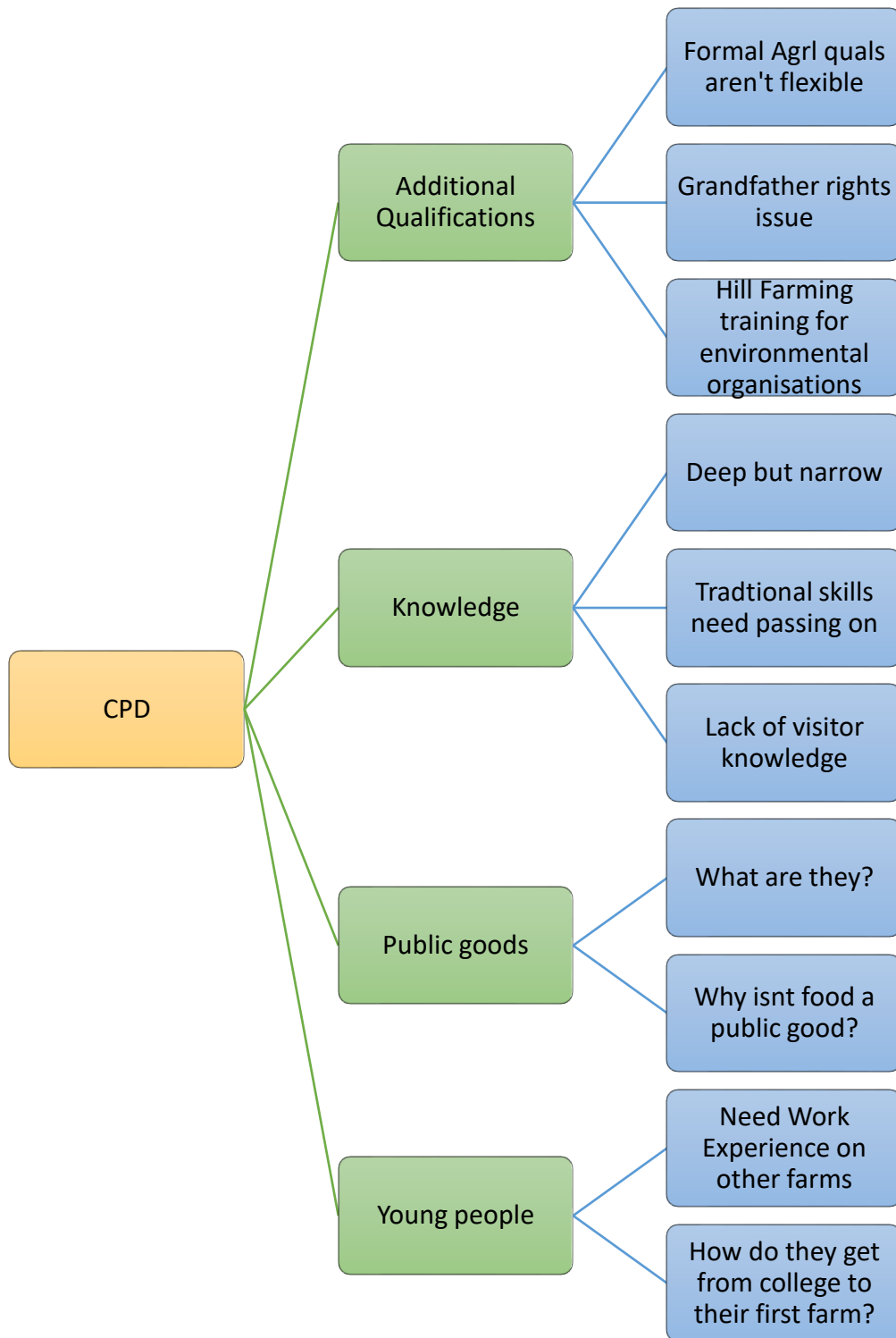


Figure 21 - Needs Addressing: Continuing Professional Development

who need work experience off the family farm⁶ and that they struggle to get from college into their first farming business because the industry is so occupationally static (that is, few leave it regularly like other jobs and few farms come up for sale (and they cannot afford them anyway)).

The fifth category in need of addressing revolves around **power relations** in Cumbrian hill farming (Figure 22 over). This is probably the most complex and, as a result, often side-stepped. There are four concepts here needing exploring a little: empowerment, landlord issues, between groups and the style of approach needed. With regard to empowerment, hill farmers feel under attack typically from the environmental lobby for damaging the environment, and by government and public for the subsidy regime. Instead, they would like more respect for the food they produce for the nation. They would also like to feel they are in control of their own destinies and are able to make their own decisions about their own businesses. There is almost a feeling that farm land is perceived as common property. Related to this lack of empowerment are issues focusing on landlords, including abuse of power (United Utilities was singled out with respect to this) and the nature of tenancy agreements limiting diversification opportunities. On the flip side, one landlord interviewed was astutely aware of their charitable status and that they have to balance long term responsibilities with short term tenant challenges. It is important to note here, that there are good landlords and bad landlords, as well as good tenants and poor ones.

There are also challenges between hill farmers and different groups. Inconsistencies between government departments came up again, the on-going mistrust of environmental organisations (NGOs, charities or Quangos) and the lack of leadership from Cumbria LEP on rural industry issues (the LEP is currently re-organising its sector groups to address this). Much of this is rooted in what can be termed cognitive conflict, where different groups have different knowledge bases and objectives and it is hard to find common ground. This nearly leads on to the last concept of this category that the power relation could be addressed

⁶ There was a Hill Farming training scheme run under LEADER+ that addressed these issues. It was adopted in other uplands areas such as North York Moors and Dartmoor but again funding was difficult.

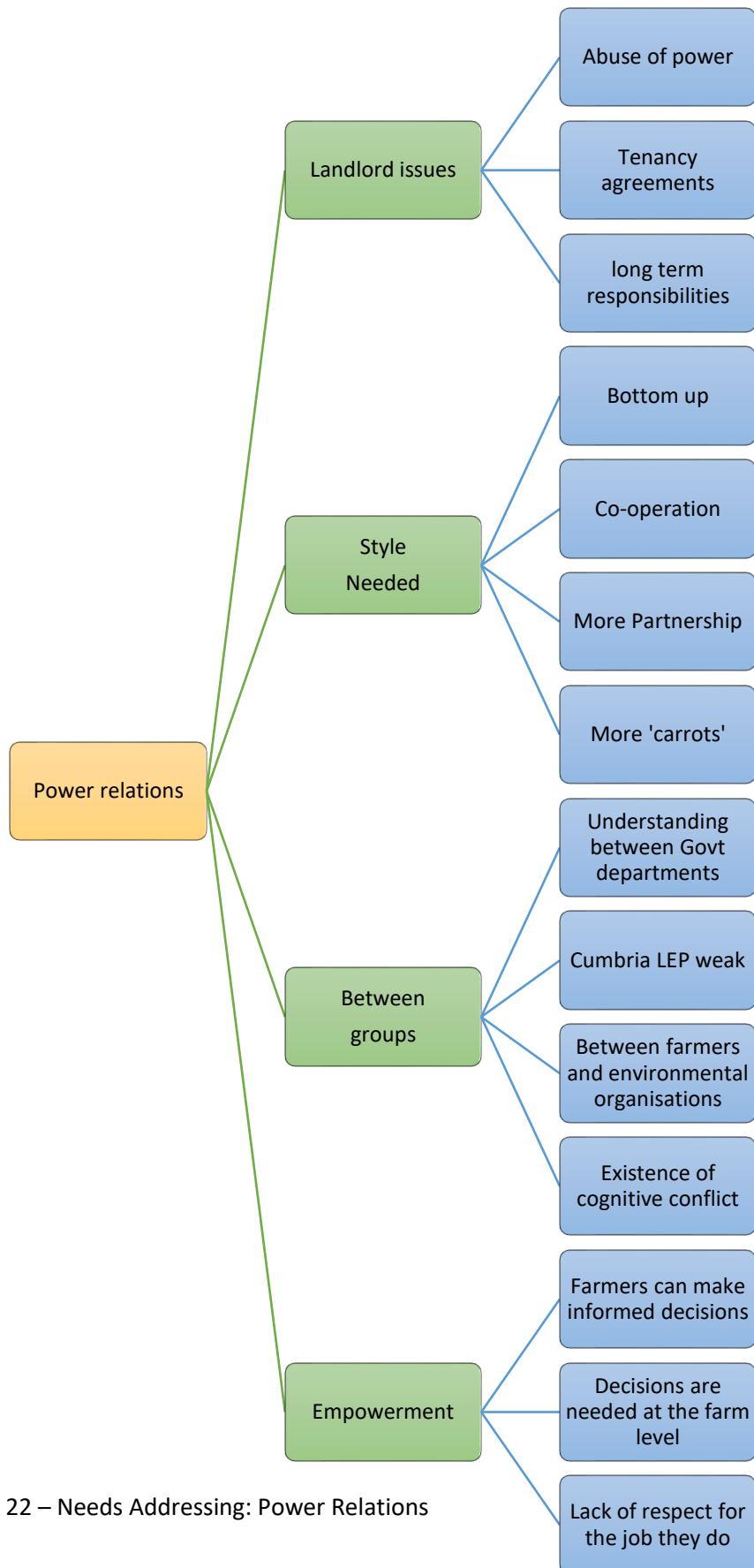


Figure 22 – Needs Addressing: Power Relations

through a bottom-up, co-operative partnership approach which provided more ‘carrots’ than ‘sticks’.

The final category identified that needs addressing is **money & grants**. Figure 23 outlines four main challenges: What is coming?, the character of funding streams, structural and size

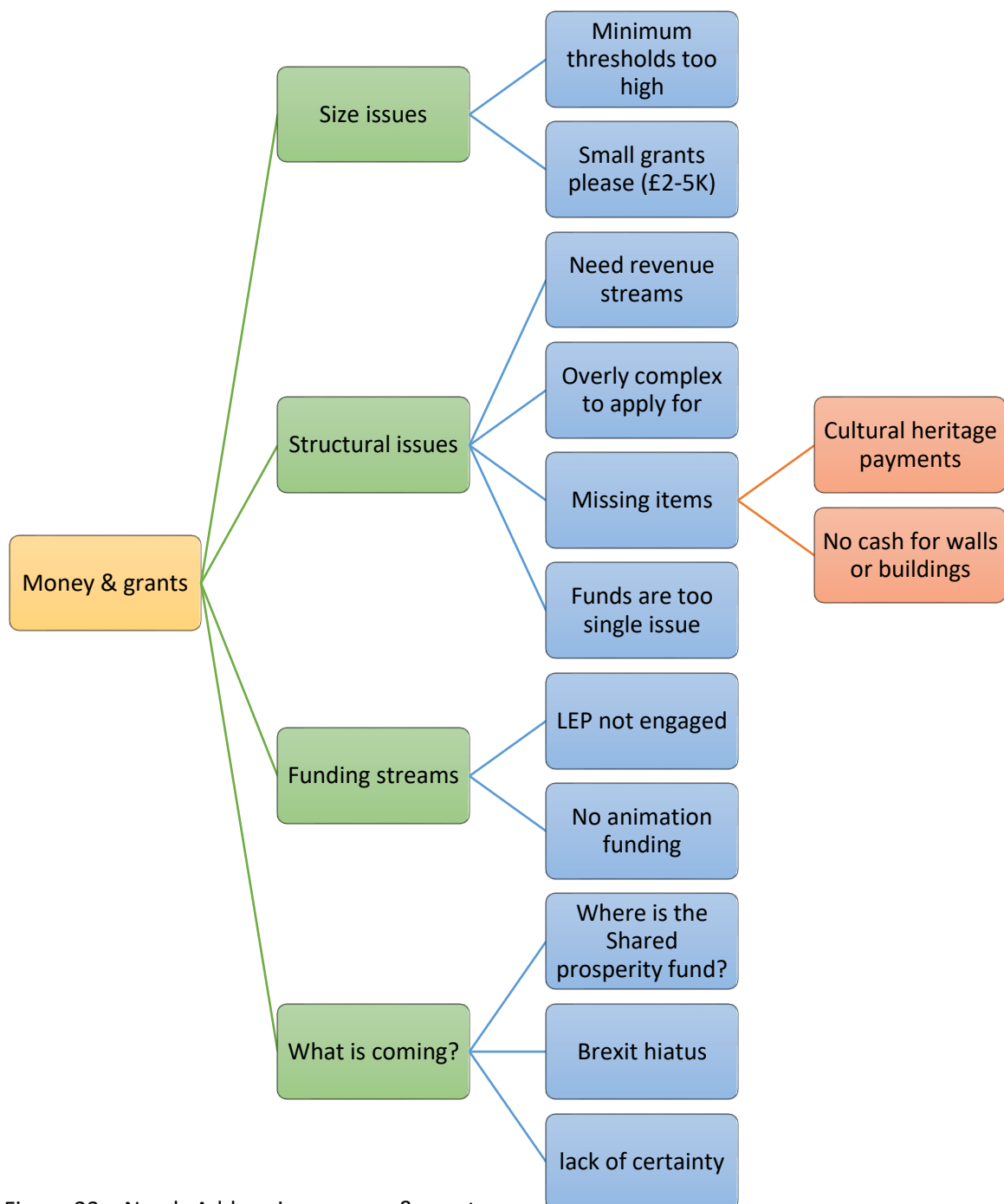


Figure 23 – Needs Addressing: money & grants

issues. The first issue revolves around the lack of knowing what news support will be there in the next few months post Brexit and the dearth of information about the newly announced Shared

Prosperity Fund; the consultation for this has now been moved back twice. Second, there is concern about the current funding streams where the Cumbria LEP has yet to offer anything and there is nothing for animation. Third, there are structural challenges with items missing which had been in previous schemes eg traditional buildings, hence the 'quick and dirty' funding that came into the National Parks (see above) for this purpose. There has also been continuous complaints the application processes are too complex, with many farmers unable to apply themselves and forced to use consultants or land agents. This is problematic for hill farmers (who need support the most) but do not have spare finance to pay for such services. Finally, there are issues related to the size of grants which have been available. Many have/ have had too high minimum thresholds despite LEADER covering the £2 to £200,000 zone. Accessing the £200K + Countryside Productivity Fund is simply a pipedream for hill farming businesses. Small grant schemes are often shunned by Government departments as they are costly to administer in relation to the grant awarded, having said this these types of animation fund are highly successful at getting new businesses started in dispersed, sparsely populated rural areas where building up a client base can take time (and distance).

In summary, respondents identified systems & processes; advice; business support, CPD, power relations and money & grants with regard to areas needing addressing currently. Many of these topics had repetitive themes such as the nature of 'training', funding mechanisms, how and what advice is offered and managing relationships with other relevant stakeholders.

Q2: What do farming communities need of manage change?

