



Local Grazing Schemes: working towards sustainable grazing systems - from pastoralism to wildlands

A best practice guide



SHEPHERD WITH HEIDESCHNUCKEN SHEEP ON LUNEBERG HEIDE, GERMANY

This guide summarises experience and best practice developed over the past 10 years by members of the GAP network. The document sets out a rationale for why the work has been undertaken and how it has developed. The results and recommendations are presented as a best practice approach towards for collaborative work towards achievement of truly sustainable conservation land management through grazing of the whole spectrum of land types and systems, from low or non-intervention systems incorporating wild herbivores to highly managed food production units, from site based to landscape scale initiatives, in rural and urban settings.

THE GRAZING ANIMALS PROJECT

Local Grazing Schemes: working towards sustainable grazing systems - from pastoralism to wildlands

A best practice guide

Prepared by the Grazing Animals Project, September 2001 (Bill Grayson)

Second edition April 2008 (Jim Swanson)

Acknowledgements

Acknowledgement is made of the contribution made by so many people to the development of Local Grazing Schemes since the formation of GAP in 1997. Particular mention should be made to Bill Grayson for putting together the 1st edition of this guide, those who attended and presented information at the original LGS workshops and the delegates who contributed to the discussions. Without these contributions GAP would not have been able to develop. A sincere thank you to everyone.

A Note to the Reader

We hope the information presented in this Guide will be of practical assistance to farmers, site managers and advisers who are active in trying to improve the delivery of truly sustainable grazing systems to provide the full range of public and private goods across the UK. It is accepted that new approaches and ideas will continue to be developed, and that the size, nature and scale of Local Grazing Schemes will vary considerably according to regional and local factors.

Contacts:

The GAP Office/GAP Administrator

Annabelle Martin, GAP, c/o Natural England, Eastbrook, Shaftesbury Road, Cambridge, CB2 8DR

Tel: 0845 6039917

Email: enquiries@grazinganimalsproject.org.uk

GAP LGS co-ordinator, Northern England, Scotland and NI:

Jane Wilson, Gibshiel, Hexham, NE48 1RR

Tel: 01434 240728 Mobile: 07917 847683

Email: jane.wilson@grazinganimalsproject.org.uk

GAP LGS co-ordinator, Southern England:

Jim Swanson, Glenville Cottage, Millend, Blakeney, GL15 4ED

Tel: 0560 191 6384 Mobile: 07887 754658

Email: jim.swanson@grazinganimalsproject.org.uk

Wales / Cymru:

Charles Morgan, PONT / GAP Cymru PO Box 75, Brecon, Powys, LD3 3AP.

Tel: 01874 610100

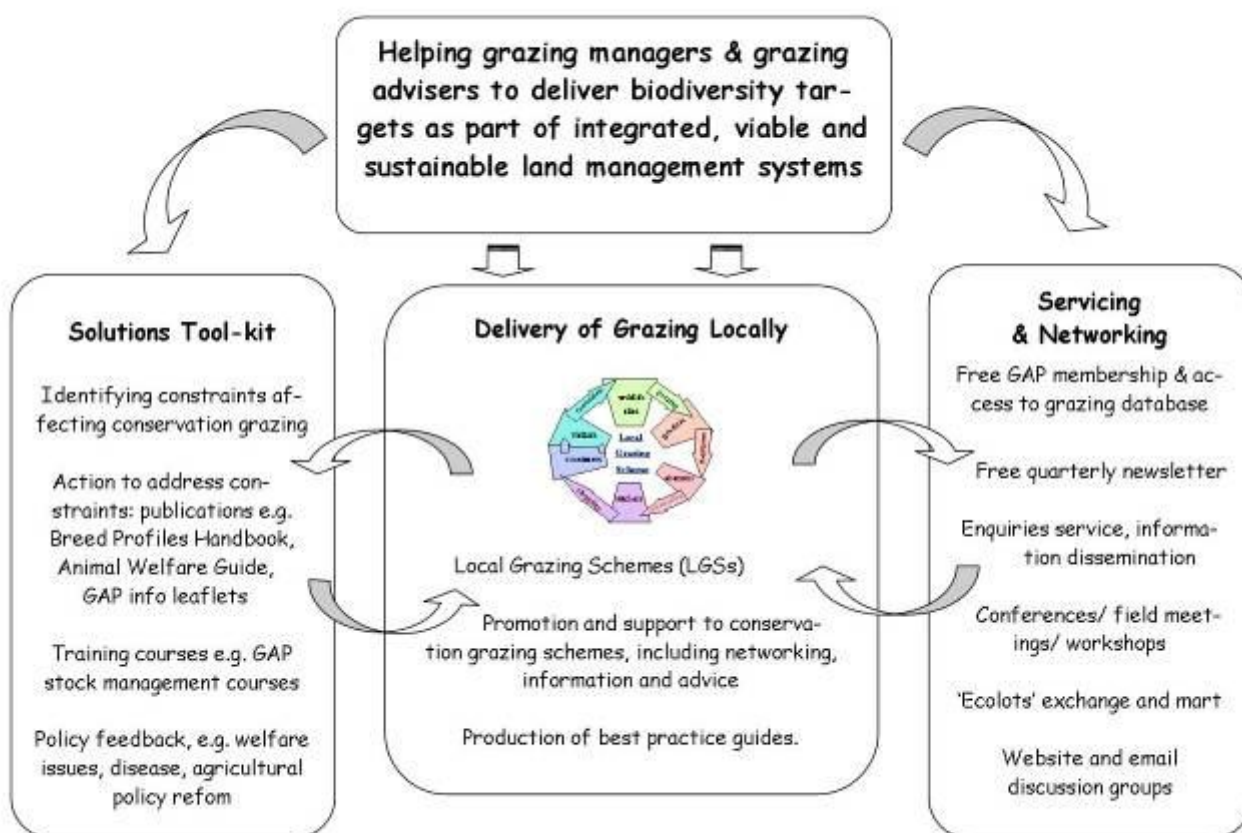
Email: pont@grazinganimalsproject.org.uk

What is GAP?

GAP was formed in 1997 to aid the development of conservation grazing throughout the UK; it is a partnership project drawing representatives from the nature conservation, agricultural and livestock sectors. GAP exists to help land managers achieve appropriate grazing on wildlife sites. We provide practical support to graziers, wildlife site managers and conservation advisors through 3 main work areas:

1. Assisting conservation grazing through support to Local Grazing Schemes (LGSs)
2. Removing constraints through development of the 'Solutions Tool-kit'
3. Assistance to the GAP network of over 1300 advisers and graziers on GAP's membership list through provision of 'Servicing and Networking'

GAP undertakes site visits, workshops, conferences and training events which demonstrate best practice and bring different sectors and organisations to encourage partnership working. GAP also acts as a link between the policy and research sectors, and practitioners on the ground in the UK and abroad. Representing a broad range of organisations and interests, GAP is able to identify and react to new and existing problems that constrain grazing management. LGS coordinators are able to provide or access specialist advice on any aspect of land management, as well as offering site visits. In addition to this, an e-mail discussion group "Nibblers" assists the exchange of information and best practice and enables problems to be shared. To join contact: enquiries@grazinganimalsproject.org.uk



Visit the GAP website: www.grazinganimalsproject.org.uk has a large amount of information - case studies, information leaflets, publications, news and events

Contents

1. Introduction	5
2. Rationale and background issues	6
3. The Local Grazing Scheme Concept	14
4. A 'Best Practice' approach to developing a Local Grazing Scheme	17
4.1. Project Planning	17
4.2. Initial steps - Forming Effective Conservation Partnerships	19
4.3. Needs assessment	25
a.) Identify the land resource	25
b.) Identify the physical resources	26
c.) Testing the project design	28
d.) Linking with others	30
e.) Making it happen	32
f.) Types of project	36
g.) Securing Project funding	36
5. Local Grazing Scheme Case Studies	39
5.1. Landscape scale initiatives	39
2. Networks and grazing matchmakers	41
5.3. Naturalistic grazing systems	42
5.4. Pastoral systems	43
a.) Single site graziers	43
b.) Multiple site graziers (flying flocks and herds)	44
c.) Commercial farm based systems producing public and private products	44
d.) Grazing partnerships between conservation organisations and surrounding farmers	45
e.) Shepherded flocks / herds	46
f.) Hefted flocks	47
g.) Community projects	48
h.) Organisational collaboration	50
5.5. Feral animals	50
5.6. Wild herbivores	51
Appendix 1 – Site audit questionnaire	53
Appendix 2 – Potential project partners	59
Appendix 3 – What projects could offer	61
Appendix 4 - Possible funding sources (cash or in kind)	63
Appendix 5 - Example budget headings for expenditure	64

1. Introduction

This guide has been written to summarise experience and best practice developed over the past 10 years by all those involved with conservation grazing, and is presented as a best practice approach towards the collaborative achievement of truly sustainable conservation land management through grazing of the whole spectrum of land types and systems, from low or non-intervention systems incorporating wild herbivores to highly-managed food production units, from site-based to landscape-scale initiatives, in rural and urban settings.

Getting Started

A number of collaborative grazing projects that met most of the defining Local Grazing Scheme criteria were already beginning to emerge when GAP was establishing itself, where separate conservation or land management organisations had begun to discuss the prospects for working co-operatively to share ideas and resources within well-defined localities. These groups were prompted initially by their mutual problems in securing effective grazing management for the land in their 'care' (i.e. this could include land not directly under their control but elements of a valued landscape).

A Brainstorming Session

In 1997 GAP brought together representatives from these prospective Local Grazing Schemes and other people who were contemplating a similar approach to discuss co-operating within a wider UK network. This was intended to allow all the Local Grazing Schemes to benefit from each other's experiences in piloting the new approach and ensure that they would not all have to re-invent the same wheel. English Nature then provided funds for GAP to appoint its own contractor, Bill Grayson, in July 1999 to co-ordinate this UK network. These various initiatives came together at the first FACT Conference in Cambridge, in September 1999. The two LGS workshops convened at this conference represented the formal launch of the concept within the wider conservation movement. The initial response was hugely encouraging and nearly 40 delegates signed up for future involvement with the project. Following this, a one-day workshop was held at the end of September 1999 to try to further develop the LGS concept into a well-formulated set of principles and proposals with which to attract interest, promote, support and catalyse action. This was the first in a series of workshops dealing with separate aspects of the establishment and operation of Local Grazing Schemes. The product of these workshops, now updated as GAP has developed, has been collated to form the main content of this report.

The original concept of discrete co-operative initiatives, working largely with individual or multiple pastoralists to achieve purely wildlife benefits, has now evolved into different models (see types of project on page 34 and case studies on page 37). To be truly sustainable, conservation grazing management must be integrated with the needs and interests of all other sectors and local communities, and must deliver social, economic and wildlife benefits.

Today GAP has entered its third contract, and its role is widely recognised and appreciated across the land management industries.

2. Rationale and background issues

Landscape management recognises that economic, social, technological and climatic factors interact to precipitate change in land use with subsequent impacts on landscape and its constituent values (biodiversity, food production etc):

Below, the main factors that have adversely affected the delivery of conservation grazing management are outlined in brief, as are some possible suggestions to help us adapt to that change (see also case studies in section 5, page 37).

2.1. Farming change

The difficulties facing land owners, managers and advisers in providing sustainable conservation grazing regimes has been increasing in line with the ongoing intensification of UK livestock production systems since the 1950s, and the polarisation between these more intensive and extensive systems and the different knowledge, understanding and skills needed to manage either. The advent of BSE and the ban on cattle aged over 30 months from entering the human food chain (subsequently lifted) and the Foot and Mouth Disease Outbreaks, and subsequent legislative requirements and adverse economic climate has imposed further constraints (much land of high conservation value is marginal in economic terms under current agricultural systems). The sharp decline in the financial fortunes of extensive grass-based beef producers continues to lead to a loss of a significant number of long established arrangements for grazing wildlife sites, seriously threatening the maintenance of favourable condition on many SSSIs and with impacts across the wider countryside.

Now, however, it is increasingly realised that farming will in future provide a range of public goods (e.g. biodiversity and landscape) as well as private goods (e.g. meat and milk, see case study 5.4. c. on page 44), and that a more integrated and co-operative approach is needed between farming and conservation.

Multi-functional (agricultural) grazing systems can produce and market:

1. Private products

- Store and breeding stock (native, adapted breeds)
- Meat, 'ready' meals, smoked and cured products
- Horns
- Skins
- Milk, cream, cheese, yoghurt
- Diversification enterprises that rely on a high value landscape

2. Public products Unique Selling Points to a grazing business

- Landscape (tourism)
- Biodiversity
- Cultural heritage
- Access, amenity and recreation
- Educational resources
- Community involvement
- Pollution and flood management, water quality
- Carbon sequestration
- Direct jobs in food production (from field to fork), indirect jobs via service sector and support services, contractors, green tourism and jobs based in high value landscapes and utilising sustainable use of natural resources
- Health opportunities through exercise
- Art and crafts projects

2.2. A 'new' migration to the countryside

There is a continuing trend of property and land purchase in rural areas by those with the finances to do so. This is sometimes viewed in a negative light by landowners and managers in those rural areas, but is actually nothing new, with past migrations having created some of our most valued landscapes, and newcomers bringing money, time, enthusiasm and expertise from other sectors to countryside management.

Photo 1: Engage the 'new' landowner – there is nothing new about them, it's been going on for 1,000s of years! A smallholder landscape on St.Briavels common in the Forest of Dean – people came to work in local industries (mining, quarrying, iron industry), squatted on the common and built houses. They would have been 'new' landowners at that time, no different to those with money buying land and property today. This landscape is crucial to foraging Lesser Horseshoe bats from a local maternity roost.

See www.parishgrasslandsproject.org.uk



Photo 2: Chatsworth house – past 'new' landowners with money moving in to the countryside have created exceptional landscapes like the Chatsworth estate



Photo 3: Many 'new' landowners and others own horses; these have always been part of our countryside, especially before the advent of the internal combustion engine. We need to work with them!

The Surrey Horse Pasture Project

www.surreycc.gov.uk/horsepastureproject

The Dartmoor Pony Heritage Trust

www.dpht.co.uk

The Exmoor Pony Centre

www.exmoorponies.co.uk/index.htm



2.3. Disconnect

Nature conservation management has in some cases become disconnected from the general public, local communities and businesses, and other sectors (like tourism) and there can be a lack of understanding of why areas need to be managed, in part with grazing, by these people, and how to do it. This disconnection has often been exacerbated by periods of relative neglect when site infrastructure (water, fencing, handling pens) has become inadequate and 'problem' species like bracken and scrub have become dominant.

Site management has become disconnected from the agricultural businesses, practices and processes that helped create them, so for example the use of common land as a shared resource for grazing, fuel, bedding etc has often broken down. Some sites have also become physically disconnected from surrounding land use systems, often as they have been purchased by conservation organisations without thought as to long-term management needs such as adequate holding land and buildings near by / adjacent.

Photo 4: Recreating historic land use patterns to manage land – commons: The vegetation pattern and composition of commons was created by centuries of use by commoners, with rights allocated to local dwellings and farms, often constructed on or immediately adjacent to the common itself. Today this historic linkage has been broken; grazing systems must seek to recreate this pattern of use as it will be local people who 'use' the site, (perhaps not for grazing) who will value it and look after it long after conservation project staff have moved on.



Key reference: A Common Purpose - A guide to agreeing management on common land;
www.english-nature.org.uk/pubs/publication/PDF/CommonPurpose.pdf

The Heath Project: www.theheathproject.org.uk

Community Commons Project: www.wildlifetrust.org.uk/hereford/community_commons.htm

Photo 5: Isolation of sites: Often high value conservation sites are now managed separately from surrounding farm businesses, communities and the landscape. Wildlife does not respect artificial boundaries like these, cannot survive on these relatively small, isolated and fragmented sites, (especially in light of climate change), and it was the activities and systems that previously existed that created the sites in the first place. Local Grazing Schemes need to consider how to deal with all these issues to create sustainable grazing land management systems.

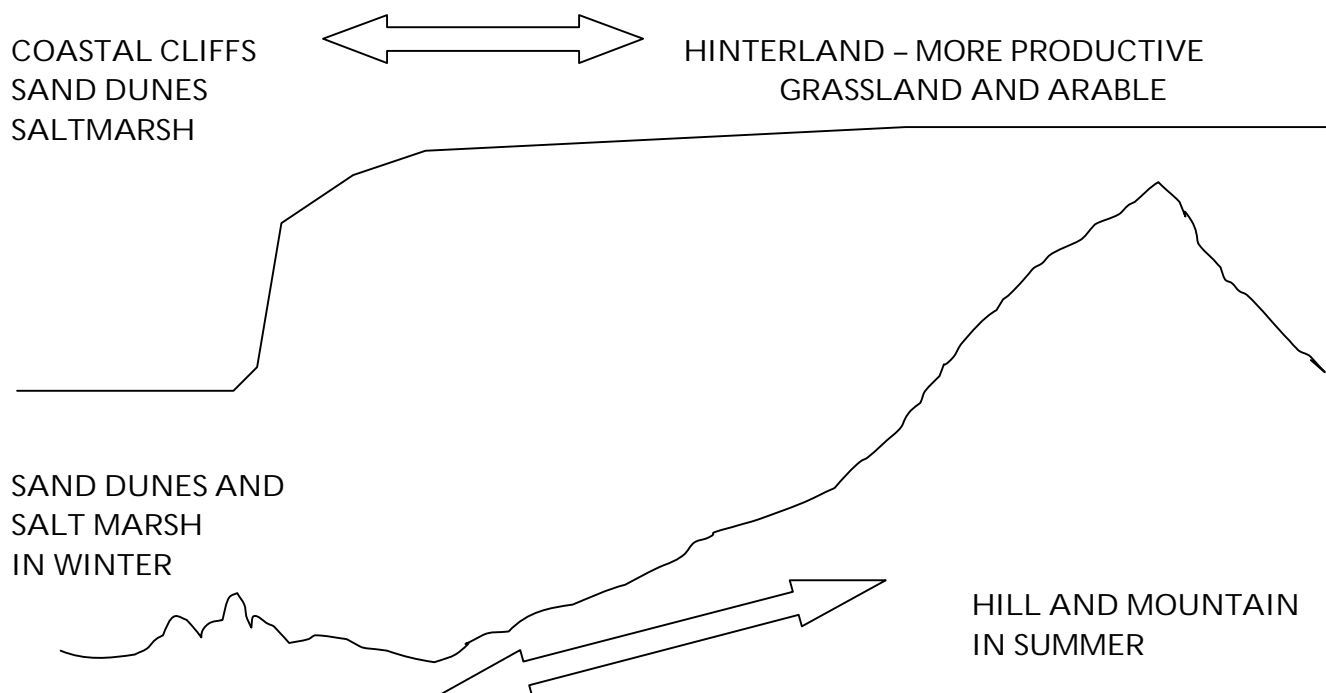


Photo 6: Regional, local and seasonal transhumance – there is increasing evidence that historical land use patterns led to a depletion of the nutrient status of today's high biodiversity value areas. This often involved local and long-distance transhumance (movement of livestock) often as a means to transfer nutrients in the form of dung from pasture to arable and in-bye grazing land. The break down of this system (areas now tend to be stocked for a set period within a ring fence), compounded by input of atmospheric nutrients, means that soil nutrient levels are increasing, with direct effects on the vegetation.

Crickley Hill, Gloucestershire (Arrows denote historic stock movements – local transhumance)



Figure 2: Regional, local and seasonal transhumance



2.4. Fragmentation, isolation, small site size

Due to urban and infrastructure development, agricultural intensification and forestry management, sites of high biodiversity importance often exist as small, isolated fragments of once much more extensive areas of semi – natural habitat. This creates physical, financial and ecological barriers to sustainable management, especially for species that exist as metapopulations. In addition multiple and complex land ownership and organisational management arrangements, (notably amongst conservation NGOs) means that coordinated management is more difficult to achieve and is sometimes hindered by conflicting objectives. It should be recognised that this complexity also has its benefits, for example bringing land management diversity, more focused management and research and a broader environmental lobby.

Photo 7: Many species, like rare butterflies, exist in discrete colonies that come and go according to internal and external factors (for example disease and climate fluctuations), with some degree of overlap that ensures the continued survival of the overall population. When landscapes are under multiple ownership and management, and habitat to support them is small in area, fragmented and isolated, then the chances of this survival are very much reduced. Local Grazing Schemes need to resolve these issues to successfully deliver conservation objectives.



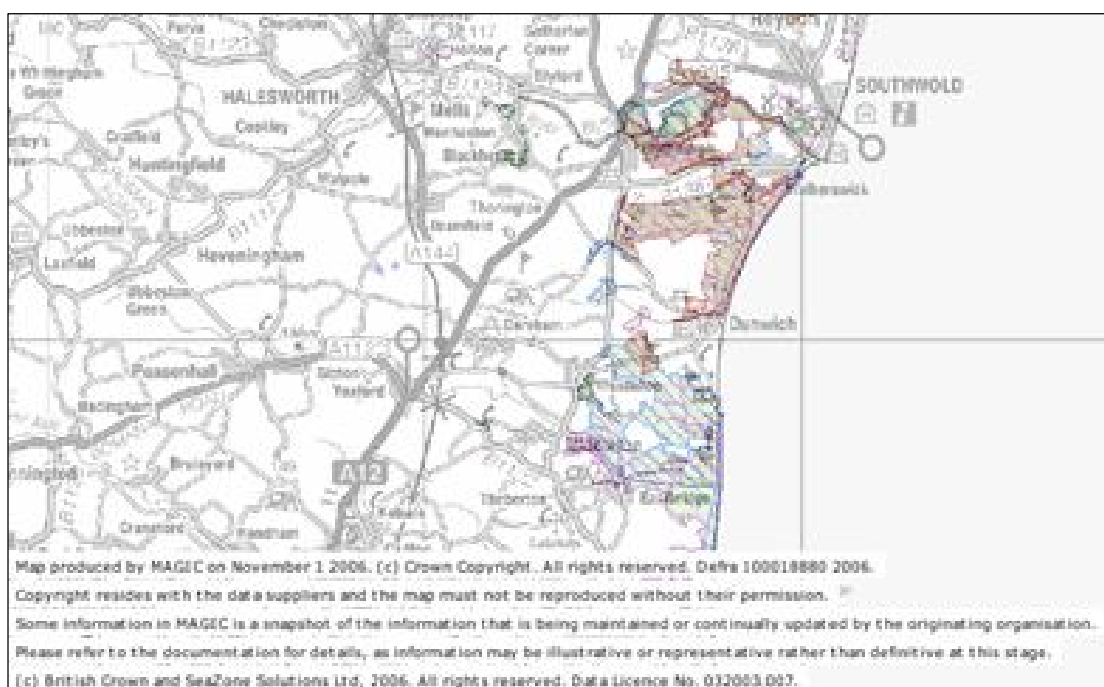
Two Moors Project:

aborsje@butterfly-conservation.org

Reconnecting the Culm Projects:

aborsje@butterfly-conservation.org

Photo 8: Adjacent semi-natural habitats are often owned and managed separately by different land management organisations or farmers. Why not collaborate, cooperate or amalgamate to create larger management units that can be managed more efficiently and cost – effectively through economies of scale and reduced machinery and labour costs?



The Great Fen Project: www.greatfen.org.uk/index.php

Wicken Fen: www.wicken.org.uk/vision.htm

2.5. A new approach – reconnect

There is much we can learn from each other and others across the world to develop integrated, holistic and sustainable solutions to help address some of the issues outlined above. Below are a few ideas and examples (see also case studies in section 5, page 39).

Case study - Public and private products, added value – Luneberg Heide, Germany

- Previously military training area
- Now managed as Nature Park with multiple objectives – biodiversity, access, amenity, tourism
- Management includes turf stripping, mowing, scrub control, cut and remove and shepherded grazing
- There are 6 flocks of Heideschnucken sheep (a rare breed), each containing a few goats
- Leader + and other funding has enabled the development and marketing of specialist Heideschnucken products that are sold in local hotels and restaurants
- The Luneberg Heide is a strong brand that is used by the majority of local businesses
- The heath is a major tourist attraction
- The flocks cost € 427,500 annually to run, but total willingness to pay for 'use' of the park is € **2,827,587**

Measure	Sheep grazing	Controlled burning	Mowing	Rotovation	Turf stripping	Scrub/tree clearance	Total
Costs/process (€/ha)	171	355	400	1,700	3,100	Varying (c. 500)	
Area treated annually (ha)	2,800	20	100	30	10	Varying (c.100)	C. 3,000
Total costs (€/year)	427,500	7100	40,000	51,000	31,000	c.50,000	606,600

Table 1: Costs & area treated annually of heathland maintenance measures on the Lüneburg heath (as of 2002)

Subgroup	Number	Daily willingness to pay (€)	Total willingness to pay (€)
Overnight stays	376,531	1.50	546,797
Daily visitors	1,131,395	2.00	2,262,790
Summary	1,507,926		2,827,587

Table 2: Visitor numbers and total willingness-to-pay for heathland management

Both sourced from Müller, Jan (2004): Cost-benefit ratio and empirical examination of the acceptance of heathland maintenance in the Lüneburg Heath nature reserve.- Journal of Environmental Planning and Management.

Contact:

Jim Swanson – jim.swanson@grazinganimalsproject.org.uk

Photo 9: Linking tourism to nature conservation, Luneberg Heide, Germany



The annual queen of the heath competition at Scheverdingen on the Luneberg Heide. Introduced in the 1930's, it is a very popular and prestigious competition that creates real cultural and economic value for local businesses as a direct result of heathland management in the region



Grazing brings social and health benefits, for example those who walk as a means to improve their health can be engaged to become volunteer stock lookers: www.whi.org.uk



Photo 10: Sheep flock at Loenen, on the Veluwe, Holland – bringing social benefits



Photo 11: Sheep shearing festival at Loenen on the Veluwe, Holland, a very popular annual event, part of the cultural tradition of the village. Site management must be reconnected to local people, businesses and communities, and recognise the different values that the general public place on their local open spaces



Photo 12: Volunteer sheep shearers at Loenen, on the Veluwe, Holland. Site management must engage and enthuse local people, businesses and volunteers



Ermelo sheep barn: www.schapedrift.nl

Figure 3: The isolated site – dealing with management constraints – needs time, determination, people, passion, problem solving



3. The Local Grazing Scheme Concept

The initial concept of Local Grazing Schemes was to:

'Encourage, facilitate and assist with the setting up or development of sustainable grazing (land management) schemes... to establish within a defined geographical area an integrated and partnership approach to the provision and supply of the infra-structure, equipment, stock, advice and support necessary to secure the required grazing (land management) on wildlife and countryside sites and in the wider countryside ... not only working within the conservation industry but also to actively bring in and develop links with the livestock, agricultural and rural industries, wherever these may benefit attainment of the objectives'.

The concept is founded on a number of basic principles:

- *Co-operation between conservation, business and agricultural organisations will create opportunities for sharing ideas, information, resources and enthusiasm*
- *Integration of different land parcels and grazing regimes will facilitate the development of functional, viable systems of production (whether of public and / or private products)*
- *Securing the long-term involvement of private sector farmers, landowners and businesses will depend on provision of financially viable and equitable grazing (and other) agreements based on realistic assessments of current economic potential*
- *The long-term economic and operational sustainability of the grazing (and other) systems will depend on identifying and securing all appropriate sources of income and its appropriate allocation amongst the participants according to their investment of resources*
- *Strategies for adding value to the saleable products (whether public and / or private) of the new grazing (and other) systems will need to play an important part in enhancing the financial viability of schemes*
- *Central to success of pastoral systems may be implementation of a full 'grazing system' approach from 'grass blade to meat joint'*
- *Development of the 'local-ness' feedback loop - that is, to obtain management of 'local' sites grazed by 'local' stock managed by 'local' skilled stock people with products marketed 'locally' to 'local' consumers who can see and visit their 'local' countryside sites being managed for their benefit and enjoyment*

The Local Grazing Schemes initiative aims to facilitate the delivery of sustainable grazing through the promotion of the philosophy of partnership and integration of conservation grazing across sites and groups of sites within restricted, localised geographic areas, as well as the reintegration of these high value sites with the local landscape, with farming businesses, communities and other local interests. It also encompasses a broad range of approaches, from those which aim to allow naturalistic processes to occur and those where grazing land management is just one element of a broader project, for example as part of community initiatives (see figure 4, page 16).

The localised approach is important as longer distance and multiple movements of animals have adverse implications for the containment of disease epidemics (e.g. FMDV), the maintenance of animal welfare, and climate change. GAP asks conservation grazing systems to adopt the principles of 'localisation', basing their operations on maximising the physical proximity of all stages of production and marketing within the local community and creating a fully integrated system extending from grass blade to meat joint, from field to table (especially in light of the continued development of locally distinctive food sold through farm gate sales, box schemes, farm shops, via the internet and at farmers markets). It is vital that all statutory control measures are met, every reasonable precaution is taken to ensure that infectious disease is not being inadvertently spread between sites or amongst different batches of animals and that all efforts are made to minimise livestock movements and distances travelled. In the long term, grazing systems should be developed that negate the need for multiple movements.

GAP also accepts the need for successful grazing schemes to achieve delivery of multiple objectives in the countryside. Apart from bio-diversity and the maintenance of rare breeds, GAP believes Local Grazing Schemes also encompass targets for landscape, archaeology, history, and support for rural communities and the rural economy - all as recognised in "GAP's Plan 2005 to 2008" (see figure 4, page 16).