With respect to the second main question respondents were asked to discuss in this research, five categories relating to change emerged. The five were: knowledge, funding, diversification, the cessation of farming and guidance.

The category which caused the most discussion was needing the right **knowledge** for the new agendas. This was recognised as crucial if hill farmers are to adapt and become resilient. Figure 24 shows the extremes of this situation with evidence of farmers in denial

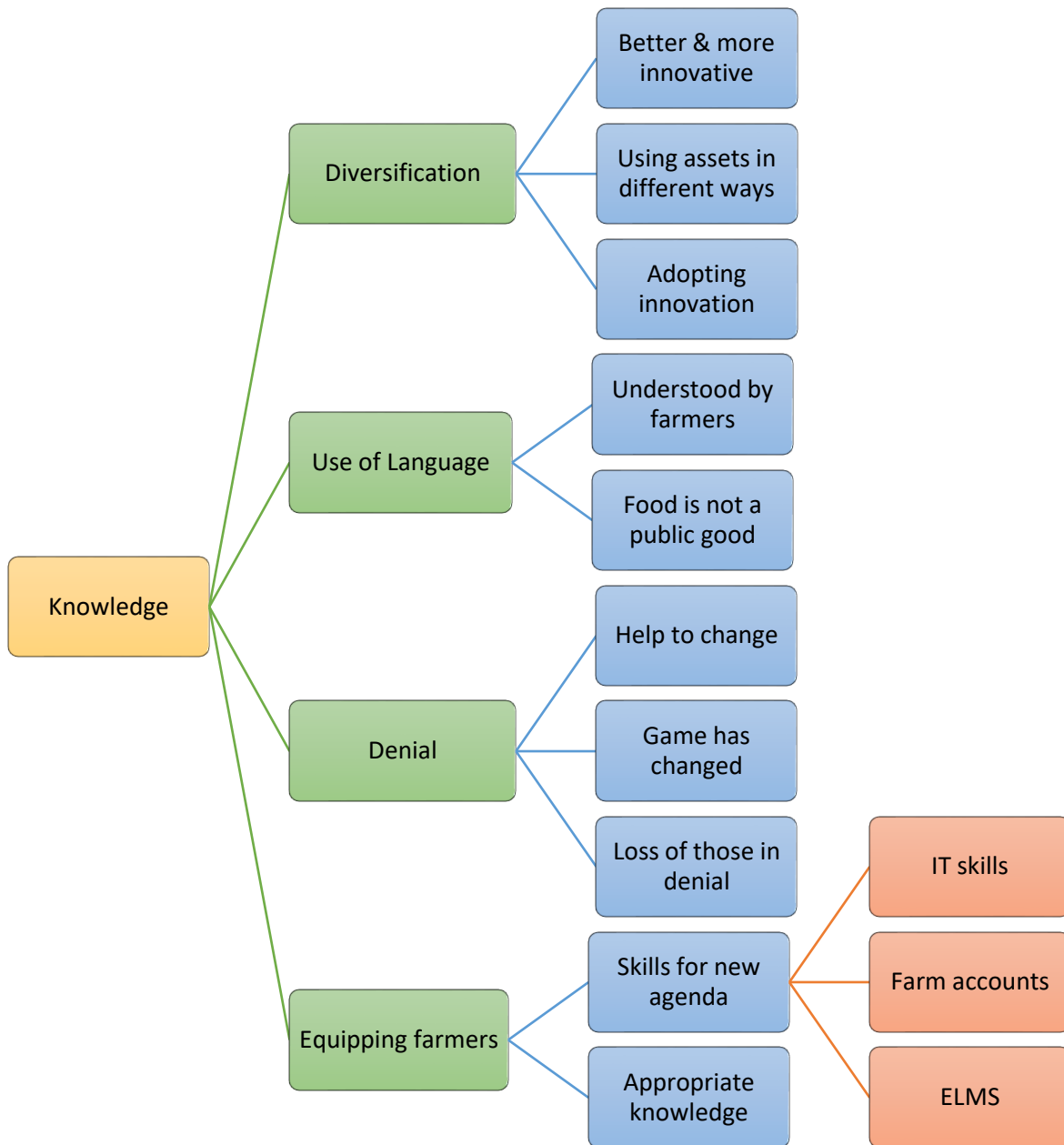


Figure 24 – Managing Change: Knowledge

regarding the need to change practices and management. For others they need to act on the fact that the ‘game has changed’ and for a third group they help to change. The second issue is to ensure farmers are equipped with the right knowledge and skills, examples given were IT, farm business accounts (still) and what ELMs is. Related to this is to support farmers with their farm diversification by using their total asset base better, adopting and using innovations more effectively. Finally, how farmers are supported in the knowledge transfer was deemed important by ensuring familiar terminology and language is used.

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Funding as seen as a second theme in managing change helping farmers obtain enough money to be resilient; for example, with the loss of BPS (Basic Payment Scheme) it has been calculated ELMS payments will need to be 2.5 times the current size of CSS grant rates in order for farm businesses to maintain the *status quo*. Options for ‘payments by results’ were also seen as the way forward moving away from the negativity of ‘profit foregone’. Respondents agreed funding needed to start at very low thresholds and that there needed to be alternatives sources that did not rely on Government handouts. Finally, there were concerns in the way tenancy agreements could make it difficult or impossible to attract additional farm income through grants as landlord’s permission needed to be sought beforehand, holding farmers to ransom (Figure 25).

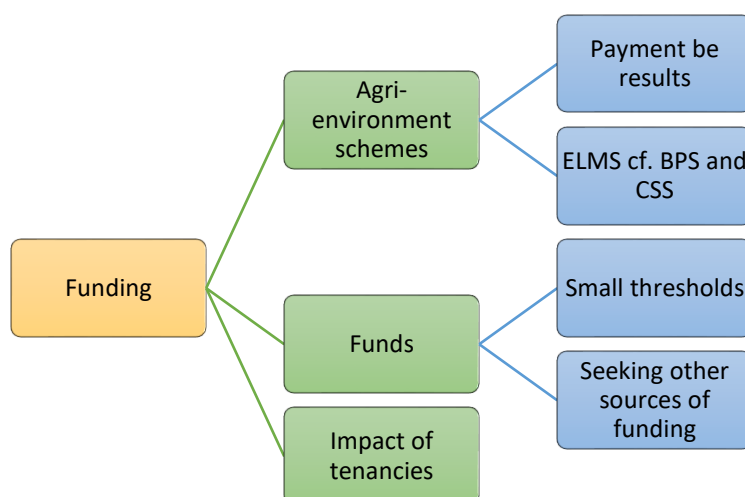


Figure 25 – Managing Change: Funding

It was evident that **diversification** was seen as the main way in which farming systems needed to change. Everybody interviewed recognised this as an essential feature of future business planning, if not already undertaken (Figure 26). Diversification activity needed to be underpinned by high quality advice. Added to this, farmers need to appreciate the full sweep of assets they have on their farm and make the best use of them. Innovation was mentioned as important, though little was said

about exactly what this might entail. The last area farmers would need to take on board was the way in which markets are changing; specifically, changes in consumer demand (the rise of vegetarian and veganism), changes in how food chains will operate (eg. Short Food Supply Chains, increased reliability on locally produced goods) and that the environment is now part of the business, irrelevant of how people feel about that.

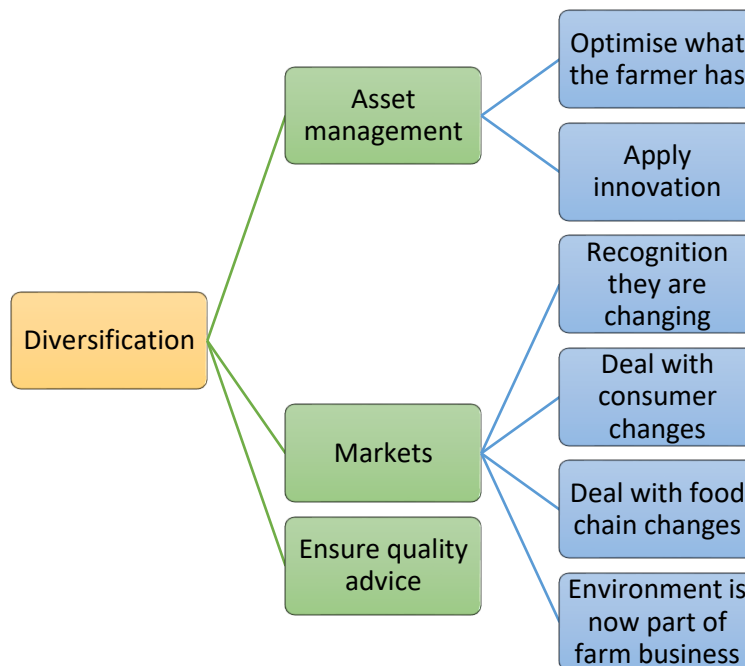


Figure 26 – Managing Change: Diversification

The fourth category explored in discussion was the **cessation of farming**. All of the respondents were concerned as to the change in the policy landscape will lead to an exodus from farming in a variety of ways beyond natural wastage (Figure 27). For hill farmers, part of the crisis lies in the fact that the average age is around 58, so legitimately, the majority farmers could legitimately retire during Transition post Brexit. However, it is unusual for farmers to do this due to it being a way of life rather than a career like other parts of the economy. Some might ‘retire’ if they can in order to make space for younger people to take over, particularly if natural succession exists, but tenancies like this cannot be guaranteed as United Utilities have just demonstrated. Other evidence provided showed some hill farmers are diverting subsidy funding into buying land on the lowland of the Silloth Plain in north Cumbria, as their retirement plan. Yet others are considering the *Golden Handshake* being proposed as part of the proposed Agriculture Bill. Interview conversations also revolved around the impact of post Brexit agricultural policy on the bottom 10 to 15% of hill farms (ie those

operating right on the margins of profit/loss). The view was that many of these farmers would attempt to 'farm their way out' of the situation as they had done with other

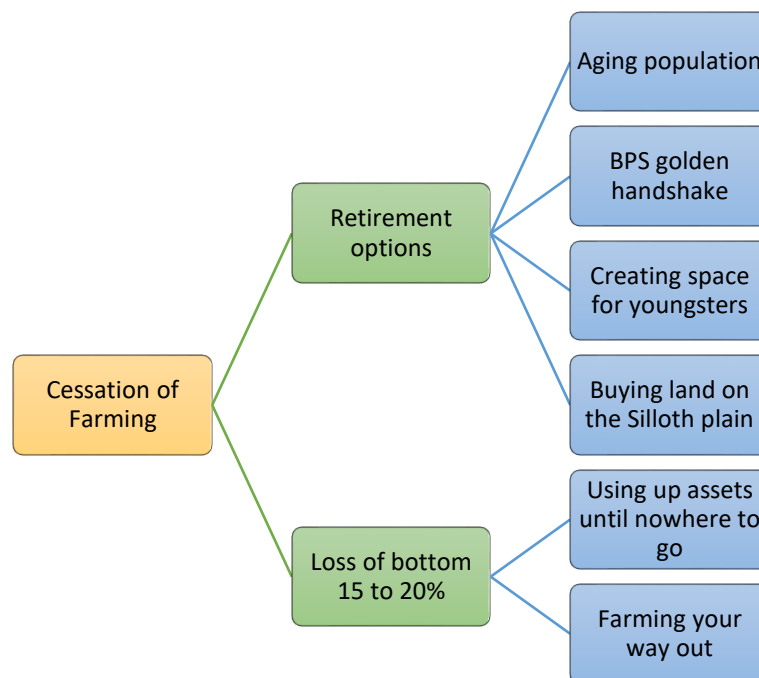


Figure27– Managing Change: Cessation of Farming

previous changes in policy direction. Many would achieve this through using up the assets they do have, and thus have nothing to support diversification of the business. The challenge is that this policy change is one of the most profound for seventy years where food production is no longer the priority.

The final route to managing change was identified as coming through **guidance** and in this instance in underpins all the other categories and concepts considered in this section with regard to managing change for farming businesses (Figure 28). The first step suggested as to ensure farm businesses had a plan to move through transition in a resilient fashion. Second, for farmers to know exactly what the baseline, read expectations, will be for their businesses post Brexit. After this, a two pronged attack as suggested by the interviewees. To ensure that there were enough farm advisers constituted of people who 'really get it'. Here it means those who understand how farming works, why farmers do the various things they do and appreciate the integrated nature of the business. These people will need a depth and breadth of knowledge which currently exists in very few advisers.

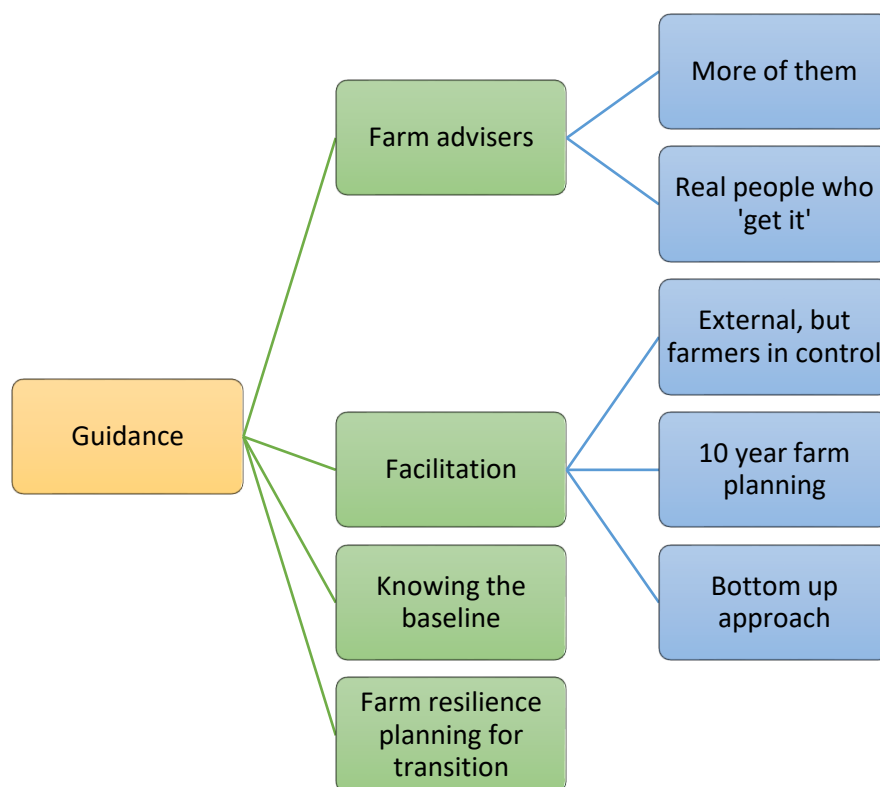


Figure 28 - Managing Change: Guidance

The final theme often expressed by the respondents was the need for high level facilitation skills and abilities. This needed to be as bottom-up as possible, but external to the farm businesses to ensure the context and broad knowledge was there to be drawn upon to develop ten year plans (a cycle longer than transition). Crucially, interviewees were at pains to point out that this type of facilitation would leave farmers in control of what they wanted to find out about and do, to allow them to be empowered in relation to their own businesses which they know the best.