In summary conservation grazing schemes should:

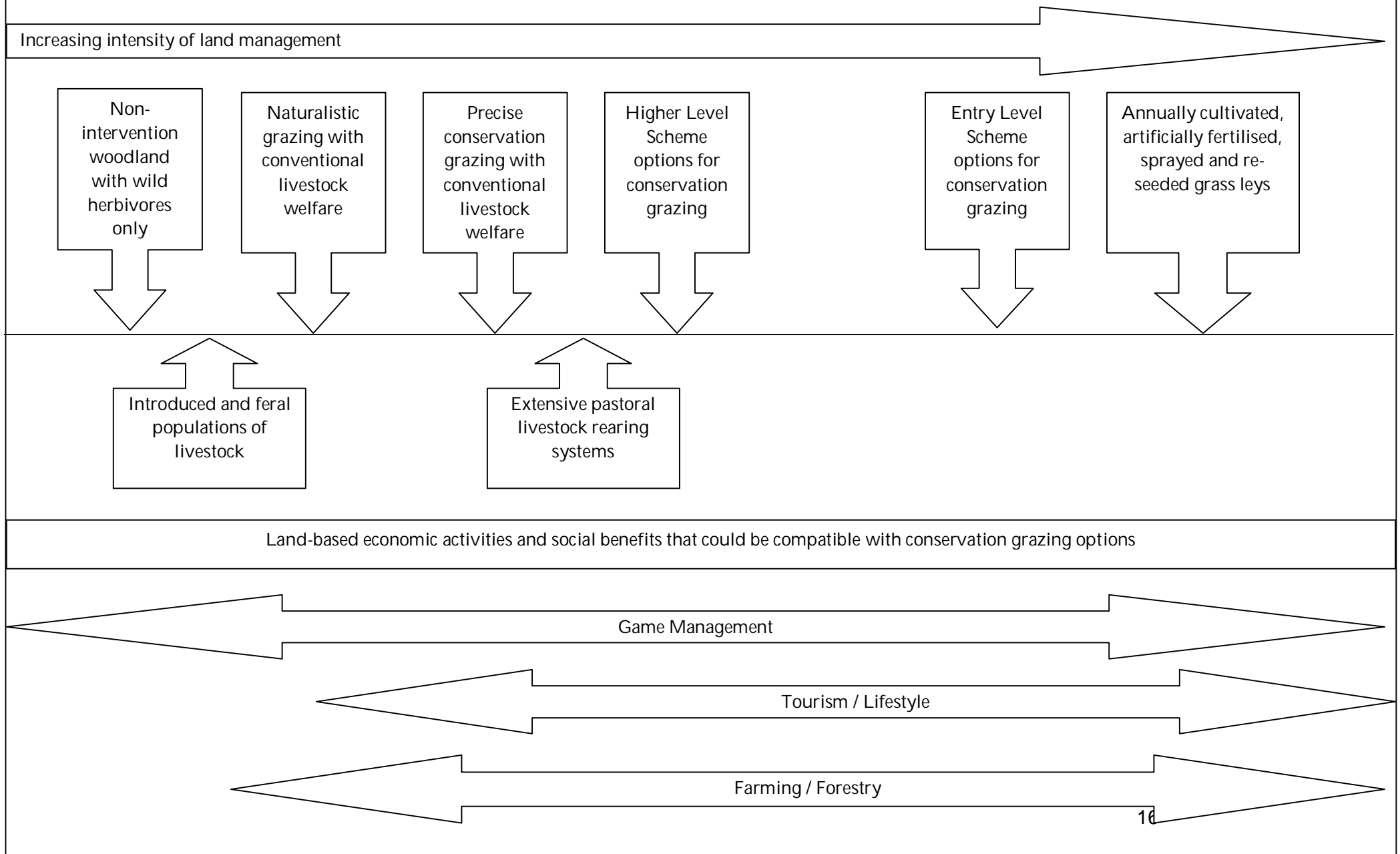
1. Look to reintegrate high value designated sites with the surrounding land, agricultural systems and local communities
2. Look to counter the ecological isolation of high value designated sites and to buffer them, through the targeted restoration of semi-natural habitats
3. Work towards delivering truly sustainable management without the need for continued external funding
4. Work with all existing interested parties, sectors, organisations, projects and networks and avoid duplication of effort
5. Seek to deliver multiple objectives to achieve (cultural) landscape scale management
6. Where appropriate, seek to restore the historic land use patterns (for example local transhumance) that have helped to create the landscape, whilst recognising and using new techniques and uses
7. Engage so-called 'new' landowners (i.e. those who work in non – agricultural sectors and seek to buy farm land and property)
8. Build on the project area's culture, heritage and tradition, (i.e. involve the local community right from the beginning and as much as possible) and impose ideas from above; a good way to achieve this is by a parish based approach to site management (refer to existing projects in the Cotswolds AONB and Shropshire Hills AONB on pages 39 - 41)
9. Integrate stock and grazing patterns with other habitats, organisations needs, improved lay back land etc



The Coversands project – a good example of a multi-objective local grazing scheme; www.coversands.org.uk

FIGURE 4: CONSERVATION GRAZING OPTIONS:

We consider that there is no single optimum grazing system for biodiversity, rather a diversity of habitats should be maintained.
GAP's role is to get people to ask the right questions and be aware of the options and their practical implications



4. A 'Best Practice' approach to developing a Local Grazing Scheme

4.1. Project Planning

In general, LGS projects develop from an initial partnership formed between the organisations already involved with providing sustainable conservation grazing within a specified geographical area (the steps are shown below). They must then set their own specific objectives, based on an effective audit of all the land potentially available to them that would benefit from improved grazing regimes. Their next step is to identify resources that are available locally for delivering this management, particularly graziers with suitable animals, and / or those with appropriate equipment, or the skills needed (these could include anything from stockmanship to business planning to marketing), and a willingness to participate.

Having identified sites for grazing and methods to provide that grazing, the next step is to try and link them together. In pastoral systems, engaging the interest of graziers initially is crucial to the establishment of conservation grazing projects so it is essential to find ways of catching their attention and imagination:

- With CAP reform, production is now decoupled from subsidy within the Single Payment Scheme. Farmers will now have to produce what the 'market' wants. Whilst this presents practical and financial challenges, it also presents opportunities. For example, previously those who owned and grazed an SSSI might see this as a hindrance to their business development. Now, it will provide them with a whole set of Unique Selling Points on which to base the marketing of their private products, as well as attracting agency time, support and funding
- Sometimes graziers remember sites being managed in the past or have cultural associations, for example remembering family members grazing sites in the past
- Most people respond better to positive encouragement rather than being told to do something, and also are much more amenable if those engaging them are prepared to listen to their point of view
- LGSs must also commit to long-lasting relationships based on developing a solid rapport with their graziers if these are to be able to continue delivering their services on a sustainable basis. They should also recognize that, ultimately, this sustainability depends on the grazing proving to be economically viable. Helping to create novel sources of income and ways of adding value to existing revenue are therefore key concerns for LGS projects, making it essential for them to develop new marketing initiatives, based on promoting the environmental, social and economic gain achieved by the grazing

Fortunately, some consumers appear keen to source local and specialist food products, something which most of these grazing projects should be able to supply, perhaps by sending out supporting messages on behalf of their graziers to the public. The other message that LGSs need to send is that conservation graziers must be adequately rewarded for any biodiversity objectives that they help to deliver. Payments to support conservation grazing are essential because of its extra management and husbandry requirements (Tolhurst, 2001) and because of the lower productivity of semi-natural vegetation (Tallowin and Jefferson, 1999). GAP's role in all this is to assist and support the processes of LGS-establishment and development, working mainly through the partners but also seeking opportunities to facilitate the links with other sectors.

In order for LGS to promote their aims and to build trust amongst their partners, their success will be measured by delivery of real-life sustainable conservation grazing to wildlife habitats on the ground. There is no single LGS model for achieving this prime objective as, already, various 'designs' are emerging in different localities, each one adapted to its own specific set of circumstances. The larger schemes may even have to devise distinct arrangements in different parts of their area. This diversity of approach is something GAP wishes to encourage since it improves the prospects for each scheme meeting its own local needs through a process of evolution and adaptation.

GAP also has a role to play in encouraging all those involved with land management to accept that change has always been, and always will be the major determinant of landscape character, and that it is not to be

feared, but embraced as an opportunity to achieve truly sustainable land management. GAP can also help clients adapt successfully to this change via best practice advice from its network of specialist members and bodies.

There are some broad principles that seem to be important for success. The practical realisation of LGS objectives depends ultimately on an effective integration of demand and supply in conservation grazing terms, an outcome that will be determined in the first instance by the number and distribution of participating graziers. Where these are numerous and evenly spread it should be possible to organise a more efficient and cost-effective system, because most sites will lie within a reasonable travelling distance of their grazier, and no grazier will be required to service more than a few sites. This 'Extended Grazing Network' reflects something of an ideal situation.

Most conservation grazing situations, however, depart significantly from this ideal of an extended network because the supply of available graziers has fallen so low. Having fewer graziers may impose a greater burden since each grazing provider may have to deal with more sites and have to travel greater distances in supervising their livestock. Not all graziers are ready to take on this more onerous and specialized role but where they are available they can create exciting opportunities for achieving a highly integrated system that is specifically tailored to meet the grazing requirements of all its sites. The success of this 'Integrated Grazing System' will depend on how effectively the various grazing situations can be assimilated into the practical and productive requirements of a commercial farming system.

Such specialized arrangements are rare and, where they do exist, usually only work because of some particular financial incentive or marketing opportunity that can be made available to the grazier managing them. Examples might be specialist marketing outlets that attract added value (e.g. organic or rare breed products) or particular agri-environment payments. They obviously depend on a high level of commitment from their graziers who would ideally subscribe to the project's particular nature conservation goals. Individuals with the energy and enthusiasm to maintain such complex and management-intensive systems are, however, hard to find; a fact which has made these integrated operations something of an exception within the diversity of LGS strategies appearing to date.

Some projects, unable to overcome problems in securing private-sector conservation graziers, have had to take direct control of the situation themselves. They do this by purchasing their own livestock and equipment and employing their own stock-person to organise the grazing from whatever resource-base is available to them. This may be something much less convenient than a proper farmstead, where animals can be housed, equipment kept and feedstuffs stored. Such projects are often not profitable, requiring considerable investment of staff time, but they can deliver precisely controlled grazing regimes targeted at specific biodiversity targets.



Photos 13 / 14: Low input / output sheep and cattle systems may be an option to reduce costs and improve 'profitability' – Highland cow on National Park Veluwezoom, Holland

Soay x Wiltshire horn ewe lambs at Blakehill Farm, Wiltshire Wildlife Trust



PROJECT MANAGEMENT TRAINING: It is recommended that those establishing and running projects go on a project management training course:

Losehill Hall: www.peakdistrict.org/training.htm

Plas tan y Bwlch: www.plastanybwlch.com/

Uimprove: www.uimprove.com/about/about.php

4.2. Initial steps - Working Together - Forming Effective Conservation Partnerships

- Meeting of key organisations (see Table 4: Potential project partners in appendix 2, page 59) to examine the issues relating to grazing (and other) land management and the potential for collaborative working
- Open but guided discussion
- Strong (but fair) leadership
- Project objectives must be clearly understood by all
- Partnership working is about fair allocation of workloads, not expecting the lead partner to do everything
- Projects must have a clear exit strategy from day one – what sustainable systems will we establish that will carry on after the project has finished?
- Establish smaller steering group to develop initial ideas and report to/ consult wider partnership, perhaps employing consultants to help

Objectives for Working Together

The initial aim in setting up an LGS is to establish an effective working partnership between organisations and / or individuals who share a number of key objectives that can all be combined positively. Each partner will be able to make an essential contribution to the group, creating a secure working foundation for the partnership. The aim is that 'potential grazing benefits in combination are greater than the sum of those achievable working alone'.

ISSUE TO BE RESOLVED	DETAILS and DESCRIPTION
1. Objective setting and identification of need	Defining overall aims; giving priority to bio-diversity objectives, but not undervaluing others; establishing boundaries to area of operation; registering partners' commitment
2. Audit	Assessing number, size, location and scatter of wildlife (and other) sites; assessing scale, structure and types of agricultural system; identifying sources of livestock, farming expertise, other skills and practical facilities; reviewing potential markets for produce and sources of funding or support
3. Partnerships	Identifying common aims and potential conflicts amongst partners; developing co-operative ethos on basis of mutual benefit; sharing of knowledge, effort, resources and responsibilities to improve efficiency and / or effectiveness; linking with other relevant sectors outside conservation
4. Networking / communication	Sharing information to avoid 'reinventing wheel'; gathering expertise; building commitment; facilitating understanding of / sympathy with farming and other sectors
5. Establish project structure	Developing organisation & infrastructure; assigning responsibilities to specific partners; identifying lead organisation, key person (e.g. project officer), etc.; keeping structure and scale appropriate to aims

Best Practice Requirements and Recommendations

- There needs to be an enthusiastic and committed lead organisation / person with overall responsibility for the development of the project
- Effective means of communication between partner organisations are essential; the channels for exchanging views and ideas must be as direct and responsive as possible. Delays in transferring information or in responding to questions or initiatives can be damaging since silence can generate mistrust amongst partners
- The manner in which communication is conducted has an important role in determining outcomes. Empathy, respect for alternative views and an appreciation of their validity and value are all crucial elements in building a positive atmosphere amongst the group. Honesty and sensitivity are the two parameters which have to be combined to achieve consensus and develop dialogue
- Some form of prepared and agreed constitution may be needed to formalise the partnership and provide a consistent basis for apportioning responsibilities, liabilities and benefits. It may not need to be legally ratified, depending on the financial circumstances but it must be accepted within the group as binding the participants to the project
- The objectives for the project must be clearly stated and agreed by all parties at the outset. It is perfectly acceptable for some partners to have different priorities from others but these should be discussed and agreed from the start
- Procedures for initiating actions by the group must be clearly established at the outset. All partners must be able to contribute ideas for consideration on an agreed equitable basis. Members' 'rights to participate' may be made commensurate with their commitment of resources where this is recognized as being a legitimate issue and has been agreed in advance
- An agreed basis for reviewing progress towards delivering the project's target outcomes is important (e.g. completion of an inventory of sites requiring grazing and graziers available to provide it). It should outline suitable procedures for modifying objectives and actions in the light of experience and what has been achieved
- Wherever possible LGS partnerships should be based on existing successful collaborations to take advantage of well-established links. It may be possible to build on the achievements of earlier joint initiatives such as the Biodiversity Action Plan process
- The individuals involved with LGS partnerships should have sufficient status within their own organisation to properly represent it without constantly having to refer back for authority to proceed with proposals
- Much of the initial information gathering is time consuming. It would, in these cases, be worth appointing a temporary project officer to carry out inventories of grazing sites and graziers or put such work out to tender

Dialogue and partnership

The aim of dialogue is **mutual understanding**. Its essential ingredients are:

- a.) Mutual respect
- b.) A shared commitment to the process and value of dialogue

For dialogue to work, three further elements must be present:

- i.) Equality and a coercion free environment

- *Provide advance notification of meeting and explain that you want simply to explore issues... not jump to conclusions. Set clear expectations that you want to begin a dialogue, not solve a problem*
- *Choose a neutral location*
- *Begin by asking questions... say that you want just to understand their perspective...try to be non-judgemental*
- *Begin to identify common ground*
- *Consider using a third party as a facilitator*

- ii.) Listen with empathy

- *Separate judgement from understanding – you can still disagree, but do you really understand why they feel the way they do?*
- *Paraphrase what you think you heard*
- *Check out your perceptions*

- iii.) A commitment to airing the assumptions that you are inevitably making about each other

- *Each of you will have made some assumptions about the others motivations, agenda and strategy. This is human. Skilful dialogue requires that you are as open as you can be about your preconceptions. Try something like: 'I am working on the assumption that'..., 'Is that how you see it?'..., 'Would I be right in thinking that you would like'..., 'Is that so?'..., 'I've always been under the impression that'..., 'Does that seem fair to you?'*

Provided by Tim Kemp at www.firststepmanagement.com

Development of the wider LGS Projects must be firmly based on a co-operative ethos bringing the potential benefits of collaboration for individual organisations, individuals or graziers. It thus forms the second plank in the LGS approach.