In summary, the aspects needed by farmers to manage the change coming included high quality guidance providing appropriate knowledge that can help them make the right decisions for their business whether it be diversification or even withdrawal from farming altogether.

Q3: What ideas are you considering?

The last question posed to the interviewees in this research, was to understand more about what they were planning in light of the current and future situations in which they found their organisations. At this point, extreme views were expressed, from 'How can we in a vacuum?', to those organisations who had clearly considered what support services they would offer in future, drawing on current needs and experience. It is actually quite difficult to identify many

generalisations from the responses as it was a bit of a 'brain dump' (an attempt has been made overleaf, Figure 29). It is in point of fact, the nub of the issue regarding the plethora of support mechanisms and organisations involved in hill farming managing different pieces of the puzzle. The entire system has evolved organically and thus piecemeal in approach as no one party offers everything.

Organisations were loathed to provide specifics, as they have no way of understanding the structure and character of the forthcoming fiscal envelope in enough detail to design support mechanisms. There were however, some themes which began to emerge; these included: an advisory service, funding needs, relationship management, hiatus issues and the role of localism.

The development of an effective **advisory service** was seen as key moving forward, everyone had ideas about how this should look. In essence, organisations as providers wanted well experienced advisors with both breadth and depth of knowledge of what will be available and how it all works to give the best advice possible *within the local context*. There was distinct resistance to outsiders coming in and trying to impose 'the right solution' as taught at 'advisor school', a place-based approach was much desired managed and offered by those who understood hill farming practices and management in Cumbria. The CPD advice (and advisor knowledge) should be integrated to cover: farm management, business development, public goods, new markets, diversification and mental health support/ signposting. More advisers than currently available, are needed. A brokerage system with a trusted organisation was also suggested as few hill farmers can afford consultants and land agents, and a mentoring system could run alongside.

The second theme to present was **funding**. A variety of topics beyond the current ELMS test & trial were discussed. Interviewees would like to see explicit financial reward for cultural heritage, social capital, rewilding options and mental health support (the latter from the previous category). Funds should be integrated (ie multiple outcomes recognised from one activity) and that they should be sought from not just Government coffers.

Next to be identified was the area of **relationship management**. Government agencies were identified as needing a better approach, namely Natural England and the Rural Payments Agency. This would help with trust and more of a two-way discourse would generate better results in a form of co-management. Interviewees also mentioned there needed to be more informed dialogue

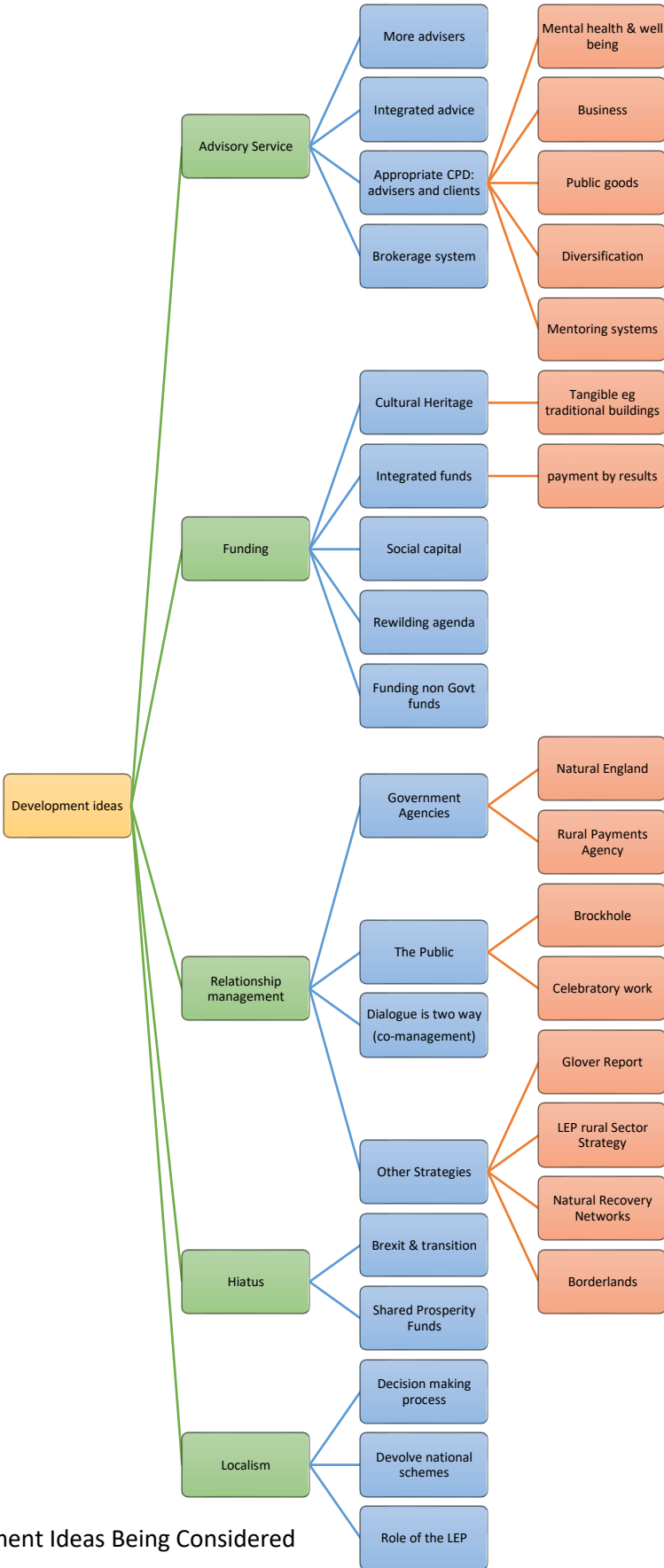


Figure 29 – Development Ideas Being Considered

between farmers and the public, with some ideas how to address this. The antagonism between the certain sectors of the public and farmers seems to have worsened recently with social media becoming a weapon. Finally, participating organisations were aware that a more informed grasp of other strategies was needed going forward (Eg Cumbria LEP Rural & visitor Economy plan and Glover Review of National Parks) enabling farmers to appreciate the broader context and see diversification opportunities.

The second to last category discussed here is the current **hiatus** in support. Whilst this is obviously not a solution, it is however important to acknowledge that the ongoing uncertainty with respect to Brexit, the shape/ detail of the new support regime and the delayed consultation regarding the Shared Prosperity Fund, are making people nervous.

Organisations cannot plan the support they can put in place ready to be operational when the 'button is pushed'. Instead they will be at a standing start along with all their clients, tenants and members over what to actually do in terms of farm business planning and management.

Finally, everyone interviewed was keen to ensure their support work reflected local needs and circumstances; to use **localism** as the key focus. Experience had taught all organisations involved that trying to force a top-down, centralised, rigid system did not produce the best or most appropriate outcomes for hill farming. The uniqueness of place and product produced by hill farming needs a system of support that can flex readily to fit each farm, valley or catchment's needs.

In summary, whilst organisations know what they would like to do, until the funding envelope, regime and schemes are announced they can only go with what they will believe will happen based on previous experience, the nature of ELMS test & trials and the broad strategic vision of the 25 year Environment Plan and the evolving Agriculture Bill.

5.3 Overview

The findings of this research show that current support for hill farmers in Cumbria comes from a diverse range of organisations with varied aims and objectives. The thirty three initiatives explored here supported different combinations of capital in varied amounts. There is a general pattern that Government sponsored schemes focused on natural capital, whereas NGOs and charities look to support the sector more broadly through complex configurations of capital, indicative of more

holistic and integrated provision. In fact, the latter groupings are much less interested in natural capital, as in effect, this is already catered for and thus their job, could be argued, is to support the other capital needs of hill farming which have not been addressed by Government policy/funding. It is unlikely this is by design more through seeing a need/gap and filling it. In other words, these organisations have not set out to specifically plug capital gaps, it a symptom rather than a cause.

Hill farm support is provided by a range of organisations from Government agencies, to NGOs to charities. Size of operations varied considerably, some are dominated by farmer membership, others partnerships and alliances of different land management stakeholder organisations. For example, the Federation of Cumbria Commoners has 700 members and the Farmers Network 1123. In contrast, the National Trust now has over 5 million members and the Lake District Partnership has over 20 member organisations. Some have many employees, others very few; although this is not necessarily dependant on spend.

Geographical coverage is variable. Some programmes cover the entire county (eg. CSS); others are very geographically specific, like the Lunesdale Farmer Group or the Westmoreland Dales HLF. Scheme length varies from year by year initiatives needing to find annual funding to continue (like the Training Vouchers provided by the Farmer Network) or long term such as various CSS habitat agreements which can last up to twenty years. Part of this is as a result of the time needed to meet aims of objectives, part is in responses to funding restrictions.

There is a wide range of theme coverage. Maintaining & enhancing biodiversity, managing water, supporting cultural landscapes, developing relationships, providing advocacy and/ or advice, and giving financial support are all offered to hill farmers.

With regard to looking forwards, the support organisations interviewed for this project demonstrated a remarkable level of consistency in their views. With regard to what needed addressing currently the main areas of concern included (but not exclusively):

- systems & processes – need reviewing as they are not fit for purpose
- advice – needs to be more and better tailored
- business support – more of it with people who understand the context
- CPD – better quality, range and delivery
- power relations – need resolving

- money & grants – issues need addressing

How farming communities needed to change focused on:

- knowledge – more of the right types and for the new agendas
- funding – low minimum thresholds and payment by results
- diversification – good advice and wide range of ideas
- cessation of farming – this could be a result/ solution for some
- guidance – better, more, appropriate delivery

The third area considered what ideas each organisation was considering elicited the following set of themes:

- Advisory service – more and integrated
- Funding - needs to cover more public goods and be integrated
- Relationship management – new approaches need to be used
- Hiatus – we can't act until we know what's coming
- Localism – decision making, allocation and advice needs to be locally driven

It is evident from these three sets of response there is a fair amount of overlap regarding future support for hill farming in Cumbria. ***The main themes which came up over and over again, are the provision of a good quality relevant advisory service and better relationship management.***

5.4 Moving forwards

The responses to this exercise and its analysis provided here, suggests that a well-structured flexible advisory service would be appropriate for hill farming resilience and growth in Cumbria post Brexit.

Such a service could look something like that depicted in Figure 30.



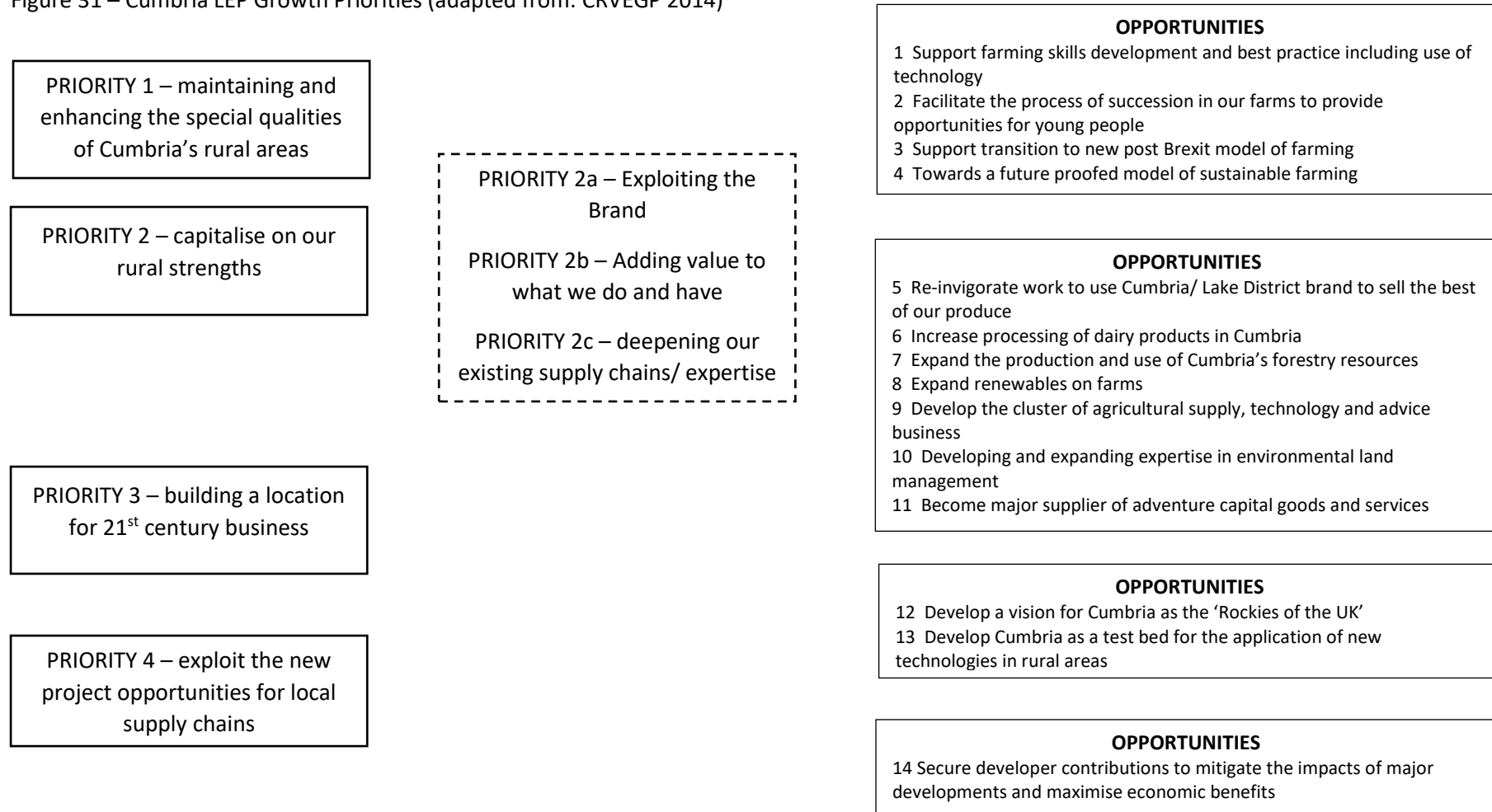
Figure 30 – Cumbrian Hill Farming Advisory Service Model

The service would include:

- 1) **Advisory staff** who offer integrated advice to a suite of farm businesses on a 1:1 basis to give continuity long term
- 2) **Knowledge provision** covering (not exclusively): diversification, business planning, public goods, cultural/social values, environmental management, working with visitors and the public, transition management & change, tourism, innovation and new markets, funding options
- 3) **CPD skills offer:** IT, farm accounts, 10 year business planning, ELMS, working with the public, Additional Qualifications
- 4) **Flexible delivery style** suited to farmers using a range of formats to include: facilitation of groups, farm visits, mentoring, 1:1 advice, talks, guest lectures, short training courses which are localized *across* the county to limit travel times
- 5) **Application of localism:** appropriate traditional skills to the area, advisors drawn from local/regional expertise to engender trust; operates at a sub catchment to generate collaboration and fit ELMS agenda
- 6) **Exit & Entry Management:** new entrant publicity & CPD programme, succession planning, brokerage to set up share farming system, Brexit denial support, cessation of farming opportunity planning

The need for a good quality relevant advisory service sits well with the broader strategic drivers of the forthcoming Agriculture Act and with those of the Local Industrial Strategy for Cumbria and the related Cumbria Rural & Visitor Economy Growth Plan [CRVEGP] (Cumbria LEP, 2017). This plan builds on their initial publication of the Strategic Plan for Cumbria (2014). The CRVEGP states (p7) : ‘The crucial role of agriculture in continuing to shape and manage the natural environment of Cumbria also cannot be underestimated, nor the role of farming and farmers in providing critical social glue in our rural areas.’ Figure 31 summarises how these have been used to underpin a series of FOUR growth priorities for the rural economy and FOURTEEN related opportunities (currently under slight revision as of 27/03/19).