Personal Relations

These are aspects of project management which are frequently overlooked or ignored because they do not lend themselves to factual analysis, being primarily about the particular attitudes and personalities that individuals working within the partnership bring with them and the emotions and feelings that are generated once all the parties begin to interact. Such intangible issues, however, are likely to be crucial determinants of a scheme's eventual outcome and should therefore merit more attention at the outset, if the kind of misunderstandings which later could be shrugged off as a 'clash of personalities' are to be avoided.

Perceptions of Equality

The essence of effective and positive relations within a co-operating group is based on establishing equitable participation amongst all of its various members based on mutually acceptable terms agreed at the outset. This should accept that all members will be equal in terms of representation but allow for the fact that some may need to be 'more equal' than others in influencing decisions if they have invested greater resources in the running of the scheme. These issues tend to generate tensions whenever the expectations of some participants fail to coincide with the perceptions of their colleagues, tensions which can undermine the effectiveness of the project unless they can be recognized and resolved at an early stage.

Communication Styles

The key to managing all the different interests positively lies in establishing the best means of communication between partners. Figure 5 illustrates the role of these different styles of exchange in resolving disputes. The stability and effectiveness of the group will only be ensured if negotiations are conducted on the basis of compromise and mutual respect. This requires commitment from all concerned to achieving effective dialogue, as the best way of reaching corporate decisions based on consensus rather than argument. Dialogue can only develop if members perceive their own needs coinciding with those of the group.

Participants therefore all need to actively seek 'win-win' solutions on behalf of the group rather than their own private victories achieved at the expense of their colleagues' objectives. An adversarial approach to negotiation, based on debate, will, ultimately, by producing losers as well as winners, create damaging tensions within the group. It is probably a much more prevalent tactic than would be wished amongst the conservation sector which tends to produce protagonists that are highly committed to their specific causes. This is an outlook in which the ends may frequently be used to justify the means by which they are achieved and, although it may deliver a positive outcome for a particular party, is not really well suited to overall conflict-resolution.

Relationship development

Personal interactions between partners and other participants can dictate whether the desired practical outcome will be realised. It is not enough to be complacent or fatalistic about the challenges and problems that this poses even though personalities are usually fixed and can often generate tensions that threaten the sustainability of partnerships if unchecked. Overcoming such inherent barriers, however, should always be possible provided that sufficient thought is given to the way that the group is structured, the constitution which informs its methods of working and the sensitivity with which it conducts its business. Failure to give sufficient time to building constructive relationships between partners at the start of the collaboration process will inevitably result in failure!

Effective partnering is about understanding which style of communication to employ once there is disagreement. Do you debate too readily? Discuss too emotionally? Or do you work hard to understand diverse perspectives and differing starting points?

Figure 5 Styles of communication

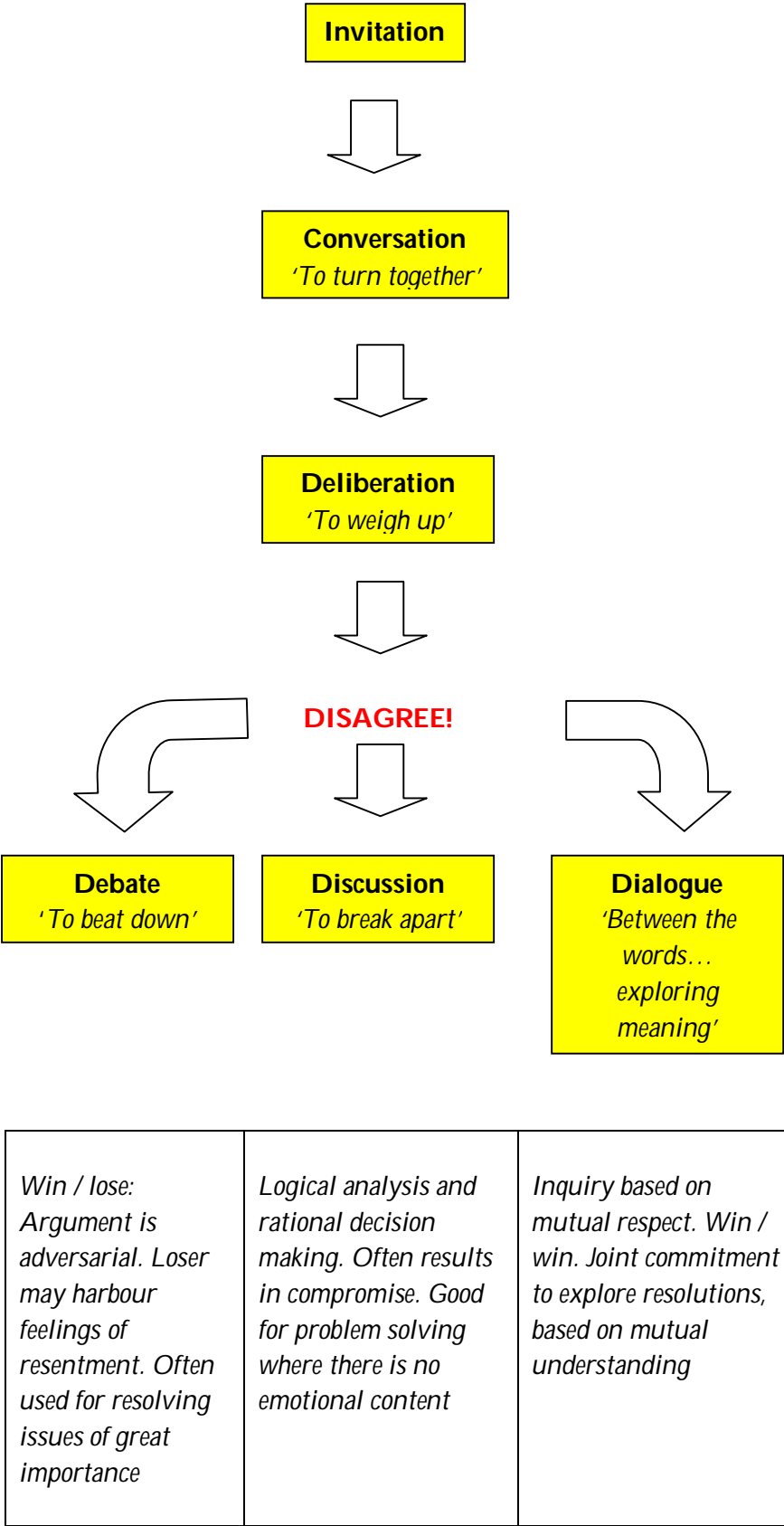
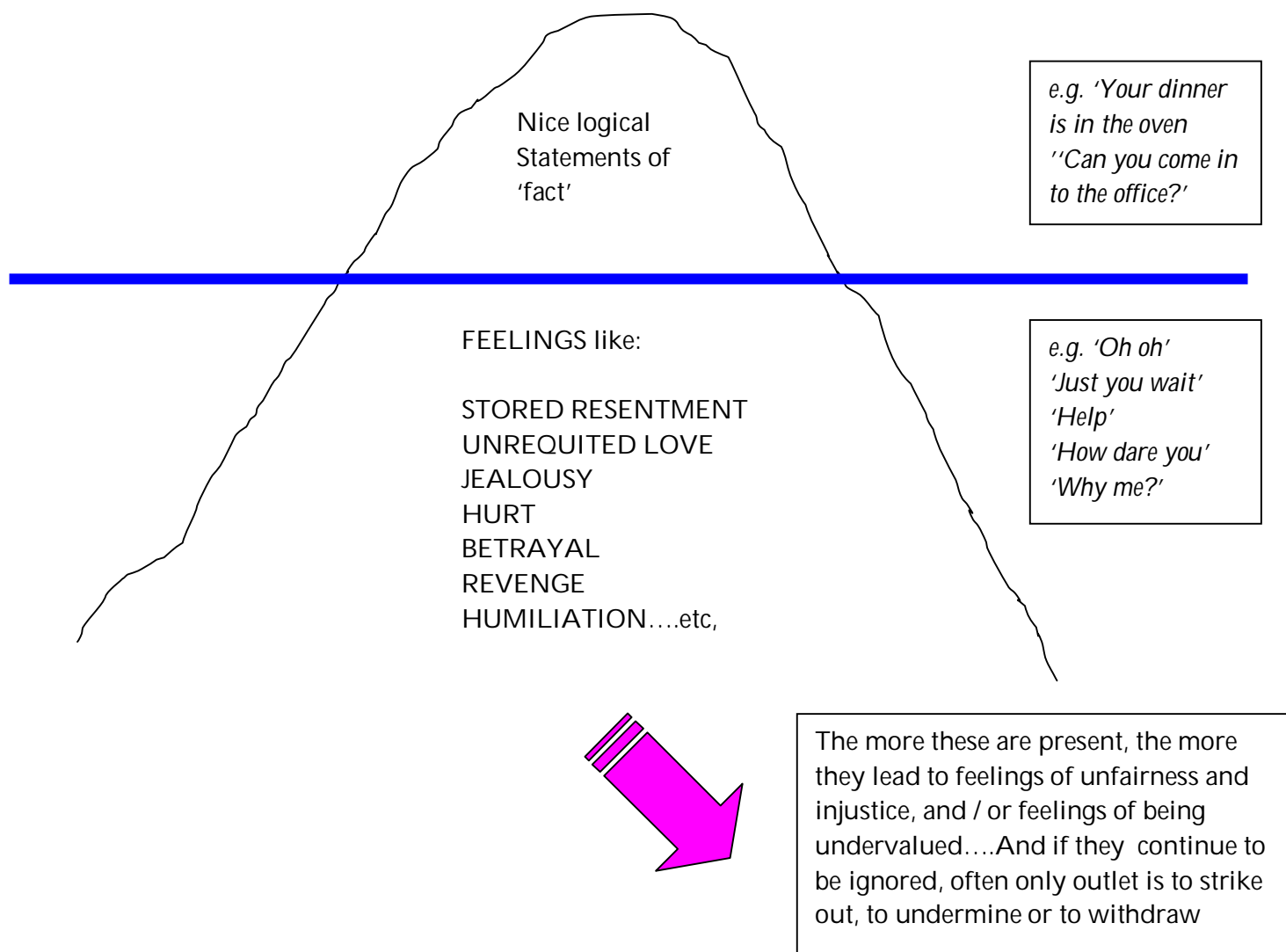


Figure 6: the iceberg as a symbol of misdirected communication

Based on work by David Bohm, provided by Tim Kemp at www.firststepmanagement.com

Purely unemotional communication between humans is rare (the speaking clock is one example). Even if one person's genuine intention is the straight-forward communication of fact, it is hard to be sure that the recipient hasn't read into it some ulterior intent. "Can you come in to my office" may be a simple, uncomplicated invitation, but beneath its calm surface there may lurk nightmarish interpretations full of dread and foreboding.



The more we ignore what is 'below' the surface the more we miss the chance to build effective relationships. It requires us to use dialogue – sharing assumptions, listening actively and understanding – as a way of minimising the build up of stored resentment. In this way both partners in the relationship can deal with issues and disagreements before they become big and scary. The real skill is to have courage to deal with big things while they are still small. If we believe diversity – the inclusion of a range of perspectives and ideas – to be a good thing, then we need dialogue to make it work.

4.3. Needs assessment (description and evaluation of the resource) and Integration

Having identified the need for a collaborative approach, established a rationale for promoting it as a concept and defined the main operating principles, the next developmental phase is to consider practical implementation, best incorporated within a feasibility study / business plan.

a.) Identify the land resource

Assess the need for a project by identifying and describing the resource, evaluating its condition and thus defining a project area - this is fundamental as it will influence the funding required and the likelihood of securing it, what sort of project will be established (for example perhaps a single grazer scheme or an organisational grazing set-up, etc), and also how many staff may be required – if a project is too large and has unrealistic workloads, it will probably not be successful.

For grazing purposes it is also crucial to consider:

- The availability of holding land where livestock can be managed without environmental or other constraints
- How to integrate the management of different habitats, for example winter downland grazing can dovetail nicely with summer heathland grazing
- How to create larger, more economically, ecologically and practically robust and rational management compartments. This will help to counter the negative effects of the fragmentation, isolation and small size of some wildlife habitats. This will involve an exercise in determining and prioritising where suitable habitat could best be created and how to achieve this
- Practical, ecological and historical links to areas outside the project area. It is important not to be too rigid with project boundaries and to develop informal links with surrounding land and projects, as livestock move across administrative boundaries and local transhumance can be important: traditional movements of stock helped shape and create our most valued landscapes

Business planning guidance:

- Land agents
- Businesslink - www.businesslink.gov.uk
- Private consultants
- defra RES - www.defra.gov.uk/corporate/regulat/forms/erdp/res/res-busplanguide.pdf#search=%22res%20business%20planning%22
- HLF - www.hlf.org.uk/NR/rdonlyres/F6B05389-9FF5-4565-800A73439A7ABFDF/641/BusinessPlans1.pdf

Commonly when this audit is done, clusters of land parcels needing improved grazing management will be identified, that can then start to focus and prioritise subsequent work. This is important to avoid spreading effort too thinly over too large an area and to avoid excessive workloads.