Figure 31 – Cumbria LEP Growth Priorities (adapted from: CRVEGP 2014)



The second area in need of development to support hill farming post Brexit is relationship management. There are seven areas to consider here which farmers need support to manage both external to them looking inwards and external to them looking outwards (Figure 32). Part of this process will be to support organisations that provide advocacy for many voices rather than just one.

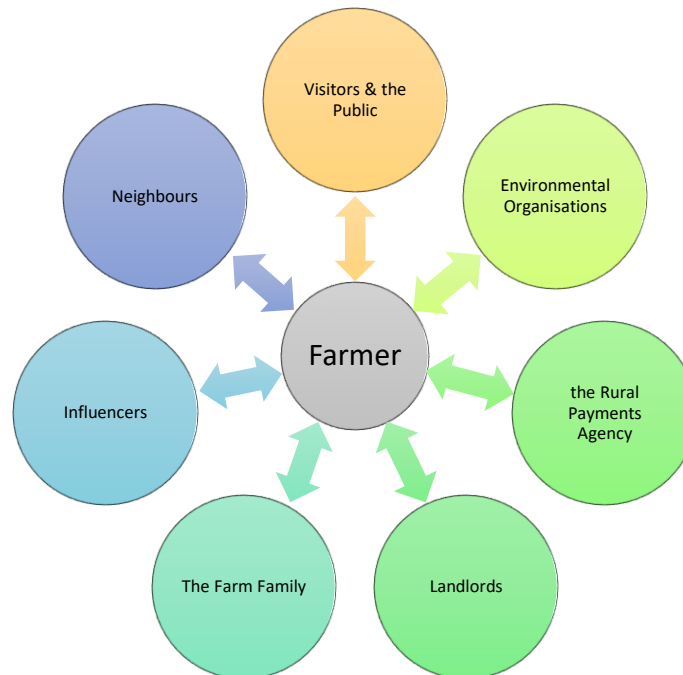


Figure 32 - Developing Relationship Management: A framework

Tackling each of these areas requires different approaches and support, some suggestions of which might be:

- **Visitors and the public** – farmer level customer engagement training, better quality interpretation in visitor centres
- **Environmental organisations** – training for conservation officers to understand hill farm management, systems and practices.
- **The RPA** – continuity of case officers, speeding up claims and query responses
- **Landlords** – review of Agricultural Tenancy structures, systems and legislation. Clearer agreements on what each party expects with built in support. Provision of advocacy, arbitration and conciliation services
- **The farm family** – farm business planning is intergenerational using a framework such as the Sustainable Livelihoods Approach (Figure 33)

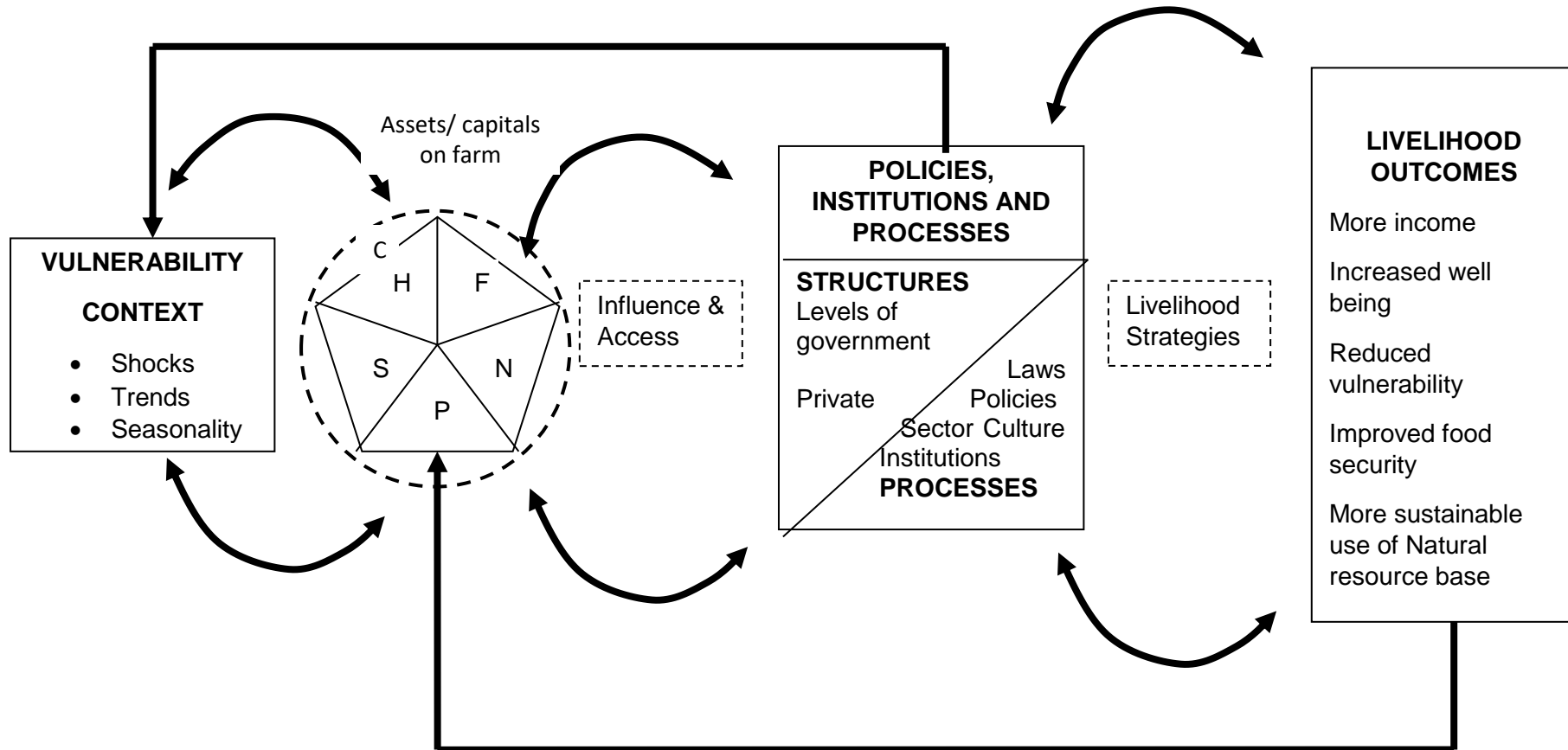


Figure 33 – Sustainable Livelihoods Approach (Source: DFID, 2000)

- **The neighbours** – developing collaborative working and trust through facilitation for area payments, shared challenges to solve (eg. natural flood management system) and community renewables provision
- **Influencers** – facilitating understanding of who are the key influencers Eg National Park Authorities, WHS, Utility companies, Charities, journalists and environmental campaigners, and their aims and objectives.

Relationship management is probably one of the most complex and difficult areas to tackle in broader land resource management, but actually one of the more essential. Without compromise, common vision and agreement it is almost impossible to achieve the goals and objectives of any stakeholder which relies on shared property resources.

6. Conclusions & Recommendations

This report has investigated the current and future needs of hill farm support for Cumbria. It is evident that there is a highly complex pattern of current delivery provided by a range of organisations with various interests in hill farming or the goods and services hill farmers produce.

Current situation

Thirty three independent initiatives were explored (excluding Basic Payment Scheme) of which 24 were specifically designed to support hill farming. The types of support were varied covering: maintenance and enhancement of biodiversity; water management; support for cultural landscapes, processes and structures; developing relationships; advocacy; finance and advice. There is a clear distinction between where the bulk of the finance comes from for hill farming, ie. Government schemes, which focuses strongly on biodiversity, water management and rural development (read productivity and growth) – in line with current European funding regime. A small percentage is used to cover all the other areas which address a range of challenges not tackled by Government funding, but essential to building business resilience in hill farming eg training vouchers. Consequently, natural capital is the greatest asset supported financially, followed by physical capital. Funding is magnitudes lower for human, social and cultural capital.

The geographical spread is varied; from those schemes open to all in Cumbria (eg. CS), to those focused on land ownership patterns (eg. NT) or some with very focused geographies (eg. Westmorland Dales HLF). Initiatives vary from one year to twenty, shorter schemes are typically those run by local organisations filling gaps identified to help farm businesses and farm families to develop resilience.

Future support

The second half of the research conducted a gap analysis of hill farming support going forward. The three questions generated a great deal of discussion. With respect to gaps which need addressing currently, the following were identified: flaws within systems & processes; lack of advice; more business support, more CPD, the negative effects of power relations and gaps in money & grants. The second question explored what farming communities needed to change to fit the new agenda coming post Brexit. In essence this focused on high quality guidance providing appropriate knowledge that can help them make the right decisions for their business whether it be

diversification or even withdrawal from farming altogether. Finally, interviewees talked about the types of support they are considering developing. Whilst for some this was almost impossible given the current political vacuum, in relation to that described in the Agriculture Bill through some form of ELMS and the Shared Prosperity Fund; others accepted there would be a continued need for much of the support they currently provided. The types of support talked about included: the nature of an advisory service; integrated funding; relationship management, and they were looking for the ability of offer localised services fitting local needs.

Recommendations

Going forward there are two main recommendations from this report:

- **The provision of a local advisory service** – operating flexible modes of delivery to fit a wide CPD offer and knowledge requirement for the new agendas. To be staffed by people with good understanding of local conditions with the ability to use integrated knowledge to see the farm business as a whole and not pieces.
- **Relationship management** – to improve dialogue and understanding between farmers and other stakeholders with a vested interest in the uplands of Cumbria whether they be for biodiversity, water, landscape aesthetics or business focused.

The Cumbrian uplands are a product of those that have lived, worked and appreciated them for centuries. They are enjoyed by over nineteen million visitors a year. Supporting a resilient, viable hill farming sector will provide not only high quality food, but a range of public goods and services of which the whole of society benefits. Valuing hill farming, values our uplands.



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Appendices

Gazetteer of Current Hill Farm Support in Cumbria

GAP ANALYSIS FOR:Agricultural Show sponsorship LDNPA

Name of respondent/ email	Briony & Andrew
Organisation(s) and Lead	LDNPA
Aims (eg. Campaign, seed corn, research, share findings) To support on-going farming traditions and demonstrate value the system	
Brief description <ol style="list-style-type: none"> 1. Sponsorship of shows/ smaller shepherds meets 2. Sponsor prizes of various classes 3. Sponsor young handlers at auctions as well 	
Target audience	Farming community
Geographical spread	All shows (40 + at last count in 2018)
How long is it (due finish date)	As and when
How does it work Prize money for various classed eg Herdwicks, young farmers Requests from specific shows who are struggling to fund their event. Try and spread geography, some are long term, others one offs. NPA also send a couple of staff along to the show with a stand – visibility, and people get to know faces so later encounters are more familiar.	
Funding mechanism and budget Internal and small, have to be selective and spread it about	
Main achievements (outputs) Do you have a benchmarking or monitoring system? Goes down well with farming community to show park value these things.	
Comments from recipients	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the 'market place'?)	
Any other comments or observations	

GAP ANALYSIS FOR:Catchment Sensitive Farming

Name of respondent/ email	Chris K & Kath (Emma B)
Organisation(s) and Lead	Natural England
<p>Aims</p> <p>As on the tin – a range of advice to help improve water quality in catchments</p>	
<p>Brief description</p> <p>1:1 advice which is free.</p> <p>Not tied to inspection or regulation.</p> <p>Also workshops, get specialists in, visits to places that do good stuff.</p> <p>Sign posting to where funds or more advice can be gathered.</p>	
Target audience	Farmers
Geographical spread	CSF target areas – most of Cumbria
How long is it (due finish date)	2005 start still ongoing
<p>How does it work</p> <p>Delivery is not necessarily NE but can be administered via other organisations</p> <p>NE has 5.2 FTE which has stayed relatively stable over the length of the scheme.</p> <p>Also fractionals roughly equivalent to 1.2</p> <p>CSF also supports partnership work to engage with farmers with funding through collaborative agreements up to 10k, and there have been 1-2 of these per year in Cumbria. As well as our more informal partnership work.</p> <p>We've also been engaging with colleges and agriculture students through the great Farm Challenge , which Newton Rigg has taken part in over the last 3 years.</p> <p>CSF has utilised RDPE funding to deliver technical advice through contractors, such as Nutrient management planning, farm infrastructure audits and soil management.</p> <p>Between April 2016 and march19 to the value of approx. 340k in the NW, and approx. 60% of the work carried out in Cumbria.</p>	
<p>Funding mechanism</p> <p>DEFRA via NE, plus add on use of RDPE money</p>	
<p>Main achievements (outputs)</p>	

Water Management catchment	No of holdings engaged	1:1 visits (underreported due to lag between visits and reporting)
Derwent NW	153	202
Kent / Leven	172	272
SW Lakes	180	305
Eden & Esk	245	289
Waver Wampool	87	111
Sum	837	

Comments from recipients

Very well received and understood by farmers.
The whole programme has remained stable for a long period
Has a good reputation.

Comments from onlookers

CSF has continued as is whilst other schemes have been reworked and remodelled. It has run parallel to many other schemes and got on with it (like LEADER as before it got mainstreamed).
Qn. – what would happen if CSF got sucked in would t ned up like LEADER, watered dow and ineffectual loosing what was good about it.

Main challenges not addressed (gaps you perceive in the ‘market place’?)