Identifying the site resource can be done at different area levels:

- Designated landscape covering several administrative boundaries: National Park (NPK) or Area of Outstanding Natural Beauty (AONB)
- Water Catchments (especially important with the advent of the Water Frameworks directive)
- Natural Character area - these will have similar climate, geology, history, culture, land use and habitat types so can be a very useful basis to determine a project area
- Administrative areas:
 - Region, County, District or Borough, City, Parish – despite their poor image, Parish councils are perhaps the most useful way to engage with local communities and identify key local contacts who can get involved with project development and implementation
- Organisational land holding, i.e. all the reserves of a wildlife trust or statutory agency or of several partners under combined management
- Organisational membership project, i.e. providing a grazing facilitation service for all the members of a machinery ring or a graziers group

- Designated sites:
 - Special Area of Conservation (SAC)
 - Special Protection Area (SPA)
 - Site of Special Scientific Interest (SSSI)
 - Scheduled Ancient Monument (SAM)
 - Common or group of commons
 - Key Wildlife Site (KWS)
 - Other non-designated features or areas
- Habitat type(s)
- Species range
- Community

NB: Wherever possible use a Geographical Information System (GIS) to map data collected. This will ease management, monitoring and reporting for example, and existing datasets can be imported in to a GIS to save time and money.

Sources of data for identifying sites:

- County Environmental Records centres, often managed by the County Wildlife Trust
- Natural England agri-environment scheme agreement holders
- Farming and Wildlife Advisory Group (FWAG) members
- Natural England for SAC, SPA and SSSI
- County Wildlife Trust Reserves and Key Wildlife Sites (KWS)
- English Heritage for SAM and non-designated archaeological sites
- Other partner organisations

b.) Identify the physical resources available that could help implement any project:

- Graziers
- Stock
- Buildings
- Equipment
- Skills (this could be anything from stock husbandry to educational to marketing skills)

Please refer to GAP Information leaflet 11
Finding a grazier and / or stock available
 to download from
www.grazinganimalsproject.org.uk

Sources of data for identifying graziers:

- Natural England agri-environment scheme agreement holders
- Defra (and partner) mailshots to publicise the project
- Farming and Wildlife Advisory Group (FWAG) members
- English Nature for SAC, SPA and SSSI
- County Wildlife Trusts
- County NFU and CLA staff
- Other partner organisations and studies
- County or Borough Council trading standards department
- www.ecolots.co.uk
- www.sheepkeep.co.uk

DEVELOP A LOCAL GRAZING DATABASE
LINKING LAND NEEDING GRAZING WITH
PEOPLE WITH SPARE STOCK:
Shropshire Local Grazing Scheme
wayne.davies@naturalengland.org.uk

CAN THE LANDOWNERS FOSTER, BORROW OR
ADOPT NATIVE PONIES OR DONKEYS?
Dartmoor Pony Heritage Trust
butterfield71@tiscali.co.uk

Moorland Mousie Trust
moorlandmousietrust@tiscali.co.uk

DEVELOP A LOCAL NETWORK FOR GRAZING
RELATED INITIATIVES: GRAZING, LOCAL
FOOD, TOURISM, EQUIPMENT, VOLUNTEER
LOOKERS, SELF-HELP ETC:
Devon Grazing Links Project
sberry@devonwildlifetrust.org

ESTABLISH A GRAZING HERD / FLOCK UNDER
SOME SORT OF CHARITABLE STATUS OR
UNDER COMMUNITY OWNERSHIP THAT CAN
BE SHARED ACROSS SITES:
Sussex Pony Grazing and
Conservation Trust
sussexmoors@yahoo.co.uk

ON A LANDSCAPE SCALE LINK SITES AND
ORGANISATIONS IN TO LARGE RATIONAL,
ECONOMIC GRAZING SYSTEMS:
Great Fen Project:
alan.bowley@naturalengland.org.uk

SEEK SPECIALIST ADVICE TO WORK IN
PARTNERSHIP WITH INTERESTED
LANDOWNERS, E.G. SHARE FARMING
AGREEMENT, CONTRACTS, FBT:
dbromwich@lincstrust.co.uk

USE THE FRESH START INITIATIVE AND OTHER AGREEMENTS TO PLACE
KEEN NEW ENTRANTS TO FARMING IN TO GRAZING AGREEMENTS ON
NATURE CONSERVATION SITES:
RAMSAK - chrissmith96@btinternet.com

GETTING SITES GRAZED



USE THE NATURE RESERVES AND STAFF TO ACT AS THE FOCUS FOR
GRAZING AND COLLABORATIVE WORK WITH NEIGHBOURING
LANDOWNERS AND COMMUNITIES: Wiltshire Wildlife Trust Blakehill Farm
Project - paulh@wiltshirewildlife.org

LOOK FOR STOCK ON 'TACK', E.G. HILL FARMERS
PAY FOR WINTER GRAZING FOR THEIR EWES ON
LOWLAND GRASS FARMS: www.sheepkeep.co.uk

ENCOURAGE SMALLHOLDERS TO KEEP THEIR
OWN STOCK: www.smallshepherdclub.org.uk

RECONNECT SITES WITH SURROUNDING LAND,
LANDOWNERS, COMMUNITIES AND BUSINESSES:
Herefordshire Commons Project
tim.breakwell@hnt-commons.co.uk

ACT AS A SITE PROBLEM SOLVER TO MAKE SITES
MORE ATTRACTIVE TO GRAZIERS, E.G. BY
PUTTING IN FENCING, WATER AND HANDLING
PENS: The HEATH project: www.heathproject.org.uk

BUY SUITABLE TYPES AND BREEDS OF STOCK
FOR INTERESTED GRAZIERS WHO DON'T HAVE
THE RIGHT ANIMALS: The HEATH project:
www.heathproject.org

LOOK TO LINK SITE TO ADJACENT LAND
PARCELS TO CREATE RATIONAL, PRACTICAL
GRAZING UNITS / SYSTEMS:
Cotswold Limestone Grassland Project
jenny.phelps@fwag.org.uk

ENCOURAGE LANDOWNERS TO SHARE
CONSERVATION GRAZING PONIES: Maggie Biss -
01989 750740

BUY SUITABLE TYPES AND BREEDS OF STOCK
AND LEASE THEM TO INTERESTED GRAZIERS
WHO DON'T HAVE THE RIGHT ANIMALS: Mid -
Cornwall Moors LIFE Project:
www.midcornwallmoors.org.uk

Data protection issues for websites and databases

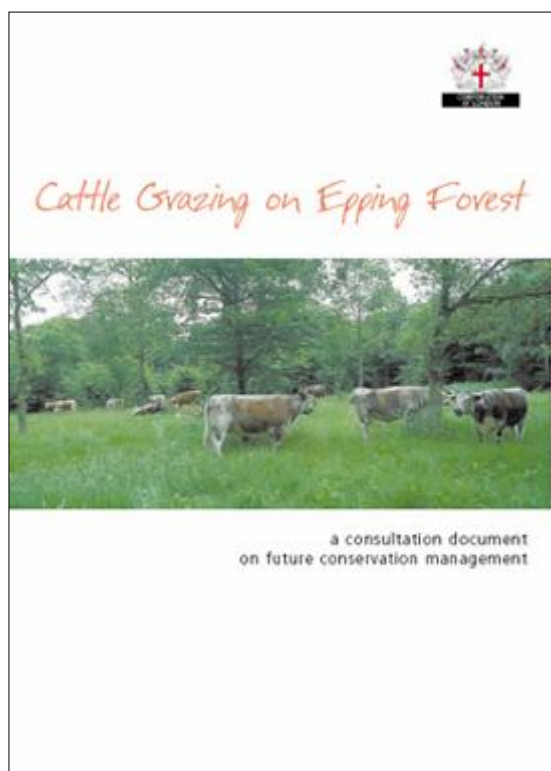
Your legal obligations

The Data Protection Act doesn't guarantee personal privacy at all costs, but aims to strike a balance between the rights of individuals and the sometimes competing interests of those with legitimate reasons for using personal information. It applies to some paper records as well as computer records.

This short checklist will help you comply with the Data Protection Act. Being able to answer 'yes' to every question does not guarantee compliance, and you may need more advice in particular areas, but it should mean that you are heading in the right direction. Use the checklist to guide how you gather, handle and use personal information.

- Do I really need this information about an individual? Do I know what I'm going to use it for?
- Do the people whose information I hold know that I've got it, and are they likely to understand what it will be used for?
- If I'm asked to pass on personal information, would the people about whom I hold information expect me to do this?
- Am I satisfied the information is being held securely, whether it's on paper or on computer? And what about my website? Is it secure?
- Is access to personal information limited to those with a strict need to know?
- Am I sure the personal information is accurate and up to date?
- Do I delete or destroy personal information as soon as I have no more need for it?
- Have I trained my staff in their duties and responsibilities under the Data Protection Act, and are they putting them into practice?
- Do I need to notify the Information Commissioner www.ico.gov.uk/ and if so is my notification up to date

c.) Once a project area and its objectives has been defined then the rationale for its selection should be tested in consultation with all relevant interested parties and amended as necessary



Public consultation, engagement and involvement is crucial for the successful implementation of conservation grazing

Table 1: Example of a site audit spreadsheet – useful for initial audit and to record, monitor and report on project implementation

[illegible]

Figure 7: Profile for the ideal grazing facilitator

5 year (Community) Project Officer job profile:

- Agricultural background, ideally local 'farmer' and ecologist
- Excellent communicator and facilitator
- Dedicated
- Enthusiastic
- Project needs to be for 5 years as it takes 2-3 years to get established, and 5 years gives more flexibility in achieving targets
- Independent of partners, important to negotiate with and between partners and present to landowners and the community who may have preconceived ideas about organisations

d.) Linking with Others - Farmers and other Rural Sectors - to implement the project

Objectives for Linking with Others

The aim of this next phase is to establish a robust and sustainable operational network through which the required conservation grazing regimes can be delivered. It will usually involve one or more livestock owners, who must be willing to implement the required grazing regimes as precisely as possible in return for whatever financial or other forms of incentive are needed to secure their co-operation in the longer term. This may require a comprehensive package of support to be assembled, involving improved links with the food chain, opportunities for rural development and agri-environment funding or help with complementary diversification measures. The development of a stakeholder approach to the relationship is crucial, with farming and conservation members appreciating each other's role and understanding each other's perspective. Both should be encouraged to identify more closely with achieving the goals of the other.

ISSUE TO BE RESOLVED	DETAILS and DESCRIPTION
1. Integrating farming systems / getting farmers on board	Making contact using most appropriate channels (e.g. NFU, local agricultural societies and discussion groups, FWAG, NE [ES/ESA/CSS] project officers, farm advisory services, consultants, auctioneers, land agents, etc.); engaging interest and encouraging involvement; offering effective support / assistance with grant applications, management plans, system design, public relations and marketing of produce; communicating positively but sensitively to gain farmer's confidence; understanding local farming perspective (economic, practical, and social contexts); respecting farmer's autonomy and integrity; incorporating farming systems, knowledge and skills to achieve LGS goals; providing incentives to encourage adaptation of current systems to support LGSs (e.g. keep suitable livestock, reduce stocking rates); devising sympathetic terms and conditions for licences, tenancies and agreements; developing a financial stake in the system (e.g. share-farming agreements) and sharing risks (e.g. owning stock and equipment); showing the way with own operations when necessary; developing understanding of productive capacity of different sites; evaluating welfare implications and requirements for inspecting stock; matching land quality and livestock types, land quality and production stages; accommodating animals throughout the year (winter grazing or housing with fodder); incorporating fall-back land where appropriate; linking with further levels in food chain (processing and retailing); linking between complementary LGSs (e.g. upland & lowland, wetland & dry grassland)
2. Demonstration / practical advice	Identifying target audience/s; assessing effective means for communicating information; developing demonstration role for pilot projects; demonstrating benefits and highlighting needs (being realistic about possibilities); advising on best practice (choice of animals, design of grazing regimes); instating practical training for grazing managers, emphasising livestock welfare and health and safety requirements; improving particular husbandry skills appropriate to extensive situations (may not currently be available in mainstream agricultural colleges); incorporating ecological insight; trying to distinguish perceived and actual risks at all stages and levels
3. Flexibility	Being open to compromise; willing to trial various means without losing sight of ends; considering regional / local differences in agriculture; assessing scope for innovation; developing ability for lateral thinking; empathising with partner organisations and individuals; exploring potential for diversifying income sources

4. Effective communication	Talking the right language; developing a better understanding of the farming perspective and the issues of concern; demonstrating respect for individual autonomy and the business ethic; improving understanding of the relationship between viability and sustainability
5. Building confidence	Offering effective support and developing trust as a basis for longer term relationships; devising sympathetic terms and conditions for licenses, tenancies and agreements

Best Practice Recommendations and Requirements

- The most appropriate channels for making contact with livestock producers will need to be identified for each situation (e.g. NFU, local agricultural societies and discussion groups, FWAG, NE project officers, farm advisory services, consultants, auctioneers, land agents, etc.)
- Appropriate methods of approach will need to be developed which can communicate positively but sensitively gain farmer's confidence; these should demonstrate respect for the farmer's autonomy but retain clarity of purpose and confidence in the validity of the conservation agenda
- A sensitive and flexible outlook will be needed to recognize the circumstances and aspirations of interested graziers and devise proposals that will allow them to participate without compromising their integrity. The short-termism of the annual licence does not build confidence in the future amongst graziers and a range of other more positive, longer-term agreements should be considered wherever this is appropriate. (Farm Business Tenancies, Share Farming Agreements, Contract Farming)
- A clear practical knowledge combining both farming and conservation systems will be essential if effective, co-operative links are to be established between farmers and site managers that can be sustained in the long-term. This will need to be based on a better understanding of the productive constraints operating on the different sites included in the scheme so that livestock welfare implications and commercial husbandry requirements can be optimally combined with conservation goals
- The strong local focus of these projects will require a particularly good understanding of the local farming perspective and its economic, practical, and social contexts
- Specialist personnel may need to be appointed to take the scheme forward. They would need experience of the relevant farming culture and proven ability to communicate effectively with the local agricultural community
- Sources of specialist advice should be identified and engaged, capable of accurately assessing the effects of change on the finances of farming businesses
- Farmers who are already involved in delivering grazing regimes should be used to help spread the word (e.g. Philip Merricks at Elmley NNR, Kent) because demonstration works better than rhetoric!
- Investigate the use of any local machinery rings to reduce overall costs, especially if they are able to provide livestock husbandry services. See RAMSAK for example: www.ramsak.co.uk



Options for entering in to 'partnership' arrangements to achieve grazing land management include:

- o Gentleman's Agreement
- o Grazing licence / lets
- o Memorandum of understanding
- o Contract farming agreement
- o Farmer contracted to look after stock
- o Stock leased to farmer as starter herd – he owns progeny
- o Farm Business Tenancy
- o Share Farming agreement
- o Partnership
- o Cooperative - www.ica.coop/
- o Investor owned business
- o Community Land Trust - www.communitylandtrust.org.uk
- o Charity / charitable status – www.charitycommission.gov.uk
- o Community Supported Agriculture - www.cuco.org.uk or www.soilassociation.org/web/sa/psweb.nsf/A4/community_supported_agriculture.html
- o Community Interest Company - www.cicregulator.gov.uk

Seek specialist advice and contact GAP before deciding what is the best option

The Fresh Start Initiative: Nature Conservation Areas could provide opportunities for new entrants: www.defra.gov.uk/farm/working/new-entrants/freshstart/index.htm

e.) Making it Happen - Implementing Local Grazing Projects: management planning

Identify the project type and develop S.M.A.R.T, (specific, measurable, achievable, realistic, timescaled) objectives (what you are aiming to do) and methods (i.e. how you will meet your objectives) to implement the project. Put together a work programme with constituent annual plans that can then be costed, prioritised and allocated / delegated to project partners (whether public, private, NGO, Government Agency or whatever), and scheduled for appropriate times of the year (see figure 8, page 35).

Objectives for Implementing Projects

A fully integrated network of grazing providers should be instated, capable of placing the desired numbers and types of grazing livestock on all the appointed sites in the scheme at the designated times and for the agreed durations. Supervision of these animals will need to be properly maintained and their health and welfare safeguarded. Implementation of the grazing regimes must have a sustainable economic basis.

ISSUE TO BE RESOLVED	DETAILS and DESCRIPTION
1. Design	Prescribing grazing and management regimes capable of delivering the required conservation objectives to inspire confidence and build support amongst grazing and other service providers and other stakeholders
2. Integrating farming systems	Improving the operational links between sites and graziers to enhance the effectiveness and sustainability of management; also restoring links to surrounding land, communities, other businesses, and connecting and buffering isolated sites
3. Marketing	Adding value by linking food quality to environmental benefit / 'naturalness' of production system; defining product and system quality by agreed framework of standards; branding of produce - local, regional or generic (e.g. 'organic', 'conservation', 'rare breed', etc.); developing own versus linking in with existing quality assurance schemes; legal obligations (trading standards, labelling, etc.); developing marketing skills; targeting customer base and promoting customer relations

4. Monitoring & review	Checking if grazing and other management schemes are being delivered and if so are they delivering the desired (conservation) objectives; assessing benefits objectively in terms of outcome and cost; comparing ecological impact of grazing versus financial performance of system; reckoning resource implications; linking with research organisations; assessing wider effects (e.g. public attitudes, rural economy, local involvement, etc.); identifying best practice
5. Promoting policy support / selling the scheme	Linking with government agencies (Natural England), GAP and local authorities; feeding ideas into strategy development for redirecting existing and stimulating new funding support (e.g. rural development policy / agri-environment measures / 'non-accompanying' structural measures); highlighting potential threats (e.g. closure of small abattoirs) and opportunities (support for 'rare breeds' / organic farming) arising from EU regulations; encouraging integration of strategy (joined-up government) based on direct experience of practitioners; combining 'top-down' and 'bottom-up' approach
6. Funding	Accessing additional funding to invest in starting projects; feeding back to funders to help guide funding support mechanisms
7. Economic viability	Achieving sustainable grazing and management regimes through improving economic viability of livestock and other businesses

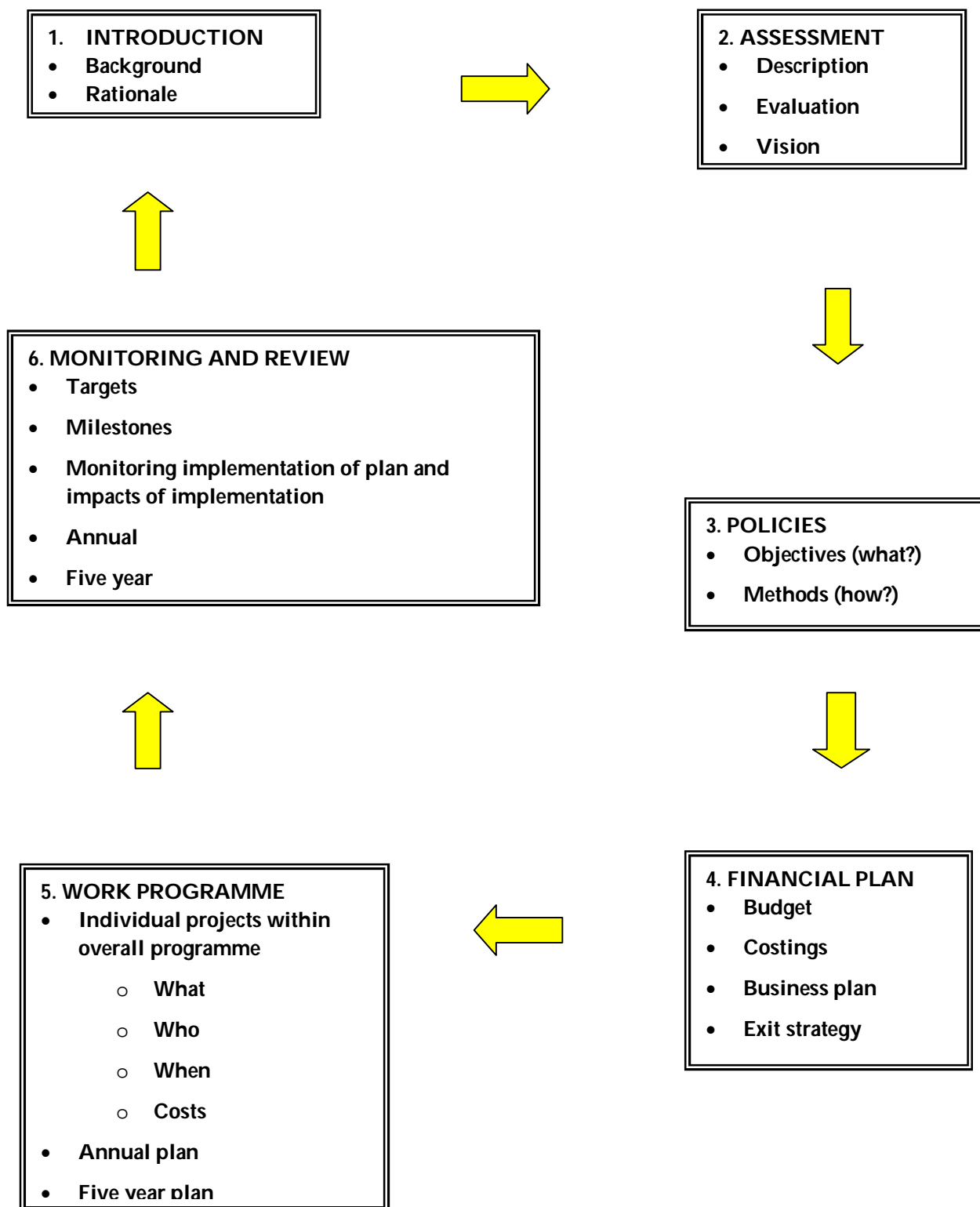
Best Practice Recommendations and Requirements

- There must be a comprehensive inventory of sites needing grazing along with a list of all the graziers potentially able to deliver this, so that the best possible match between them can be achieved
- Graziers embarking on the LGS project must be well briefed about the conservation objectives of the grazing so that they can develop commitment to achieving them
- Conservation managers should be aware of the grazing characteristics of their sites and any physical hazards or productive constraints associated with the land itself or the stocking regimes needed
- Farmers may need to be properly advised about the financial implications for their business with some clear expectations about how participating in the LGS will affect their levels of production, labour requirements, and marketing opportunities
- Wherever the sustainability of grazing regimes is shown to be threatened by lack of economic viability, means must be found for compensating graziers, using whatever measures are most readily available in that situation
- Conservation partners should be prepared to consider a whole range of different types of agreements with graziers, preferably emphasizing the ongoing, mutualistic nature of the relationship. They should also be willing to take the initiative in seeking outside sources of funding on behalf of their graziers and assisting in the necessary application procedures
- LGS partners could also consider providing direct practical assistance in managing grazing regimes, wherever this would benefit the grazier. Help with routine supervision, rounding-up and movement of livestock may all be useful contributions in kind that could help build loyal and trusting relationships with graziers
- Whatever design of livestock system is implemented to deliver the required grazing regimes, it must satisfy animal disease controls and bio-security measures. All livestock movements must comply with

any statutory requirements in place at the time, regarding the need for licensing, inspecting, cleansing and recording procedures. Information about these can be obtained from the DEFRA website and licence application forms downloaded. (www.defra.gov.uk/animalhealth)

- A simple form of Risk Assessment process such as that recommended in GAP's Animal Welfare Guide could also help to ensure that sensible precautions are adopted to limit the spread of disease. Suitable measures might include prescribed cleansing and disinfection of vehicles or trailers used to transport animals from different sources and destinations or appropriate quarantine arrangements prior to mixing separate batches of animals
- It should be possible to harness the conservation message to attract outside funds (Heritage Lottery Fund, Regional Development Agency, direct support, private sponsors, etc.) for helping graziers to start up LGS projects, emphasizing their co-operative ethos and inclusive nature
- It may be appropriate for LGSs to invest in associated components of the system's infrastructure to reduce the capital burden on private individuals, (e.g. livestock, equipment, vehicles)
- Where agri-environment scheme payments are dependent on delivery of appropriate grazing regimes, conservation organisations receiving those payments should consider making some or all of the money available to the grazier if it would help to secure the operation's overall viability. Check sources of 'top-up' funding for capital items already assisted under agri-environment schemes to see if 'double-funding' from government sources is an issue
- LGS partners should be prepared to assist with marketing initiatives, even to encourage or initiate them, using the very positive messages that nature conservation usually sends to the consumer. They should help to develop a coherent 'story', which, when attached to the product, could enhance the grazier's financial returns whilst at the same time promoting the cause of wildlife. This story should aim to add value to the product by verifiably linking food quality to assured environmental benefit, a result which would confirm the positive nature of the LGS feedback loop. This will require effective product-branding or other means of registering its identity with the consumer. The more locally the product can be marketed the more easily can it retain its special identity. Where a more dispersed food chain is employed, the product may qualify for an approved generic standard (e.g.: 'organic', 'LEAF', 'rare breed', etc.) but this would need to be backed up by the appropriate quality assurance measures (certification, inspection, etc.)
- Establish targets, milestones, monitoring and review systems, both for the implementation of the work plan (and to provide reports for partners and funders), and the impacts of the grazing and other management established by the work plan. Include financial monitoring and make best use of software available. (See Table 7: Example budget headings for expenditure, in appendix 5, page 67)
- Ensure you have an exit strategy from day one of the project, i.e. what land management systems will have been established when the project finishes.

Figure 8: Key steps in project planning



**Information Briefings
from
Business Link**

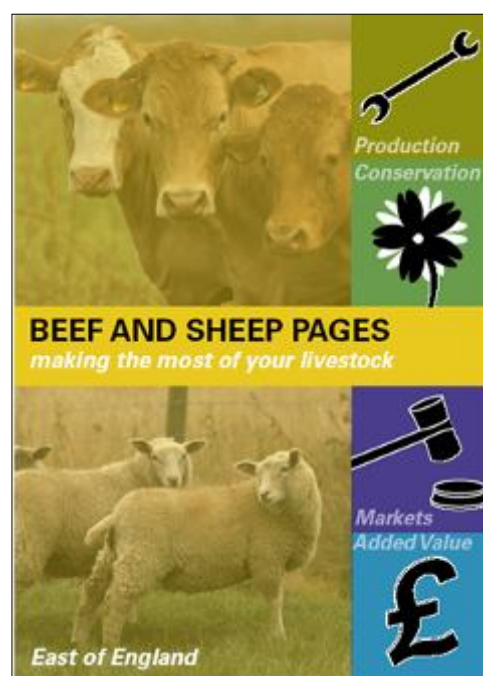


Business planning - Seek specialist advice: **Businesslink:** www.businesslink.gov.uk

f. Types of project:

There is a diverse range of local grazing schemes in existence (see case studies in section 5, page 39, and www.grazinganimalsproject.org.uk), offering a very broad range of services (see table 5: What projects could offer, in appendix 3, page 62):

- Multi-objective, multi-sectoral landscape scale initiatives employing grazing facilitators in their team or with some element of grazing management
- Networks and grazing match makers
- 'Naturalistic' grazing systems: an approach allowing natural processes to predominate.
- Pastoral systems:
 - Single site graziers
 - Multiple site graziers (flying flocks and herds)
 - Commercial farm based systems
 - Grazing partnerships between conservation organisations and surrounding farmers
 - Shepherded flocks / herds
 - Organisational collaborations
 - Hefted livestock
- Community projects
- Systems involving feral animals
- Systems involving wild herbivores



Local Grazing Schemes take many forms: the East of England grazing forum is a partnership between several organisations. It is dedicated to generating actions that support the livestock industry in the region and work to ensure correct management of grassland. They have produced a Toolkit to help livestock owners in the region. For further information see www.naturalengland.org.uk/regions/east/grazing_forum.htm

g.) Securing Project Funding (both capital and revenue)

Objectives for Securing Project Funding

The financial requirements of LGS projects are simply to ensure that the full costs of implementing grazing management are met at all times using the most appropriate mix of income sources available. The situation will be constantly changing as different funding streams appear, evolve and recede so it is essential to remain alert to possibilities for securing new income, and to think laterally! Every effort must be made to meet the grazier's full costs, including realistic assessments of the value of their own time and labour, if the scheme is ever to be sustainable in the long term [see Table 6: Possible funding sources (cash or in kind), in appendix 4, page 65. It is well worth employing a specialist to put together funding bids.