Any other comments or observations

GAP ANALYSIS FOR: CFD and SBE LEADER

Name of respondent/ email						
Organisation(s) and Lead	Accountable body is CCC, LAGS operate this scheme					
Aims (eg. Campaign, seed corn, research, share findings) Jobs and growth.						
Brief description <ol style="list-style-type: none"> 1) Support to increase farm productivity 2) Support for small, micro enterprises and farm diversification 3) Support for rural tourism 4) Provision of rural services 5) Cultural and heritage activity 6) Increasing forestry activity 						
Target audience	Rural businesses					
Geographical spread	Cumbria Fells & Dales; Solway, Border & Eden.					
How long is it (due finish date)	2014 to 2020					
How does it work <p>Matched funding for small projects (Eg. £2,500 to £200,000)</p> <p>Decisions on what gets supported are agreed by a Local Action group – this is a team of people drawn from public and private sector with knowledge of different aspects of the rural economy/ society. RPA scores the projects based on set criteria and makes a recommendation to support, reject or ask for more info.</p>						
Funding mechanism and budget LEADER fund from RDPE -						
Main achievements (outputs) Do you have a benchmarking or monitoring system?						
FARMS ONLY DATA						
Column1	Column2	Column3	Column4	Column5	Column6	Column7
	CFD				SBE	
FARM PR	Sum total project	RPDE grant		FARM PR	Sum total project	RPDE grant
SDA	195341	64278		SDA	10815	4326
DA	194560	77824		DA	0	0
not	216463	83439		not	1,761,978	738,724

For Pr	Sum total project	RPDE grant		For Pr	Sum total project	RPDE grant
SDA	44443	17777		SDA	6800	2720
DA	0	0		DA	0	0
not	0	0		not	120100	48040
SME supp	Sum total project	RPDE grant		SME supp	Sum total project	RPDE grant
SDA	778008	373741		SDA	0	0
DA	70133	28053		DA	136774	54709
not	0	0		not	-	-
Tourism	Sum total project	RPDE grant		rural servs	Sum total project	RPDE grant
SDA	185345	62538		SDA	0	0
DA	88500	35400		DA	0	0
not	0	0		not	86507	69206
No rural services				No tourism		
Comments from recipients						
Comments from onlookers						
<ul style="list-style-type: none"> • Overly complex administration • Too many hoops to jump through • Old LEADER was much better 						
Main challenges not addressed (gaps you perceive in the 'market place'?)						
Any other comments or observations						

GAP ANALYSIS FOR:Countryside Stewardship.....

Name of respondent/ email	Chris Kaghain and Kath
Organisation(s) and Lead	NE & RPA
<p>Aims</p> <p>Environmental protection via agri-environment payments</p>	
<p>Brief description</p> <p>2, 5,10,15 and 20 year agreements depending on options selected.</p> <p>Capital only – match fund usually feasibility or mgt plans (2 year only), water quality capital is capped at £15K via this scheme (eg concreting yard)</p> <p>Mid tier – 5 – the demands of this are more than ELS was, payments less, thus been hard to encourage adoption of this</p> <p>and Higher – 5 to 20 years – more complex bespoke habitat mgt tends to focus on SSSI and SACs to bring into favourable condition</p>	
Target audience	All Cumbria with parcel numbers
Geographical spread	Started very small only less than 15 in year 1 for HLS
How long is it (due finish date)	2024
<p>How does it work</p> <p>Capital and revenues payments by habitat for activities undertaken</p> <p>Numbers are low because many people already in ELS and not moving over. Also uncertainty of Brexit has not helped. One start date window per year, if you miss it you have to wait an entire year to join – problem as application period is right in the middle of lambing.</p>	
<p>Funding mechanism</p> <p>Defra agri-envt +CAP doche,</p>	
<p>Main achievements (outputs)</p> <p>1101 existing Entry and Higher Stewardship Agreements in the Lake District during the last RDPE covering 145,000 ha, a total investment of £135 million.</p>	

Comments from recipients

- Not a whole farm scheme this cherry picks off land and rest is left to the halo effect – no lesson learnt from previously
- ELS of CSS more work for less money – less uptake
- Application process is complex, few farmers manage it themselves and need to employ an agent or consultant to do it – barrier to uptake
- Paper form is available to help reduce IT issues, but still very daunting and complex

Comments from onlookers

- When BPS payments went up for uplands is dissuaded people to do CSS as better to sit tight than have all the hassle.
- Mid tier often forced farmers to change the business which ELS didn't, thus put them off doing mid tier.
- Used as an opportunity to upgrade various farm features eg yards, slurry tanks – so used as a infrastructure project to fit the demands of new legislation

Main challenges not addressed (gaps you perceive in the 'market place'?)

Any other comments or observations

GAP ANALYSIS FOR: LEADER RDPE

Name of respondent/ email	Martin Allman
Organisation(s) and Lead	Cumbria County Council (Accountable body)
Aims (eg. Campaign, seed corn, research, share findings)	
<p>Brief description</p> <p>Economic development is a strategic area for the county which is supposedly driven by the LEP</p> <p>Three main pots of cash:</p> <p>ERDF – this does not cover agr, retail, tourism or nuclear (business start up programme)</p> <p>Growth Hub (£200k) - funded via Business, Energy & Industry dept – they give LEPS cash for business support (again not agr) – managed by Chamber of Commerce</p> <p>The LEP in Cumbria has a Rural & visitor Economy strategy, but it has no projects attached to it as it has no funds.</p>	
Target audience	Cumbria
Geographical spread	
How long is it (due finish date)	
How does it work	
Funding mechanism and budget	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
<p>Comments from recipients</p> <p>ERDF has £7m unspent at 40% match – reason is because of limiting criteria does not fit the Cumbrian economy</p>	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the ‘market place’?)	
Any other comments or observations	

GAP ANALYSIS FOR:ELLS

Name of respondent/ email	Chris K and Kath
Organisation(s) and Lead	NE & RPA
<p>Aims</p> <p>NE provided the advice and RPA administered, approved and paid (!) people</p> <p>To benefit Biodiversity and landscape</p>	
<p>Brief description</p> <p>Annual revenue payments, basically a generic scheme but was used to manage SSSI.</p> <p>Points based for entry level (ELS) based on the Ha entered into the scheme</p> <p>Higher level based on what habitats offered and thus needed more advice</p> <p>Additional capital works eg fencing for environmental benefit/ scrub planting and walling</p>	
Target audience	Farmers and land managers with parcel numbers
Geographical spread	All Cumbria
How long is it (due finish date)	Scheme closed, awards now running out over next few years
<p>How does it work</p> <p>ELS – five year agreements , last expiring this year (2019)</p> <p>HLS – 10 year length – some still have 5 years to run</p> <p>900 agreements at peak with average £10K revenue</p>	
<p>Funding mechanism</p> <p>DEFRA via RPA as delegated authority – VERY slow at paying.</p> <p>Roughly £9m went into Cumbria.</p>	
<p>Main achievements (outputs)</p> <ul style="list-style-type: none"> • ELS maintained the status quo • Got a lot of land into AES poss 80%+ of Cumbrian farmland went in (1200 agreements at peak) • Successful maintenance of environmental features on farms, • The more complex where no so successful eg Bird prescriptions • A bit of a ‘curate’s egg – good in places’. • Traditiona buildings element worked well 	

- Retrospectively people realised it was actually quite a good scheme
- Now offering extensions on a rolling annual basis

Comments from recipients

- Biggest issue was delayed payments which has caused business cash flow issues and clouded people's judgement of how good the scheme itself was – REPUTATIONAL DAMAGE
- The speed of agreeing one year extensions is too slow causing business and financial hardship.

Comments from onlookers

- Relationships were key to this scheme being successful. 'Iterative learning' was constantly occurring between the two parties (and agent if involved). – classic co-management – it was evident the interviewees felt this was an important aspect lost via the new arrangements of CSS.
- Agents played a very large role in how people access ESS, important part of the community who generated land agreements and are often the forgotten players.
- NE relied heavily of the agents relationship with their clients to smooth agreements and manage disputes if they occurred.
- Networks of advisers who knew what they were doing in the context of their clients was crucial to the success of this scheme.

Main challenges not addressed (gaps you perceive in the 'market place'?)

Whole farm concept was not carried forward.

Any other comments or observations

GAP ANALYSIS FOR: Farming Advisory panel

Name of respondent/ email	(Will Cleasby & Alistair Wright)
Organisation(s) and Lead	National Trust
Aims (eg. Campaign, seed corn, research, share findings)	
This is a response to the fallout at Thorneythwaite to bring together shared problems of partners and tenants to find co-mged solutions	
Brief description	
Thorneythwaite – the NT outbid local farmers to purchase TW land but not the farmhouse and buildings. The farmers wanted to continue to run it as going concern. (Aug 2016)	
Target audience	
Geographical spread	54/90 farms are fells covering 45,000 ha. In central core (quarter of National Park)
How long is it (due finish date)	2019
How does it work	
Meetings are quarterly and include reps from FFC, FCC, NFU, Herdwick Association and NT	
Funding mechanism and budget	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients	
Comments from onlookers	
Do these people represent their organisations? Do they connect into their organisations? How isolated are these groups from one another?	
Main challenges not addressed (gaps you perceive in the ‘market place’?	
Any other comments or observations	

GAP ANALYSIS FOR: Federation of Cumbria Commoners

Name of respondent/ email	Julia A
Organisation(s) and Lead	FCC
Aims (eg. Campaign, seed corn, research, share findings) General advocacy for commons in Cumbria	
Brief description Influencing key people in DEFRA eg the permanent secretary about the shape of commons policy	
Target audience	DEFRA and influential people
Geographical spread	Cumbria
How long is it (due finish date)	As long as commons exist
How does it work Has newsletter and events/ workshops Carries out dispute resolution Advocacy function Not all Cumbrian commoners associations belong.	
Funding mechanism and budget Subscription organisation and charitable donations	
Main achievements (outputs) Do you have a benchmarking or monitoring system? Eg representing Murton Common at the inquiry to de-register it.	
Comments from recipients	
Comments from onlookers One of the first counties to pull commoners together. Previously each common operated independent of the others – strength in numbers.	
Main challenges not addressed (gaps you perceive in the ‘market place’?)	
Any other comments or observations	

GAP ANALYSIS FOR: FFC Our Common Cause

Name of respondent/ email	Julia A
Organisation(s) and Lead	FFC with NT as the banker
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>Improving collaborative management</p> <p>Connecting people with commons</p> <p>Improving public benefits from commons</p>	
<p>Brief description</p> <p>Four areas across the country with three commons in each area</p> <p>23 partners cross England all stakeholders on commons.</p> <p>One shared and agreed vision for commons shared with all stakeholders on all commons.</p> <p>The essence is how to get multiple outcomes from the same piece of land.</p>	
Target audience	The public, policy makers and stakeholders
Geographical spread	3 x 4 commons
How long is it (due finish date)	Yr 2 of development funding
<p>How does it work</p> <p>One overall project manager based at Shropshire AONB. Each of the four areas has a 0.5 facilitator.</p> <p>Each common devises its own common vision leading to the writing of a management plan – this allows for specific common issues to be addressed. Eg CSS on commons, BPS removal fear</p>	
<p>Funding mechanism and budget</p> <p>HLF, total project is £2.7m development and delivery phase; £550K match funding of which £200K has come from Esme Fairburn and £200k from the other partners.</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p> <p>Agreed charter from 23 stakeholders</p> <p>Communication company used to raise this profile to ensure HLF legacy,</p>	
<p>Comments from recipients</p> <p>Commoners are keen to engage with the project due to an uncertain future for commons in this country.</p>	

Comments from onlookers

Is funding for those in situ vs. the public in general?

Main challenges not addressed (gaps you perceive in the 'market place'?)

Any other comments or observations

GAP ANALYSIS FOR: Foundation for Commonlands – ELMS Test & Trial

Name of respondent/ email	Julia A
Organisation(s) and Lead	FFC
Aims (eg. Campaign, seed corn, research, share findings)	
FFC are conducting a critical analysis of those ELMS projects with a <i>commons</i> element in them.	
Brief description	
49 test and trials of which 6 or 7 have a commons element, the project draws together things learnt from all 7.	
Target audience	DEFRA
Geographical spread	National
How long is it (due finish date)	Through to 2020 ELMS linked
How does it work	
<p>Eg. Federation of Cumbria Commoners are working on a ‘commons proofing’ tool - this looks at power and governance, the balance of power being unreasonably in the favour of landowners. (UU and Hilton Commoners). Projects being tested by CWT and NT etc.. .favour grazing where it benefits just envtl goods. New Forest commons ELMS looking to give payment for marking stock and then the rest from HLS is put in a generic pot to do good things for everyone.</p> <p>Trying to commons proof the relevant projects an share results as to how the public benefits from commons and how they can be conserved and enhanced via ELMS and pastoral heritage.</p>	
Funding mechanism and budget	
ELMS pot	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
ELMS through to 2020 and then pilots from 2021	
Comments from recipients	
Idea is to influence test and trial to support commons – to shoe commons are an extension of an upland holding and not a separate entity.	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the ‘market place’?)	
Any other comments or observations	

GAP ANALYSIS FOR: Farmers Network: Cumbria Growth Catalyst Programme

Name of respondent/ email	Veronica W
Organisation(s) and Lead	Farmers Network
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>To better connect with LEP activity</p> <p>To provide business reviews and workshops</p> <p>Preparing farmers for the character of the <i>Shared Prosperity Fund</i></p>	
<p>Brief description</p> <p>A series of workshops (5) to prepare people for post 29 March.</p> <p>Complete a series of farm business diagnostics then linked to 1:1 farm visits</p> <p>RU ready for Brexit?/ Whats in the new Agr bill? AES BPS changes, how do you need to think about adjusting.</p> <p>Understand what might happen and what they will do (2 hour session)</p>	
Target audience	Farmers
Geographical spread	Cumbria & Y. Dales
How long is it (due finish date)	March 19 with poss ext. to April 2020
<p>How does it work</p>	
<p>Funding mechanism and budget</p> <p>DTI via LEP via Chamber of Commerce</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p>	
<p>Comments from recipients/ onlookers</p>	
<p>Main challenges not addressed (gaps you perceive in the 'market place'?)</p> <p>90% of hill farm income can come from BPS</p> <p>Rules for many LEP business support funds cut out most hill farmers from getting intensive business support package (12 hours). You need to have 5+ employees.</p> <p>Cf. Yorkshire LEP – which has a proactive food & farming business workshop & skills development system.</p>	
<p>Any other comments or observations</p>	

GAP ANALYSIS FOR: Farmers Network: facilitation funds

Name of respondent/ email	Veronica Waller
Organisation(s) and Lead	Farmers Network
Aims (eg. Campaign, seed corn, research, share findings) The provision of a facilitation for groups of farmers to look at landscape scale management.	
Brief description FN acts as the accountable body for 4 groups: 2 in Cumbria and 2 in YD 3 are linked to Natural Flood Management (ends March 2020): Rowe & Ive catchment Glenderamackin Swaledale (YD) 1 is biodiversity and water quality – Nidderdale (YD) Ends Oct 2021	
Target audience	Farmers
Geographical spread	Cumbria & Y Dales
How long is it (due finish date)	3 year projects dates see above
How does it work Funds events through a facilitator who organises. The group decides their theme. Also helps farmers work out how to access funds to fit their theme eg EA for leaky dams. Also provides a social element to reduce social isolation	
Funding mechanism and budget NFM EA	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients NFM is very hard for recipients to get their heads round as it goes against traditional ways of solving the problems, affects farming systems negatively and they get very concerned about liability issues.	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the 'market place'?)	