ISSUES TO BE RESOLVED	DETAILS and DESCRIPTION
1. Public relations / public awareness	Raising awareness of ecological and economic issues; developing public support for principles and practices; emphasising role of grazing in maintaining landscape and biodiversity; prioritising animal welfare over conservation or production targets; promoting cultural, regional or local identity of project; assessing special problems of grazing urban fringe sites; developing educational links (e.g. Countryside Stewardship Scheme, NFU schools project, etc.); communicating on a wide front (press, broadcasts, public meetings, site visits, open days, parish councils, residents groups, etc.)
2. Funding / economics	Assessing start-up versus running costs; prioritising competing investments and costs; identifying sources of funding and income; promoting efficiency via collaboration / sharing of resources; assessing use of machinery rings to reduce costs; opening additional funding possibilities through partnership approach; providing adequate incentives for livestock managers; long term revenue funding from agri-environment schemes; investigate sources of top-up funding for capital items under agri-environment schemes where 'double-funding' is prohibited; investing in infrastructure to reduce private sector's capital burden; improving understanding of relationship between viability and sustainability
3. Targeting applications	Identifying the most appropriate funding sources for specific needs within the project
4. Preparing bids	Using appropriate terminology, style and approach; preparing accurate costings (establishment and revenue expenditure); incorporating other objectives (e.g. community involvement, education, access); prioritising different objectives to retain conservation perspective
5. Matched funding	Securing other support (cash or kind) from sources that can complement the bid; avoiding any that clash or conflict
6. Staff time	Complexity of preparation and application process; tracking of moving goal-posts; competing with other responsibilities; ongoing demands of liaison and follow-up; dedicated work and specialist knowledge
7. Channelling funds	How best to organize delivery of funds; directly to grazier or indirectly via LGS partners. This raises issues of autonomy, control and trust within the relationship

Best Practice Requirements and Recommendations

- All potential funding sources should be assessed to see which of them best fit the needs of the project
- Ensure that the full benefit of the agricultural subsidy system is gained for the project by registering all the land needing grazing with cattle or sheep under DEFRA's Single Payment System. Graziers will usually understand the complexities of the system and can process any applications under their own submissions. It is a good example of a *win: win* result that should help to foster closer ties with a grazier
- Consider the wider implications of the project in applications for heritage-based grants to gain a better impression of the project's multiple benefits. Advice should be obtained regarding how best to target the presentational approach to meet the specific funding objectives of a particular scheme
- All the contributions towards meeting project costs should be carefully scrutinized to ensure that they complement each other and will not conflict with a particular funding bid through the double-funding rules

- All the project partners must approve the bid and be bound by any obligations or liabilities that it will impose if successful. The partnership must be properly constituted, either as a separate entity or under the title of a single lead organisation, to which the others refer through the terms of a documentary agreement
- The best strategy for sustainable grazing is unlikely to be based on achieving it at least cost for conservation, since this does not necessarily represent best value and is likely to undermine the grazier's confidence in the relationship. Financial negotiations are best conducted as open dialogue, trying to establish the fairest and most realistic basis for achieving each stakeholders' expectations
- Priority must be given to maintaining the viability of the practical grazing operation; other component activities such as monitoring, education or community involvement may have to take a back seat if finances begin to falter
- Appoint a Project Officer (short term contract) to prepare a bid or group of bids so that the appropriate degree of focus can be brought to bear on securing funds. These costs are themselves fundable in most cases if discussed early enough with grant awarding organisations
- Consult widely on proposals to gather community-based support, informing local authority representatives, involving volunteers, assessing public opinion
- Establish effective liaison with parallel groups and projects locally to try and economise on effort invested in application process and build up a wider perspective for any proposed bid
- Cost in everything including administrative support, as well as a 10 – 15 % contingency fund
- Excellent administration skills will make any project easier to implement
- Though you are unlikely to get it, aim for at least 5 years funding, as it takes a year become known, two years to start to achieve results on the ground within a three year project, staff will be job seeking in year three! If you receive less than 5 years funding, start fundraising from day one of the project
- Try to build as much flexibility in to budgets and good communication with funders may allow this
- When approaching funders, remember that they will often raise objections to elements of the first application. Do not let this put you off! Answer any queries, refine the application accordingly and persevere. Seek advice from GAP for examples of projects who have overcome specific barriers raised by funders

5. Local Grazing Scheme Case Studies

5.1. Landscape scale initiatives – Grazing facilitators - Caring for the Cotswolds

An HLF funded multi-objective landscape management scheme with grassland, heritage and landscape elements, whose aim is to conserve and enhance nationally important Cotswold Limestone grassland by the establishment of sustainable management systems. Key grassland management aspects include:

- Site-by-site management including liaison with all interested parties, sourcing grants, funding capital works, problem solving, arranging and supervising contractors, publicity, moral support and hand holding! Also newsletter and management guides; working with other specialists, e.g. marketing initiatives for beef; demonstration sites and workshops

How the Grassland officer works

- Facilitator and problem solver (similar to County BAP officer) to coordinate and encourage action
- Hands-on problem solver to achieve appropriate (grazing) management on specific sites
- Informal collaborative network of partners

What is the overall objective for each site? To get the local community in partnership with all other interested parties, involved with long-term, sustainable, site management (crucial to embed management in the community).

Who to involve?

- Local people
- Parish Council
- Local farmers and landowners
- (Commoners)

How?

i.) Preliminary – information gathering (includes consulting and listening):

- Research sites history and who is involved (Research Commons Law if applicable)
- Collect as much information from local conservation groups, site managers, parish councils and local residents
- Identify whether there is a management plan or site management statement and collect survey data
- Collect information on works carried out by contractors and volunteers
- Meet and discuss options and listen to local opinions
- Meet and discuss with DEFRA/English Nature/ English Heritage/NGOs/FWAG etc
- Consult all land users and relevant societies

ii.) Collate information

- Present to public meeting
- Brainstorm constraints and possible solutions

iii.) Follow up work – action – results:

- Find the closest suitable livestock farmer
- Discuss their current farm enterprises and suggest alternatives – such as adjacent arable reversions, traditional breeds, new markets
- Examine whether they would benefit from Environmentally Sensitive Area Schemes or Countryside Stewardship Schemes
- Identify with the farmer whether grazing the limestone grassland site would be viable with ES payments, and other grants where appropriate
- Identify constraints preventing grazing (such as securing boundaries, water supply, cost of wardening, licences, lookering, fencing, water, scrub, handling facilities) and deal with them
- Identify the effect of grazing on other land users and vice versa
- Link farmers requiring grazing with pasture
- Carry out feasibility study into cattle grids if applicable
- Examine Organic option on specific sites
- Grant aid the restoration of sites – scrub control, fencing, water supply
- Promote environmental schemes (repeat of 3rd point?)
- Identify and resolve constraints as they arise

iv.) Ongoing support

v.) Demonstrate good practice to others



Contact

Jenny Phelps

Email: jenny.phelps@fwag.org.uk

Lessons from the Blue Remembered Hills (BRH) Project

The HLF Landscape Partnership Scheme

- Offers grants of £250k to £2m
- Need partners match funding
- Qualifying landscapes are identified but its actually available anywhere if justified
- Projects run for 3 years, but within a 2 stage process, i.e. a one year project planning grant is offered to successful first stage applicants, but this is no guarantee of stage two success
- Projects must promote sustainability

HLF LPS Objectives

- Conservation of natural and built heritage
- Conservation and celebration of cultural associations (community)
- Access, learning and interpretation
- Promotion of local crafts, skills, new products etc

Indicators of success (i.e. what works best)

- Strong partnership
- Discrete brand independent of partners
- Sustainability from day 1
- Compilation of archive
- Test bed of innovation
- Monitoring systems (work done and its effects)
- The team / personalities
- Clear identification of features
- Review and evaluate what you are doing

BRH – the challenges

- The targets were too ambitious
- Needed more flexibility in their implementation
- Must be adaptable
- The lead in time was too long (but understandable)
- Do you have focus areas or blanket coverage?
- Are you delivering public benefits or private gain by working on private land?

BRH - lessons

- There are many people with skills who can help you, not just professionals!
- Keep budget headings simple and minimal
- Communicate
- Talk to people
- Delegate
- Allow project manager time to manage, i.e. don't ask them to do too much
- Get out of the office to celebrate and review, e.g. site visits to team sites / projects
- Celebrate
- Have fun
- Stay local and stick to local timetables, i.e. don't rush it
- Don't take over local community projects, i.e. help them don't tell them
- Identify strengths and weaknesses in any project

Jon Kean

Tel: 01588 674090

Email: jon.kean@shropshire-cc.gov.uk

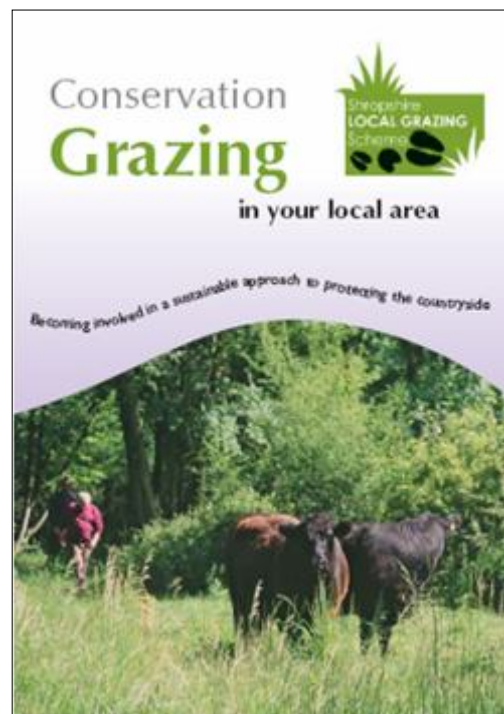
5.2 Networks and grazing match makers

(a) The Shropshire Local Grazing Scheme: a free service for farmers and landowners

The SLGS was set up by English Nature (now Natural England) in partnership with Shropshire County Council and Shropshire Wildlife Trust with support from the Heritage Lottery Fund. Its aim is to promote the use of traditional grazing animals as a tool in the good management of areas of conservation interest within the county.

The scheme:

- Is a completely free service and makes no charge for any services offered
- Has a register of sites in need of grazing, and of animals (cattle, sheep and ponies) available to graze those sites, and will seek to match the two at no cost to participants
- Offers practical help and advice on all grazing topics including animal movement paperwork
- Involve the local communities in stewarding livestock
- Has created and hosts a 'grazing forum' to promote knowledge and awareness of the importance of conservation grazing



The scheme has identified 3 key areas: Oswestry Uplands, Ellesmere Meres and Mosses and the Shropshire Hills.

Contact:

Wayne Davies

Tel: 01743 282004

Email: wayne.davies@naturalengland.org.uk

(b) The Chilterns Commons Network

Many Commons Groups across the Chilterns are grappling with issues such as:

- Finding the people, funding and expertise to carry out habitat management and restoration
- Getting the local community involved
- Anti-social behaviour: encroachment from neighbouring properties, dumping of garden waste etc.

The Chilterns Commons Network provides an opportunity to:

- Meet and share information, skills, experience and equipment
- Attend themed workshops and visit other Commons
- Find out about more specialist sources of support e.g. on legal matters.

Contact:

Kath Daly

Tel: 01844 355524

Email: kdaly@chilternsaonb.org



5.3 Naturalistic grazing systems - National Park Veluwezoom, Holland

Managed by Natuurmonumenten, 70% of the 5,000 hectare National Park has been under very low intervention management, (focused on allowing natural processes such as fire, grazing, scrub succession as much as possible) for the last 20 years. It is an undulating landscape of mixed heathland, Scots Pine and broadleaved woodland with some ex - farm grassland. Oak and Silver Birch woodland is found on nutrient poor / higher ground, Beech on deeper soils, and introduced Scots Pine is widespread. Under this system they anticipate that Beech will eventually replace Scots Pine and the open heathland and dense woodland landscape and mix of habitats will change to become heathland wood pasture. The overall idea is that they want



1 or 2 areas like this in Holland (i.e. where natural processes are paramount); the rest will be managed as cultural landscapes. This approach is not without its economic cost, for example they are sacrificing E300,000 annually by not harvesting Pine. Highland cattle were introduced in 1983 and now there are 100 cows and calves on 4,000 Ha, 50% females, 50% males. These are unregistered, i.e. exempt from legal regulations like tagging. The cattle are monitored (4 x in winter) and Natuurmonumenten will only intervene with those clearly in distress (alone, not socialising, not wanting to get up, depressed, not responsive). Carcasses have to be removed for animal health reasons, but some aren't found (they would like to leave them). Water is provided in artificial rain fed ponds, which tend to be at either ends of cattle tracks, i.e. they are a key determinant (along with more nutritious grasslands) of how cattle move and utilise the site! Female cow foraging behaviour is also largely determined by location of areas of more nutritious grassland, e.g. they spend 70% of their time around ex-farmland grass; bulls are dispersed more widely (as males have 'territories'). There is a dominant bull, and hierarchical behaviour leads to pawing of ground which creates nice bare areas for annual plants, reptiles and invertebrates. Visitors are advised to keep at least 25 metres from cows with calves as they could be dangerous. They would also like Lynx and Wolf, possibly arriving via the development of ecological networks across Europe. Grazing does not deal with Scots Pine so they have been discussing the introduction of European Bison, but this would have implications for public access and would need large investment in the site infrastructure. There are also Wild Boar, Red, Roe and Fallow Deer. All except Roe are controlled, and their carcasses left in certain areas.

Contact:

Jim Swanson

Tel: 0560 191 6384

Email: jim.swanson@grazinganimalsproject.org.uk

Ecoducts and the ecological network in Holland

- The Park is ring-fenced but connected to adjacent areas by an ecoduct: designed to allow Red Deer and many other species to migrate
- It cost E450 million, paid for by department of transport and installed after the motorway that splits the park was built. Now that the design and building requirements are known, ecoducts should be much cheaper (especially if incorporated within new road build costs)
- Government policy is for an extensive ecological network across the whole of Holland and linking to neighbouring countries within the next 20 years
- The vegetation on the ecobridge was created (concrete then layers of sand and soil) and is quite tightly grazed. Ideally there would be more scrub and rough grass to provide cover for smaller species
- They would like to set up a webcam to monitor use and research how animals behave (to inform better design, and relate to traffic levels and noise, shooting levels etc). They also need to study different designs (for example widths and vegetation cover) and the effectiveness of these for different species. For example Red Deer don't like underpasses
- In the next 10 years they aim to build three more ecoducts (underpasses and bridges) to connect the Veluwezoom (and wider Veluwe) to the river IJssel and its floodplain

5.4. Pastoral systems

a.) Single site graziers – Martin Hole, Montague Farm, Pevensey Levels

Montague farm is an organic holding managed by Martin Hole, a keen farmer naturalist on the Pevensey Levels. It includes areas designated SSSI, Ramsar and SPA, comprising species rich neutral and wet grassland. The farm is in the Higher Level Scheme, including arable reversion to wet grassland for breeding waders.



General management issues:

- Since the farm entered more extensive management, there has been long-term vegetation change and reductions in yield
- Management of features (e.g. ditches, ponds, hedges, etc) is varied as much as possible to produce seral ecotones
- The farm has copper, cobalt and selenium deficiencies
 - Only Martin is employed, plus seasonal labour (two thirds of a labour unit)
 - Predators and corvids are controlled
- Grazing system:
 - **Cattle** (Sussex X Simmental cows) are housed from November to mid-March, then turned out on to dry banks with calves, then on to lower levels from mid-April where grazing is rotated, leading to lower stocking rate in the spring for maintenance of the species rich grassland and encouraging breeding waders. Suckler cows maintain themselves on wet grassland and two thirds of the bullocks are finished on grass and hay only
 - Liver Fluke is controlled with Combinex in the autumn, but flies are a problem! Ivomec or similar would help as it is broad spectrum; however due to the negative impacts of Avermectins, Martin uses Moxidectin, dosing the cattle in the yards in the autumn, so that residues end up in dung where they degrade in 4/ 5 weeks
 - **Sheep** are Texel X Romney but now trying to reduce Texel element to run pure Romney and / or a cross bred ewe flock
 - Ewes lamb on home fields (MG6), thence move on to marsh with lambs once it starts to dry (post-shearing); in the autumn lambs are weaned to better land at home farm, ewes outwinter on the marsh, producing 140% lambs sold
 - Martin aims to finish all lambs, and has tried local marketing but takes a lot of effort
- General
 - Autumn stocking rates on the marsh are high

Contact

Debbie Adams at Complete Land Management
Telephone: 01892 770339
E-mail: Debbie@c-l-m.co.uk

b.) Multiple site graziers (flying flocks and herds) - Gloucestershire Cotswold Grazing Animals Project

The aim of the project is to restore, enhance and maintain limestone grasslands in the Gloucestershire Cotswolds and to demonstrate the value of traditional native breeds in the economic utilisation of that marginal grassland.