It would be better on a 1:1 basis as every farmer's situation is different, they need to create an NFM plan for their own farm and apply to the right fund. The process is complex, often out of their knowledge and comfort zone. Often they are being asked to carry out capital works which do not directly benefit the business. CSS has an overly complex application form and many farmers struggle to get to grips with it. They cannot afford a consultant or land agent.

Any other comments or observations

GAP ANALYSIS FOR: Farmers Network – Grassroots Clubs

Name of respondent/ email	Veronica W
Organisation(s) and Lead	Farmers Network
Aims (eg. Campaign, seed corn, research, share findings) Business clubs for small groups of farmers with a completely bottom-up operation	
Brief description 8 to 14 people in each group. A co-ordinator helps organise the group meetings which are 4 per year. They are given £1000/yr for guest speakers, special advisers etc.. Topics linked to helping business development. The group decide themselves what they want to do and who they want to invite	
Target audience	Farmers
Geographical spread	Cumbria and Yorkshire Dales
How long is it (due finish date)	Feb 2017 to Dec 2019
How does it work 9 groups are running – farmer to farmer learning to build confidence in business. Visit each other's farms to learn off each other. Cf the NW Livestock Programme of which is a derivative as this was very well received. The former was Govt funded but now gone. Eg N Cumbria Dairy group – 'did bring a business friend' and then got feedback as to how their businesses were operating.	
Funding mechanism and budget Princes Countryside Fund - £48K	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients/ onlookers	
Main challenges not addressed (gaps you perceive in the 'market place'?)	
Any other comments or observations	

GAP ANALYSIS FOR: Farmers Network Training Vouchers

Name of respondent/ email	Veronica Waller
Organisation(s) and Lead	Farmers Network
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>To help farmers afford the cost of certificated training to fulfil HSE legislation.</p>	
<p>Brief description</p> <p>Eg Pesticides (£600), D&E Trailer test (650), telehandling, AI courses, Vet Med courses.</p> <p>Thus the costs can be as much as £5k, for a business who's gross margin in £5K</p> <p>Has two groups of customers:</p> <ol style="list-style-type: none"> 1) Those farmers who have lost grandfather rights with changes in the law 2) Young people who have not had these as additional quals at college (due to changes in the FE funding regime) <p>Each business can claim a £200 training voucher</p>	
Target audience	Any farmer/ business in camp 1) or 2)
Geographical spread	Cumbria & Yorkshire Dales
How long is it (due finish date)	Re-apply every year for the money to the various trusts.
<p>How does it work</p> <p>Apply for voucher, do course, money reclaimed</p> <p>Allows folks to work off their own farms and generate additional income through diversification.</p> <p>FN will also organise their own courses at cost if needed.</p>	
<p>Funding mechanism and budget</p> <p>PCF, 2 CCF funds, Hadfield Trust, John Fisher Foundation etc...</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p> <p>125 vouchers per year are typical</p>	
<p>Comments from recipients</p> <p>Agr colleges few years ago found it was impossible to fund additional quals due to changes in FE funding, This has created a number of young oeples without necessary additional quals to function within the farm business.</p>	

Comments from onlookers

Main challenges not addressed (gaps you perceive in the 'market place'?)

There is a need to plug the gap in the affordability in training needs

Any other comments or observations

Supporting this sort of activity, helps business subsidise their farm incomes for *older* and *younger* farmers. Both ends of the spectrum.

GAP ANALYSIS FOR: Farmers Network Westmorland Dales HLF

Name of respondent/ email	Veronica
Organisation(s) and Lead	FoLD
Aims (eg. Campaign, seed corn, research, share findings) One of the projects in the wider Westmorland Dales HLF programme	
Brief description To deliver each year: 4 knowledge transfer events– eg performance recording, cobalt deficiency 2 educating the public events about farming 2 young people get work experience (like the FFTS) on another farm and a £1000 training bursary Training vouchers £200 and £100 vouchers for ‘testing’ A co-ordinator oversees the lot.	
Target audience	
Geographical spread	Westmorland Dales
How long is it (due finish date)	
How does it work The WEX supports the person on another farm to see how things can be done differently. A mentoring fee is supplied (quite small) The co-ordinator also links into other parts of the WD HLD project to ensure some form of cohesion eg with project run by CWT and ER Trust.	
Funding mechanism and budget £30K in total (70% from HLF) and rest from YDNP [match system]	
Main achievements (outputs) Do you have a benchmarking or monitoring system? There is a cash flow issue as its match funding, so can't do more.	
Comments from recipients/onlookers	
Main challenges not addressed (gaps you perceive in the ‘market place’?)	
Any other comments or observations	

GAP ANALYSIS FOR: Farmers Network: Young Persons Business support scheme

Name of respondent/ email	Veronica W
Organisation(s) and Lead	Farmers Network
Aims (eg. Campaign, seed corn, research, share findings) To provide business advice for young people to help do a business start related to farming.	
Brief description Focuses on people who fail to get a bank loan and have a farm related idea to follow up. Eg Goat milk soap, EID scanner for contract work	
Target audience	18 to 30yrs with proof of disadvantage
Geographical spread	Cumbria and Y. Dales
How long is it (due finish date)	On the last cohort
How does it work Supplies per person (cohort of 10 to 15) Help to buy an 'explore enterprise' course – intro to running a business, plans, ideas, cashflow etc.. 1:1 mentoring from the farming community with a good business background Also a loan (low interest) from PT Training grants from PT	
Funding mechanism and budget Princes Trust & Princes Countryside Fund Roughly £25k/ year not including loans and training grants so roughly £100K/ yr.	
Main achievements (outputs) Do you have a benchmarking or monitoring system? 80 to 90 people have been through - see FN website for good news stories	
Comments from recipients/ onlookers	
Main challenges not addressed (gaps you perceive in the 'market place'?) Looking for funding going forwards, few places to 'tap up' anymore thus end ups at same place which will at some point say 'not this time thankyou'.	
Any other comments or observations	

GAP ANALYSIS FOR:ELMS test and trial (LDNPA)

Name of respondent/ email	Andrew H
Organisation(s) and Lead	LD partnership (lead LDNPA)
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>To think and plan collectively for post Brexit environment.</p> <p>Test and trial a catchment level scheme which is co designed.</p>	
<p>Brief description</p> <p>Test and trial co-designed catchment level environmental land management scheme</p> <p>LDNPA act as broker between farmers & DEFRA</p> <p>To create a set of ideas which then feed into the national system for adoption.</p>	
Target audience	Farming community
Geographical spread	Derwentwater catchment and Waver Wampool catchment
How long is it (due finish date)	
How does it work	
<p>Funding mechanism and budget</p> <p>DEFRA</p>	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the 'market place'?)	
Any other comments or observations	

GAP ANALYSIS FOR:Hill Farming training for staff LDNPA.....

Name of respondent/ email	Andrew
Organisation(s) and Lead	Internal for LDNPA
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>To upskill knowledge and awareness of NPA staff re hill farming and what its all about.</p>	
<p>Brief description</p> <p>This is the lapsed FoC/CCC project from 2013, picking it back up and starting it again for internal staff and hopefully to extend to the Board Members.</p> <p>Needs and content are going ot be flexed to suit client group – Farmers Network helping with delivery.</p> <p>[South lakes HFmg group feedback in Nov meeting I went to, from trainers point of view was VERY favourable and helpful for them too]</p>	
Target audience	LDNPA employees/ Board members
Geographical spread	N/A
How long is it (due finish date)	On going
<p>How does it work</p> <p>1 day training may expand, on the farm with farmer, talking, walking and practical task.</p>	
<p>Funding mechanism and budget</p> <p>Used training budget within the park</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p>	
<p>Comments from recipients</p> <p>Has become a tow way process of social learning between trainer farmer and client group.</p>	
<p>Comments from onlookers</p>	
<p>Main challenges not addressed (gaps you perceive in the ‘market place’?</p>	
<p>Any other comments or observations</p>	

GAP ANALYSIS FOR:Lambing signs LDNPA.....

Name of respondent/ email	Briony
Organisation(s) and Lead	LDNPA
Aims (eg. Campaign, seed corn, research, share findings) To provide lambing sign for farmers who suffer from visitor pressure	
Brief description Laminated signs for farmers to put up to warn visitors about lambing and need to keep dogs on leads etc... Temporary signage	
Target audience	farmers
Geographical spread	All park
How long is it (due finish date)	Seasonal
How does it work Signag provided, used t put them up as PA but now just hand them out.	
Funding mechanism and budget Internal pot about £200	
Main achievements (outputs) Do you have a benchmarking or monitoring system? Farmers feel supported that the LDNPA are fulfilling their obligation to help manage the tourists This means the expectations of farmer are met and NPA are educating the visitor	
Comments from recipients	
Comments from onlooker	
Main challenges not addressed (gaps you perceive in the 'market place'?)	
Any other comments or observations	

GAP ANALYSIS FOR:WHS for LDNPA.....

Name of respondent/ email	Andrew & Briony
Organisation(s) and Lead	LDNPA
Aims (eg. Campaign, seed corn, research, share findings)	
<p>Brief description</p> <p>A range of interventions:</p> <ol style="list-style-type: none"> 1) Confusion as to what it means to be WHS – farmers meetings to raise awareness of WHS as a brand. “ meetings so far at Broughton (4) Threlkeld (10) Alex McCroskie did the talk Looking to increase number of meetings 2) Moving 2015 plan from aspiration to breakthrough measures. Current actions are in Annex 1 (all partner activity) then chapter of BMs (ie gap analysis), this has been reviewed at Xmas 2018 (liz CD has update) 3) Outcomes will feed into 2020-2025 plan, which will have its developing priorities through iterative management, but will be overshadowed by what happens re Brexit 	
Target audience	
Geographical spread	
How long is it (due finish date)	
How does it work	
Funding mechanism and budget	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
<p>Comments from recipients</p> <p>Brexit will create a ‘vulnerability’ (my word) as the context into which the plan has to flex and adapt.</p> <p>The entire process is predicated on the 30 year vision set up in 2006.</p>	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the ‘market place’?)	

Uncertainty and business support/ advice going forwards – where's it coming from, who can give it? In a fast changing landscape.

The Glover review may send the park down other avenues.

Any other comments or observations

GAP ANALYSIS FOR:Lunesdale Farmers Group

Name of respondent/ email	Adrian S
Organisation(s) and Lead	YDNPA
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>Facilitation of knowledge transfer regarding natural flood management</p> <p>To help farmers into CSS (by belonging to this a farmer gets 20% mark up on entry criteria)</p>	
<p>Brief description</p> <p>23 members, in the Lune catchment</p> <p>Part of a national programme – the YD have five dales in this programme out of 12 nationally .</p> <p>2 in Northumberland, 1 Nidderdale, 3 in Lakes, 1 Gtr Manchester.</p> <p>The entire thing is a KTP</p>	
Target audience	Farmers
Geographical spread	Sedbergh/ Garsdale & Dent {old park boundaries} Tebay [park extension]
How long is it (due finish date)	3 years 1/4/17 to 31/3/20
<p>How does it work</p> <p>Facilitation officers to organise events, visits, talks, speakers, newsletters</p>	
<p>Funding mechanism and budget</p> <p>£10K for facilitation plus £500/ holding who joins as a member</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p> <p>Achieved outputs but also additional – see below</p> <p>Raised base line of all , not fragged down by the ‘nay’ sayers</p>	

Comments from recipients

Lead to lots more added value than just the KTP, has generated 'social learning' amongst farmers who all bring different knowledge and expertise to the group. Socially has been important for isolated people.

Comments from onlookers

Has helped with CSS applications

Main challenges not addressed (gaps you perceive in the 'market place'?)

GAPS – no 1:1 advice by farm is available

GAP – no grant for doing the works needed – this creates 'and now what?' scenario – see

Lunesdale NRM project (a fluke and not by design) people have got frustrated, now we know we want to do, but no cash to do.

Any other comments or observations

Now taken into the main DEFRA ELSM trial and test system going forward.

GAP ANALYSIS FOR:Lunesdale NRM group

Name of respondent/ email	AdrianS
Organisation(s) and Lead	YDNPA
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>To complete works on a few farms round Tebay and Sedbergh that can directly affect flooding in these two locations.</p> <p>A second step from the Lunesdale farmers Group</p>	
<p>Brief description</p> <p>Nationally funded through NRM fund.</p> <p>Funds capital works based on a feasibility study and programme of works ofr small watercourse bringing flood water into settlements. Bids of works are negotiated with EA before go ahead.</p> <p>This is a joint project with the Lune Rivers Trust who do not have the manpower to run it.</p> <p>Monitored via the QRM (QNRM ?) run out of Lancs Uni {NERC funded} – focused on whether these types of interventions are effective and good practice</p>	
Target audience	Farmers
Geographical spread	Tebay and Sedbergh as two sub catchments [Storm Desmond]
How long is it (due finish date)	Two years
<p>How does it work</p> <p>Feasibility study, prog of works, using prior developed farmer relationships from LFG project.</p>	
Funding mechanism and budget	

£110K from EA/DEFRA

Main achievements (outputs) Do you have a benchmarking or monitoring system?

QFM are doing this

Comments from recipients

Gone down well with farmers and the good will built from the related facilitation project has helped immensely. Also farmers have seen direct benefits to their adjacent settlements.
It ties into bigger CCC schemes for NFM programme

Comments from onlookers

Main challenges not addressed (gaps you perceive in the 'market place'?)

Limited by the speed of the Cumbria Strategic flood management boards response time.
Very lengthy to get ot this point... too many steps, people loose will that something is going to happen.

Any other comments or observations

GAP ANALYSIS FOR:NE general advice

Name of respondent/ email	Chris K & Kath
Organisation(s) and Lead	Natural England
<p>Aims</p> <p>Designated land advice – SSSIs, SACs to ensure owners and managers remain legally compliant.</p>	
<p>Brief description</p> <p>To signpost to sources of support</p> <p>This is often through partnership working to invest in programmes related to the needs of the SSSI etc...</p> <p>To contribute to natural capital and to sustain the business – hmmm!</p>	
Target audience	Land owners and managers of designated land
Geographical spread	70,000 ha
How long is it (due finish date)	Ongoing statutory function
<p>How does it work</p> <p>1.8 FTE 2018/19 – this is made up of lots of people with different expertise base, not 1.8 people.</p> <p>There is also 1.8FTE for the related favourable condition surveys which act as the baseline trigger for advice and monitoring regime</p>	
Funding mechanism	
Main achievements (outputs)	
Comments from recipients	
Comments from onlookers	
<p>Main challenges not addressed (gaps you perceive in the 'market place'?</p> <p>NNRs and how they are managed in the context of the farmed landscape going forward something which is recognised needs attention but has not yet been given the time it needs</p>	
Any other comments or observations	

GAP ANALYSIS FOR:LDNPA Next Generation group.....

Name of respondent/ email	Andrew and Briony
Organisation(s) and Lead	LDNPA with NT
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>Started a series of meetings where new farmers, prospective farmers and others wanting to go into farming could meet to look forwards to what they need going forward.</p>	
<p>Brief description</p> <p>Meetings – what are barriers and what support do people think they are going to need.</p> <p>Working with NT to do this.</p> <p>Designed to build on the Cumbria Farmers Network young people project which ends this year.</p>	
Target audience	People new to farming
Geographical spread	Anyone
How long is it (due finish date)	ongoing
<p>How does it work</p> <p>Evening meetings</p>	
<p>Funding mechanism and budget</p> <p>Out of LDNPA and NT pot</p> <p>NT hired rooms and paid for food</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p>	
<p>Comments from recipients</p>	
<p>Comments from onlooker</p>	
<p>Main challenges not addressed (gaps you perceive in the ‘market place’?</p>	
<p>Any other comments or observations</p>	

GAP ANALYSIS FOR: Landlord role

Name of respondent/ email	(Will Cleasby & Alistair Wright)
Organisation(s) and Lead	National Trust
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>Provides fabric and infrastructure support as landlord</p> <p>How can we use the letting process become an agency for changing the type of farmer they have?</p>	
<p>Brief description</p> <p>To use tenancy that are more effective and targeted to the goals of the NT</p> <p>As a subscription organisation with land bequeathed in perpetuity they have a long term responsibility.</p> <p>There are also baseline expectations of tenancies of NT.</p>	
Target audience	
Geographical spread	54/90 farms are fells covering 45,000 ha. In central core (quarter of National Park)
How long is it (due finish date)	
<p>How does it work</p> <p>The NT is trying to operate a triple bottom line – financial return, social return (access, engagement, community role) and environmental return. This flexes from farm to farm, so F is not always paramount but needs to be viable.</p>	
<p>Funding mechanism and budget</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p>	
<p>Comments from recipients</p>	
<p>Comments from onlookers</p>	
<p>Main challenges not addressed (gaps you perceive in the ‘market place’?</p>	
<p>Any other comments or observations</p>	

GAP ANALYSIS FOR: National role for National Trust

Name of respondent/ email	(Will Cleasby & Alistair Wright)
Organisation(s) and Lead	National Trust
Aims (eg. Campaign, seed corn, research, share findings) As a national organisation they act as a voice via lobbying back to DEFRA and inform national developments.	
Brief description Key issues at the moment are: post Brexit world and what it will look like and the viability of payment by results	
Target audience	
Geographical spread	
How long is it (due finish date)	
How does it work	
Funding mechanism and budget	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the 'market place'?	
Any other comments or observations	

GAP ANALYSIS FOR: 'One Lakes' farming plan

Name of respondent/ email	(Will Cleasby & Alistair Wright)
Organisation(s) and Lead	National Trust
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>To have all property management on the Lakes estate in one basket with an overarching message. To build better relationships with tenants and the wider industry</p>	
<p>Brief description</p> <p>Less contractual and more a partnership approach. Various objectives including:</p> <ul style="list-style-type: none"> 7) Better day to day via estate managers to get consistency focusing on how to deal with tenancy relationship eg tenant mtgs are co-designed (ie their agenda) 8) How to realise best value of Herdwick flock (20,000) by adding value – to create more diverse economic base 2a) To support Herdwick Sheep Association 9) Tenant community change - to upskill 'new' farmers to be able to pass tenancy (to create pipeline via competitive tender) 	
Target audience	
Geographical spread	54/90 farms are fells covering 45,000 ha. In central core (quarter of National Park)
How long is it (due finish date)	2019
<p>How does it work</p> <p>Revolves around practical stuff: what do we need to do for tenants? What we then do?</p>	
<p>Funding mechanism and budget</p> <p>First phase of a three year process. Phase2 – change management. Iterative process.</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p> <p>Eg under 3 above five things are emerging (six months in noting): practical stock skills, business skills, entrepreneur diversification skills, people skills, partnership working.</p>	
<p>Comments from recipients</p>	
<p>Comments from onlookers</p>	
<p>Main challenges not addressed (gaps you perceive in the 'market place'?)</p>	
<p>Any other comments or observations</p>	

GAP ANALYSIS FOR:Our Common Cause (YDNPA) [Development phase]

Name of respondent/ email	Adrian S
Organisation(s) and Lead	NT accountable body
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>Facilitation and capital delivery on commons – a national project</p> <p>YDNPA bit : Brant Fell</p>	
<p>Brief description</p> <p>A social cohesion and capital delivery project.</p> <p>National programme – 3 commons in each of 4 upland areas (Dartmoor, Lakes, Shropshire and YD)</p> <p>Themes of: facilitation, capital works, habitat mgt, interpretation & education, social learning and demos, apprenticeships.</p> <p>Getting commoners to develop their own advocacy skills to tell their stories and help them understand what public goods are and why they are important.</p>	
Target audience	Commoners, public.
Geographical spread	4 areas and 3 commons each
How long is it (due finish date)	2 yr devt phase ends Feb 2019; 2 nd phase to bid for three years appln due in Nov 2019
<p>How does it work</p> <p>A range of specified projects led by different organisations</p>	
<p>Funding mechanism and budget</p> <p>HLF £500K in each area. Delivery £2.3m.</p> <p>The three parks have also put in £5K/yr devt, and £10k/yr delivery. Shropshire AONB have put in less and in kind.</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p>	
<p>Comments from recipients</p>	
<p>Comments from onlooker</p>	

Main challenges not addressed (gaps you perceive in the 'market place'?

Length from conception to delivery – loses momentum in public eye

Any other comments or observations

Has been to HLF twice before as seen by them as too one sided, and more about private land owners and commoners benefitting rather than the public realm (HLF money reason)

The addition of apprenticeships and John Muir Trust helped push it through to development phase, AS knows getting next phase will be very hard (not enough HLF to go round all deliveries asked for, someone will lose out).

GAP ANALYSIS FOR:Our Common Cause (Folds view)

Name of respondent/ email	Jan Darrall
Organisation(s) and Lead	
<p>Aims</p> <p>Seeing better outcomes for all commoners</p> <p>A real attempt at creating identity</p> <p>The need to recognise the huge public benefit of commons – its sustainability relies on the public recognising this.</p>	
<p>Brief description</p> <p>Jan chairs the Cumbrian group of 3 locations (deliberate to get away from LDNP doing it as they will disenfranchise farmers/ commoners).</p> <p>Promoting, financing and testing</p> <p>This links into a wider education project running through FoLD as well as their policy work.</p> <p>Learning from other areas in the project</p>	
Target audience	
Geographical spread	
How long is it (due finish date)	
How does it work	
Funding mechanism	
Main achievements (outputs)	
Comments from recipients	
<p>Comments from onlookers</p> <p>Evident that RSPB and UU have become openly hostile to commoners grazing stock on land they own. This is in contrast to the more conciliatory and working relationships exhibited by organisations in the other land areas in the project.</p> <p>There needs to be more consensus and compromise in the eastern Lakeland fells which currently does not exist.</p>	

GAP ANALYSIS FOR:Our Common Cause (LDNPA)

Name of respondent/ email	Andrew
Organisation(s) and Lead	LDNPA
Aims (eg. Campaign, seed corn, research, share findings) Part on wider OCC (see other responses)	
Brief description March funding via HLF NPA put money in for plan, devt and delivery. Now in Development phase AH is a member of the national delivery team fort his and a steering group member for the LD local area (cumbria – 3 commons). Helping with visioning process currently as to where commons will go in next 25 years Part of which is to establish a Commons Council.	
Target audience	
Geographical spread	3 commons in Cumbria
How long is it (due finish date)	
How does it work HLF usual	
Funding mechanism and budget LDNPA have put in match to all three phases	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients Biggest fear at present is that commons landowners hare nervous about what it means on how their rights and responsibilities will be affected. They are very unsure as to where the boundaries between such a Commons Council will sit in relation to them. Where is the power line drawn?	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the 'market place'?)	
Any other comments or observations	

GAP ANALYSIS FOR:Parkwide services (LDNPA).....

Name of respondent/ email	Briony & Andrew
Organisation(s) and Lead	
Aims (eg. Campaign, seed corn, research, share findings) Wider park services which impinge on farmers	
<p>Brief description</p> <ol style="list-style-type: none"> 4. Park Management – ‘routes to resilience’ (Stomr Desmond work); RoW repair of countryside furniture and surfaces (but not actually NPAs legal responsibility) especially on inbye land; fix the fells loved by farmers as NPAs role in visitor management 5. Ownership of commons – 7500 ha (of 9000 they own), designed to build relationships with commoners via property managers and ranger teams. Key things are grazing management, landowner managed events eg ultra marathon 6. Communications team – spread message about farming in LD eg press, social media, events, project updates, WHS. Amplifies the role of LDNPA and farming. It’s a sort of scaffolding of messages and support for wider works to support hill farming business and with visitors. 7. Local plan review – due for publication end of April (Paula Adams) trying to be more supportive in terms of secondary home conversion/ building in the hereditament based on farming main job and income AND allowing use of buildings as homes for seasonal family workers to improved social isolation. Third area is supporting farm diversification as long as farming remains MAIN economic income – this flexes from case to case 	
Target audience	Farming community
Geographical spread	
How long is it (due finish date)	
How does it work	
Funding mechanism and budget	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the ‘market place’?)	

GAP ANALYSIS FOR:Payment by Results (YDNPA) for Info

Name of respondent/ email	Adrian S
Organisation(s) and Lead	YDNPA
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>A farm habitat improvement scheme operated on payment by results.</p>	
<p>Brief description</p> <p>A pilot (EU - DG Environment), now with extension provided by DEFRA.</p> <p>Focused on Hay meadows and Rough pasture for breeding waders in Wensleydale</p>	
Target audience	Farmers
Geographical spread	Wensleydale
How long is it (due finish date)	Ran Jan 16 to Dec 18
<p>How does it work</p> <p>Paying farmers based on what they achieve. There are 5 tiers from £170/ha to £371/ha.</p> <p>Training is included for the farmers to measure their own impact – self assessment (verified)</p> <p>As post Brexit became a focus so this became really important to trial</p> <p>Two year trial, guidance as to desired end results, assessed annually, so payments could go up as well as down!</p>	
<p>Funding mechanism and budget</p> <p>DG Environment allocated 500K euros (70%) (rest stumped up by NE and YDNPA)</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p> <p>Training is included for the farmers to measure their own impact (verified)</p> <p>See website/ presentation from AS</p> <p>153 Ha (24 meadows rest RG)</p> <p>Improved habitats, created an internal competition market of them vying with each other of who could produce the best.</p> <p>Empowered and engaged farmers as proud of habs and their value as their Swaledales</p> <p>Increased advocacy comms skills (TV, radio, newspapers, DEFRA people) to tell their own stories</p> <p>Came to trust the local advisers</p>	
<p>Comments from recipients</p> <p>Delivering better results than CSS doing same targets through prescription</p> <p>Methodology needs tweaking as a bit subjective between farmers as to what constituted good bird habitat. Also how does such a system cope with external influences like 10 weeks of dry weather?</p>	

Comments from onlookers

Main challenges not addressed (gaps you perceive in the 'market place'?)

Any other comments or observations

Now been extended for 2.5 years by DEFRA (£540,000) to run for Arable N/S border and Wensleydale again. Upland/ lowland comparator (50/50 money) Lead by NE.

GAP ANALYSIS FOR:POST CAP GROUP

Name of respondent/ email	Andrew
Organisation(s) and Lead	LD partnership (via LDNPA)
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>To respond to the implications of change post CAP.</p>	
<p>Brief description</p> <p>To deliver a consensus view of the future of LD farming</p> <p>To learn from others and other places</p> <p>To learn 'by doing'</p> <p>To move beyond ELMS as the only aspect of post CAP world</p> <p>To improve the relationships between organisations with different land management interests and those that own and manage farmed land in Cumbria</p>	
Target audience	Farming community
Geographical spread	All of NP but realise this has a peripheral effect due to the nature of hill farming systems (eg overwintering) hence W-W in ELMS test & trial.
How long is it (due finish date)	No date attached
<p>How does it work</p> <p>Series of meetings, visits, workshops, social learning off different knowledge of the members</p>	
<p>Funding mechanism and budget</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p> <p>Had a report done by UoN of options scenarios post CAP for hill farming businesses</p>	
<p>Comments from recipients</p>	
<p>Comments from onlookers</p>	
<p>Main challenges not addressed (gaps you perceive in the 'market place'?)</p>	
<p>Any other comments or observations</p>	

GAP ANALYSIS FOR: Princes Farm Resilience Programme

Name of respondent/ email	D Hamilton
Organisation(s) and Lead	Princes Countryside Fund
Aims (eg. Campaign, seed corn, research, share findings) to helping assist vulnerable farming families to prepare for change, and build more resilient businesses capable of being successful in a changing environment	
Brief description The Prince's Farm Resilience Programme offers free business skills training to family dairy and livestock farms across the UK. Up to 300 farms can join the programme each year and participate in a series of seven workshops which focus on different business skills to maximise profitability and resilience. Topics include business planning, understanding accounts and budgeting, and exploring new opportunities for your farm. Alongside this, every farm receives one-to-one on farm support to take part in a Business Health Check Tool to look at their strengths and weaknesses and benchmark costs against similar farms. The programme brings together like-minded farms in local groups, and gives families the tools to evaluate their viability and long-term sustainability enabling them to make informed business decisions on their future direction.	
Target audience	Dairy and livestock farms
Geographical spread	UK
How long is it (due finish date)	Started
How does it work Seven workshops which include:	
Funding mechanism and budget Princes Countryside Fund	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients	

See website <https://www.princescountrysidefund.org.uk/how-we-help-the-princes-farm-resilience-programme/the-princes-farm-resilience-programme>

Comments from onlookers

Main challenges not addressed (gaps you perceive in the 'market place'?)

Any other comments or observations

GAP ANALYSIS FOR: Riverlands project

Name of respondent/ email	(Will Cleasby & Alistair Wright)
Organisation(s) and Lead	National Trust
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>Catchment level decision making – what does change look like.</p> <p>To see rivers as assets rather than problems (a hangover of the 2015 floods)</p>	
<p>Brief description</p> <p>National programme with EA has several strands:</p> <ol style="list-style-type: none"> 1) Catchment restoration – new agr-envt schemes to test ideas 2) Engaging people with rivers – more and broader engagement 3) Sustainable ways forward for identified catchments – rest and trials <p>No. of projects across the country with different ideas being considered</p>	
Target audience	Derwentwater and Ullswater
Geographical spread	54/90 farms are fells covering 45,000 ha. In central core (quarter of National Park)
How long is it (due finish date)	5 years until 2024
<p>How does it work</p> <p>Has a project manager and this project is LINKED to DEFRA facilitation fund to get a group together and uses an independent facilitator to look at catchments differently. Site visits, guest speakers etc...</p>	
<p>Funding mechanism and budget</p> <p>£10m nationwide EA, NT and match</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p>	
<p>Comments from recipients</p> <p>Upland farming in catchments is not isolated and can affect other businesses, its to create joined up thinking</p>	
<p>Comments from onlookers</p> <p>There are tensions between members but needs to drive change, testing stuff</p>	
<p>Main challenges not addressed (gaps you perceive in the ‘market place’?)</p>	
<p>Any other comments or observations</p>	

GAP ANALYSIS FOR: Farmers Network: services

Name of respondent/ email	Veronica W
Organisation(s) and Lead	Farmers Network
Aims (eg. Campaign, seed corn, research, share findings) A 'for members only' service to cut the costs of production and other needs.	
Brief description Suite of services which includes: <ol style="list-style-type: none"> 1) Fuel buying – volume purchasing at best price, facilitate the deal and levy at 1/2p litre to run scheme 2) Suppliers relationships – Electricity discounts, diesel cards to reduce cost of inputs 3) Farm plastic recycling – hub collection system with Solway Recycling 4) Carcasse disposal – availability and organisation of collections 5) Training courses – gap provision or to reduce the cost of travel around the county. Eg pesticides on a farm. Almost at cost. 6) Commercial services – eg grant application 7) Free of charge grant information 	
Target audience	1100 members (60 to 70% are hill farmers)
Geographical spread	Cumbria and Y. Dales
How long is it (due finish date)	
How does it work FN organise all these services (so a form of co-operative functioning)	
Funding mechanism and budget Membership income – per member £70 + VAT/ year	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients/onlookers	
Main challenges not addressed (gaps you perceive in the 'market place'?)	
Any other comments or observations	

GAP ANALYSIS FOR: Show Sponsorship NT

Name of respondent/ email	(Will Cleasby & Alistair Wright)
Organisation(s) and Lead	National Trust
Aims (eg. Campaign, seed corn, research, share findings) Under review this year – best in this class or that. Seen as good landlord image.	
Brief description Ad hoc, sponsor sheep shearing. Also shepherds meets, shows Trying to get consistency across the vallies using the ‘one lakes’ approach Is there a message or is it just important to show NT values the farming community – is that enough?	
Target audience	
Geographical spread	54/90 farms are fells covering 45,000 ha. In central core (quarter of National Park)
How long is it (due finish date)	2019
How does it work	
Funding mechanism and budget	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the ‘market place’?	
Any other comments or observations	

GAP ANALYSIS FOR: Tenancy Working Group

Name of respondent/ email	(Will Cleasby & Alistair Wright)
Organisation(s) and Lead	National Trust
Aims (eg. Campaign, seed corn, research, share findings) Tenant reps meet to discuss issues they are facing on the ground	
Brief description 10 to 15 reps. Will X work? Can we do Y? What shall we the NT do about re-letting farm X? It's a trial to see if tenants can take control of their own agenda rather than expecting the NT to continue to act in its patriarchal role (which they are trying to move away from). NT then support the requests in line with their aims. The reps then cascade back to their fellow tenants	
Target audience	Tenants
Geographical spread	54/90 farms are fells covering 45,000 ha. In central core (quarter of National Park)
How long is it (due finish date)	2019
How does it work	
Funding mechanism and budget	
Main achievements (outputs) Do you have a benchmarking or monitoring system?	
Comments from recipients	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the 'market place'?)	
Any other comments or observations	

GAP ANALYSIS FOR:Traditional Buildings (LDNPA).....

Name of respondent/ email	Andrew H & Briony D
Organisation(s) and Lead	National via Defra
<p>Aims</p> <p>To plug the CSS gap in traditional building restoration (it's a pilot) being trialled in 5 NPs. There has been no building fund since ESA.</p>	
<p>Brief description</p> <p>Additional notes to YDNPA briefing:</p> <p>No conversions to non agricultural use has to be at least 50% intact eg structural work. Conditions attached to parcel – parcel not in another scheme even if Higher tier, building must have a parcel number. So no double funding and not in hereditament (no parcel number)</p> <p>National DEFRA sent out for EOIs – LDNPA didn't need to do their own they were swamped with EOIs – 90 (suggests massive latent need). ***</p> <p>The 90 were whittled down using national scoring guidance. They narrowed it to 14 in LD and now at 11 who are working on management plans and builders quotes.</p>	
Target audience	Traditional farm buildings
Geographical spread	ALL PARK AREA
How long is it (due finish date)	????
<p>How does it work</p> <p>Rough allocation is £400K but this may move depending on what other parks line up to spend and thus could limit the works here - so B has created a prioritisation system for each building.</p>	

Funding mechanism

National Defra £2m

Main achievements (outputs)

Comments from recipients

The 90 EOIs suggest evidence of major need, still getting enquiries.

Buildings like these are very important to farmers who take a pride in their physical assets and do not like them deteriorating and want use for them. Peer pressure plays a role as well.

Also local economy multiplier effect- work done in 2005 for the PA on 'LM3 effect'

Farmers are not treated as individuals in many of these schemes, they all different, in relation to skills, issues and abilities.

Literacy levels can be very poor amongst farmers – eg Lune area. And IT even worse.

Farmers appreciate 1:1 advice – it's their business – paired facilitation funds are no good.

Comments from onlookers

Complicated paperwork needing B to help fill in forms etc.. this is 1:! Advice – which is crucial as each business is very different.

Main challenges not addressed (gaps you perceive in the 'market place'?)

Often end up giving a lot wider advice on farm when doing buildings stuff. In some cases almost a support worker role as famers unload about other social stuff. Mental well being role, just listening. Caused by isolation of way of life, some only see two people making deliveries in a week.

The value of long term engagement has disappeared as public agencies chop this service, this has lost trust and valued support (Eg loss of ADAS advisers) The familiarity has disappeared.

Any other comments or observations

GAP ANALYSIS FOR:Traditional Building Scheme

Name of respondent/ email	Adrian S
Organisation(s) and Lead	National via NE into 5 parks
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>Designed to plug the ESA gap in relation to funding traditional building maintenance/ repair</p>	
<p>Brief description</p> <p>Funds repairs and maintenance</p>	
Target audience	Farmers buildings
Geographical spread	5 NPs incl. YD &LD
How long is it (due finish date)	
<p>How does it work</p> <p>Funds about 15 buildings</p>	
<p>Funding mechanism and budget</p> <p>£2m across 5 parks</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p>	
<p>Comments from recipients</p>	
<p>Comments from onlookers</p>	
<p>Main challenges not addressed (gaps you perceive in the 'market place'?)</p>	
<p>Any other comments or observations</p>	

GAP ANALYSIS FOR:Uplands Alliance – creating a brighter future.....

Name of respondent/ email	Julia A
Organisation(s) and Lead	JA acts as director
Aims (eg. Campaign , seed corn, research, share findings) To demonstrate to farmers that the public benefit from the delivery by farmers in uplands	
Brief description An affiliation of 22+ organisations with uplands interest various projects which runs certain projects now and again, such as ‘creating a brighter future’.	
Target audience	Everyone whose not a farmer
Geographical spread	The nations influential people
How long is it (due finish date)	
How does it work This project focuses on profile raising: <ul style="list-style-type: none"> • writing newspaper columns to reach public • tea towel propaganda – MPs, Peers, chief execs., NGOs raise awareness of risks of not valuing uplands and what public good they bring • fliers – 5 points of action (thriving upland business; responsible, active custodians; public awareness and pride; investment in return for public benefit; collective action) • sending briefing in response to Agr Bill • Three sessions at the Real Farming Conference Oxford (Jan.). • A survey of what farmers think they can offer the public 	
Funding mechanism and budget Princes Countryside Trust £13k, £7k match funding	
Main achievements (outputs) Do you have a benchmarking or monitoring system? Profile raising – hard to measure	
Comments from recipients Tea towel is on the Lords tea table as a tablecloth	
Comments from onlookers	
Main challenges not addressed (gaps you perceive in the ‘market place’?)	

GAP ANALYSIS FOR:Westmorland Dales HLF

Name of respondent/ email	Jan & Dave
Organisation(s) and Lead	FoLD with YDNPA as accountable body
<p>Aims</p> <p>(Reveal, conserve, engage)</p> <p>To unlock and reveal the rich, spectacular, but hidden heritage of the Westmorland Dales.</p> <p>To conserve and enhance the forgotten landscape and heritage of the Westmorland Dales ensuring that the landscape is protected and cherished; in so doing to provide a strong foundation for the “new” National Park.</p> <p>To provide opportunities for those journeying through the Westmorland Dales to linger in the landscape and learn about its rich cultural and natural heritage</p>	
<p>Brief description</p> <p>21 projects led by a range of partner organisations under five main themes:</p> <p>Natural heritage: geology, species-rich grassland, woods, slow the flow, sustaining farming,</p> <p>Cultural heritage: archaeology - survey, Little Asby, dig, stone circle.</p> <p>Cultural heritage: settlement & enclosure landscape - walls, farm buildings, oral history, monuments, drove roads</p> <p>Tourism: love you landscape grants, dales discovery, network devt,</p> <p>Skills Apprenticeships</p> <p>Interpretation – strategy and interp. facilities, arts project</p> <p>The entire thing is held together by an LCAP document:</p> <p>https://www.friendsofthelakedistrict.org.uk/Handlers/Download.ashx?IDMF=5fe22c08-28a1-4a82-8fee-0999cee9e19b</p> <p>One direct project for farmers under the natural capital theme – they went out for calls to anyone and only Farmers network replied. The project is ‘sustaining farming in the Westmorland Dales.’ It provides farmers group to ask what they feel they need in terms of training, supports activities such as shepherds meet for tourism etc...</p> <p>Key player is Chris Addison as chair – drives project forwards.</p> <p>There is also a small grant scheme for cultural farming features eg wall styles, stoops, support the sense of place.</p>	

Mass walling days with volunteers, enough money to fix 4 farm buildings
 EDC project links farming and tourism to help each support the other.
 Also an oral history project with the commoners and there are individual farmer interests in each project eg hay meadows of CWT

Target audience	Visitors, businesses and community
Geographical spread	YD park extension
How long is it (due finish date)	July 2023

How does it work
 Have attempted to look at overarching themes to create integration eg Adrian S leads on making sure farming and nat envt meshes and all projects link which are relevant a lesson from previous HLFs when people went off and did their own project (silo-ism).

Funding mechanism
 HLF 68%, YDNP 300K, Electricity NW (unusual round here), Eden Rivers Trust (via EA) – Scandale Beck + 1, FoLd, Woodland Trust, Pendragon Castle private landowner (again unusual)
 Overall 3.3m.

Main achievements (outputs)
 Yes we have an evaluation plan which needs tweaking looks as standard HLF output and uses a combo of Qual and Quant.
 Capacity building for a group of farmers who have not received any other funding bar and AES they have sorted themselves. As a result the farming system is somewhat untouched/ not broken down as much as other areas, but farmers are isolated and need to be helped to work as a collective. There is no collective identity, brand or interaction – this is the opportunity provided by WD HLF.
 To provide an integrated mgt of it all.
 Create pride, knowledge to value what they have. Confidence to link to outside farming, make AES decisions on wahts coming, support tourism & other buisnesses

Comments from recipients

Comments from onlookers

Main challenges not addressed (gaps you perceive in the 'market place'?)

Business support

Limited cash for walls and buildings

Lack of animation funding

Nothing for sustaining wider farming communities

Nothing for wider farm diversification eg food

Any other comments or observations

GAP ANALYSIS FOR:Westmorland Dales Landscape Partnership Scheme

Name of respondent/ email	Adrian S
Organisation(s) and Lead	FoLD (YDNPA as accountable body)
Aims (eg. Campaign, seed corn, research, share findings)	
<p>Brief description</p> <p>This is the development phase of this programme, an HLF project.</p> <p>YDNPA projects include:</p> <p>Farmer network to deliver KT to upskill farmers, eg public goods, impact of YD and future thereof.</p> <p>Getting farmers to act as educators of the public about their role,</p> <p>Apprenticeships – countryside and a range of YDNPA, contractors etc..</p> <p>Other partners:</p> <p>CWT – grasslands mgt (basically Haytime project continued)</p> <p>WT – hedgerow trees, and woodland recreation</p>	
Target audience	Farmers, communities, public, visitors
Geographical spread	Westmorland Dales YDNPA extension
How long is it (due finish date)	2023 ends
<p>How does it work</p> <p>A series of projects delivered by different partners</p>	
<p>Funding mechanism and budget</p> <p>£2,27m via HLF – 5 people to be employed by spring/ early summer</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p>	
<p>Comments from recipients</p>	
<p>Comments from onlookers</p>	
<p>Main challenges not addressed (gaps you perceive in the ‘market place’?</p> <p>Lots of delay ion the system between the two phases, gees people up and then nothing happens</p>	
<p>Any other comments or observations</p>	

GAP ANALYSIS FOR:Cross YDNPA schemes

Name of respondent/ email	Adrian S
Organisation(s) and Lead	YDNPA
<p>Aims (eg. Campaign, seed corn, research, share findings)</p> <p>Woodlands creation collaborating with Millenium trust & Woodland Trust</p> <p>General integrated advice for farmers with regard to CSS applications/ CSF/Planning (& woods)</p>	
<p>Brief description</p> <p>Woods – advisory scheme for people to create via CSS (2 year project)</p> <p>General – an integrated service, try not to poach on consultants as not in an NP previously so had no access, but do now. Was fortnightly surgery but then changed as not working</p>	
Target audience	Farmers
Geographical spread	originally Sedbergh, then expanded to Orton through Park extension
How long is it (due finish date)	
<p>How does it work</p> <p>A series of late winter meetings a chance to engage with rangers on the ground</p>	
<p>Funding mechanism and budget</p> <p>Use of 2 FTEs cross park. 1 FTE = 1 day/ week from CSF officer (integrated approach), CSF paid by defra, which previously was on largesse of NP</p>	
<p>Main achievements (outputs) Do you have a benchmarking or monitoring system?</p> <p>On going CSS support</p>	
<p>Comments from recipients</p>	
<p>Comments from onlookers</p>	
<p>Main challenges not addressed (gaps you perceive in the ‘market place’?)</p> <p>See overarching YDNPA response sheet</p>	

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