The Project is the result of an amalgamation of NT and EN beef suckler herds that had been used for grazing unimproved limestone grassland sites in the central and southern Cotswolds. This partnership set out with the primary objective of achieving appropriate management of unimproved limestone grassland sites through conservation grazing.

It is now grazing 150 ha of limestone grassland on 30 separate sites. There is low-key marketing of the Freedom Food beef product from the scheme using the NT logo.



Lessons Learnt

- Keep all management as simple as possible
- Promote as much as possible to ensure continued funding, public and colleague support
- Identify at the outset the real costs and resources involved
- Identify and use best practise from what is already out there – keep informed
- If own animals not available consider paying other graziers to graze for you – it may be cheaper overall

Contact Matt Stanway

Tel: 07909 872497

Email: matt.stanway@nationaltrust.org.uk

c.) Commercial farm based systems producing public and private products - Brimpts Farm, Dartmoor

- A Duchy farm since 1307
- Award winning diversification projects:
 - Started with tea room 30 years ago
 - B + B and group accommodation, especially aiming at the *corporate* market
 - Conference facilities
 - Biodiversity, orienteering and history trails
 - ESA agreement for good moorland management with South Devon cattle
 - Climbing wall
 - Open access to the public
 - www.beefbox.co.uk – meat sales of a quality, consistent product direct to the public both to visitors on farm and across UK
 - Meat Dartmoor farmer group – collaboration in selling direct, for example investigating Greenwich market and recently employed Robert Dean of Land Use Consultants to develop the concept (linked to tourism etc)
 - The range of activities means that groups can use the farm without having to stay

Contact:

Andy Bradford Tel: 01364 631450

Email: info@brimptsfarm.co.uk



d.) Grazing partnerships between conservation organisations and surrounding farmers - Wiltshire Wildlife Trust - Blakehill Farm Restoration Project

The largest grassland restoration project in England, the aim is to restore Blakehill Farms neutral meadows using different management and grazing techniques. The project is seeking financial sustainability via meat box sales (from 50 to 200+ animals annually) to be viable without agri-environment or single Payment funding, and demonstrate to other farmers the benefits of traditional cattle breeds. The project incorporates a grazing manager running costed herds of Beef Shorthorn, Luing and Belted Galloway cattle plus an easy care sheep grazing system run by a grazing partner. There is also a grassland management partnership with a neighbouring farmer. Blakehill is also a LEAF demonstration site and grazing animals from Blakehill are to be used on other priority sites.



Lessons Learnt

- Be clear about what you want to achieve
- The value of a good grazing manager
- Use volunteer lookers as this reduces cost
- Monitor costs and performance with aim of becoming sustainable without grant aid
- Importance of partnerships, working with local farmers and graziers to mutual benefit
- Demonstrate successes (and failures!) – use LEAF and others
- Importance of animal health planning

Marketing

- Marketing needs planning, research and specialist advice
- Need passion to be the best
- Build a top class brand and a loyal customer base
- Start simply
- Quality and customer satisfaction paramount

Contact

Paul Hill

Tel: 07887 641083

Email: paulh@wiltshirewildlife.org



e.) Shepherded flocks / herds – Loenermark, Loenen, Holland

Grazing practicalities

In Holland there are 5 breeds of heathland sheep. The Veluws Heideschaap is used in Loenen; there are just over a 1000 ewes of this breed, so it is protected by the Dutch 'RBST'. Sheep are kept in a traditional barn overnight, then walked to the heath by the shepherd with dogs (though sheep follow shepherd and dogs are just there for fine control of animals) in the morning. The flock grazes for 7 hours to fill their belly, returning to the barn by 4pm each day. . Before reaching the heath in the morning, animals are prevented from grazing, as otherwise they will not want to feed. The overall objective is to remove nutrient from the heath, not add to it, which would encourage grasses and tree encroachment. The shepherd decides where to graze, with seasonal variations, e.g. silver birch, oak, some heather and new grass growth in the spring; scots pine and some heather in the winter. The sheep eat acorns in the autumn, maintaining condition just prior to tugging, but not on an empty stomach due to the risk of acorn poisoning. In winter, pregnant sheep receive supplementary feeding on the lay back/holding land. The overall stocking rate is one sheep per hectare year round. Lambs are trained to flock using older animals and graze the heath from a young age.



Sheepdogs

Shepherds use pairs of dogs in case one is injured during the day, dogs often have different abilities and skills and sometimes two dogs are needed to control the flock, as well as usually having a young dog in training. Border Collies are used, but some shepherds also use droving dogs like the Kelpie and Old English Sheepdog in which have a different role to the Collies. Turkish or Caucasian Shepherd dogs (used in Eastern Europe to protect against bears and wolves) are used as guard dogs against dog or people problems. It is important not to use dogs every time one sheep strays as otherwise the flock is continually disturbed and won't graze to the fill.

The shepherd

The shepherd will be out all day, every day, 365 days a year, so its hard work! They need to be patient, enjoy their own company, be physically strong and used to all extremes of the weather, a good stockman, friendly and approachable, with good communication skills, as they will be dealing with public and volunteers a lot.

Volunteers

These are absolutely crucial to the successful flock, both in terms of workload, generating income and cutting costs. There are four types:

- i.) The *sheep volunteers* have their own dogs and take on the shepherding role at weekends and during holidays and help with routine husbandry
- ii.) The *shearers* travel around all the flocks in rotation to get shearing done – *the schaapscheerdersdag*
- iii.) *Activities team* help man stands, organise open days, tourism related activities, sheepdog trials....
- iv.) *Site maintenance team* mend fences, barn, vehicles, etc

- i.) Dogs - On Loenen there are few problems as the shepherded grazing is well known / supported, people police their own behaviour, and must keep dogs on a lead by law. Other areas can still be problematic. Having a shepherd on site all the time means the public have a known point of contact to engage with.
- ii.) Military training - A new flock and visitor centre has recently been established at the Ermelo training area
- iii.) *Lammetjesdag* – lambing open day with stalls; Sheepdog demonstrations and competitions; Guided walks; Spending a day with the shepherd; Christmas carols in the barn; Hand shearing display in the middle of Loenen town with other displays and stalls.

Finances

- Aim to cover costs: 40% from private sponsors, 10% from local authorities, 20% from tourism-related activities and 10% from public events
- Various sources of income including environmental grants and lottery-type funds, agricultural subsidies, sales of animals for breeding and meat, sponsorship and donations

Contact: aggiemark@tiscali.co.uk

f.) Hefted flocks, Norfolk

Hefting is the natural homing instinct of animals, especially hill sheep (partly to do with breeds and breeding that selects the behaviour, i.e. shepherds will get rid of wanderers, but inherent in all animals). Lambs born in a certain area learn the boundaries of their home ground from their mothers. The shepherd reinforces this behaviour by regularly looking his stock and guiding them back if necessary. It is both social and territorial behaviour.

Carefully managed hefting enables more even grazing impact across an area, but if not done well it can lead to localised overgrazing (especially on 'camping' grounds or overnight laying up areas) and undergrazing as you move away from the heft area. It also means that costly and unsightly fencing can be avoided. Hefted flocks are sold with a farm and have added value to the purchaser. Hefting is especially important on saltmarsh systems when animals unfamiliar with the tides and the grazing area can become trapped and drown, and for the development and maintenance of disease resistance and against mineral deficiencies, for example against Red Water Fever in cattle. Good shepherds and dogs are essential!

Richard Evans runs 5,600 Beulah Speckle face ewes in 40 hefts on MOD land in Norfolk. The sheep have been present since the 1950s (a post myxomatosis decision). Three shepherds are employed running good dogs and with a pick up. Care is taken to maintain the same sheep families in each heft. The whole farm is ring fenced as one unit with no internal fences except handling pens and yards.

Contact:

Edward Hart
Tel: 01584 873491

Reference: Hart, E.W., (2004): Hefting in practice – the ancient craft of grazing the open hills, Edward Hart

g.) Community projects – the Parish Grasslands Project, St. Briavels, Forest of Dean

A community grassland management project established in response to the concerns of local residents. The following summary of an article by George Peterken, one of those residents, describes the background to this.

The issue

Semi-natural grassland is one of the major habitats in the Wye Valley AONB, but it has been much reduced in the last 50 years, and the remaining grasslands are still decreasing. A few are protected in reserves held by the Gwent Wildlife Trust (Pentwyn Farm) and the Woodland Trust (Highbury Fields), and a few fragments survive by virtue of their exposed, dry site (e.g. Seven Sisters Rocks). However, most surviving examples exist as small, scattered fragments in a multiplicity of ownerships, mostly outside the SSSIs and the influence of mainstream farming and the agriculture agencies.



The grasslands

These meadows and pastures contain no spectacularly rare plants and they are not outstandingly rich in species overall. They grow on acid soils, where grasslands are naturally poorer in species than grasslands on neutral or lime-rich soils. Grassland management and composition are not stable. Even in fields treated identically from year-to-year the balance between species varies, perhaps according to the weather at critical seasons. Changes in grazing or mowing regime induce further change, and no doubt the history of rabbit grazing is significant. In the past many fields have been cultivated, so there is obviously a capacity for the grassland to restore itself. In recent times, many fields have been ploughed and reseeded as ley grasslands, which slowly accrete 'weed' species over subsequent years. Some fields have been heavily fertilised without ploughing; this generates a vigorous but floristically poor sward dominated by native grasses.

Causes of losses in the last 30 years

1. Agricultural improvement
2. Disuse, followed by successional changes to bracken and eventually woodland
3. Building and associated conversion to gardens
4. Change from meadows to prolonged horse- and sheep-pasture
5. Light improvement by fertilising and limited herbicide use
6. Reduced grazing pressure, allowing scrub and bramble to invade. This includes intermittent mowing or grazing (i.e. neglect for a single year).

Measures for conservation?

Most remaining grasslands are in the hands of 'amateur landowners', people who are not farmers, and for whom the fields are not a significant source of income. Some use them to keep sheep or horses, but most let the grass to other people. There are still some traditional smallholding and commoning families who use many fields, but it is doubtful how long will they continue.

Money is unlikely to be a major factor in determining whether fields remain as good quality semi-natural grassland. It could help with boundary management and restoration, and may provide an incentive to restore neglected fields. It could subsidize treatment of woodland boundaries and arboricultural attentions to individual trees (some of which are important historical and landscape features in their own right). However, most owners would be wary of taking on the long-term commitments of a conservation scheme, such as Tir Gofal, Countryside Stewardship or the Local Heritage Initiative. Some owners might find a

loose-knit forum or collective helpful. This might, for example, exchange advice, pool equipment, provide enough work for someone to be a parish land-manager, find a buyer for hay, provide weekend sheep-sitting, etc. There is a Lower Wye Valley smallholders' association, and this might be worth building on. There could also be a case for a 'parish conservation plan and map', under which individuals undertake to retain semi-natural grasslands (and any other feature of interest) while they are 'dedicated' to the scheme. This might qualify entrants for advice and other help. Whilst there would be no obligation to enter or remain within a scheme, once in there might be some social pressure to remain.

Key elements of the Parish Grassland Project

- Community driven with no project officer
- Field and indoor meetings
- Open days to visit fields (like the open gardens scheme)
- Specialist alpine machinery maintained and operated by local farmer. The members of the project can have work done for a subsidised fee. The farmer is paid for his time
- Machinery funded by HLF, Forest of Dean District Council and Wye Valley AONB
- Advice and help with grant applications
- Farmer sells local rare breed beef and pork
- Some landowners have their own animals; there are graziers and a farmer who graze for a few owners
- Machinery operation is hard work and economically difficult (it just covers its costs)
- This is a smallholder landscape, and needs a new generation of active smallholders to be maintained

Table 2: PGP machinery accounts – annual income and expenditure (left)

Table 3: Machinery capital costs (right)

	2004	2005	2006
PGP work (jobs)	25	45	46
MMG work (jobs)	10	11	12
Hire charge (£/hour)	18	18	22
INCOME (£)	1500	5802	3556
EXPENDITURE (£)			
Administration	50	152	60
Insurance	575	686	630
Fuel	147	666	532
Service		320	
Net and wrap	344	606	374
Spares		568	149
Labour	859	2881	1637
TOTAL	1977	5887	3382
Balance (£)	-477	-85	174

Vithar tractor	20,445
Flail mower	3,466
Topper	928
Bracken basher	1398
Tedder	1668
Mower, 5 disc	3760
Baler and wrapper	9400
Harrows	1175
Trailer	2232
Post rammer	3642
MF tractor 135	5111
Total	53,225



Contact:

George Peterken
 Tel: 01594 530452
 Email: gfpeterken@tiscali.co.uk

h.) Organisational collaboration – Chancellor’s Farm

The Wildlife Trust, MOD and Natural England collaborate to achieve conservation grazing on Yoxter army ranges at Chancellors farm in the Mendips. NE provided capital for cattle purchase and revenue funding for a full-time Mendip estate worker, the Wildlife Trust lease the farm and range from the MOD and graze the farm and ranges with South Devon cattle (grazier cattle also graze under licence from SWT). In return the MOD has provided capital for infrastructure improvements (stock handling and winter housing facilities).



Where necessary income is obtained by SWT from the SPS and agri-environment schemes, through SWT's registration of the land, and is used as financial incentives to the farmers in the project. In addition to the area payment received under SPS, which will gradually increase up to around £200 per hectare by 2012 it is anticipated that SWT, on the basis of a long term tenancy, will enter Yoxter Range into the higher tier of the Environmental Stewardship Scheme.

Contact:

Kate Lawrence
Tel: 01749 870108
Email: kate.lawrence@somersetwildlife.org

5.5. Feral animals - Ventnor Downs, Isle of Wight

In 1992, after trying cattle grazing and fighting a losing battle against scrub and especially Holm oak encroachment, the National Trust introduced feral goats (7 nannies and 2 billies). The population now is kept at 20 – 25 adults with surplus removed at the annual muster, when the animals are given a health check.



Vegetation changes

Detailed mapping and monitoring of the vegetation has revealed:

- A decrease in the proportion of woodland from 1992 and an increase in bare ground (partly due to small-scale erosion in and around the goats' favoured camping grounds at the top of slopes)
- A decrease in tall grassland and an increase in short turf (goat and rabbit grazing / browsing)
- A shift from young scrub to short turf and tall scrub
- Woody species declined generally

Why?

- Goats are predominantly browsers, taking clematis, dead and grass tussocks, ivy, buds, leaves and young shoots of scrub, although they will graze grass in the early spring
- They strip bark

Contact

Jo Hodgkins
Tel: 01494 559776
Email: joanne.hodgkins@nationaltrust.org.uk

5.6. Wild herbivores - Red Deer on 'heathlands'

Always consider the impacts that wild herbivores are having on the vegetation, and how any management changes proposed will affect those impacts.

Red Deer diet

Populations of wild Red Deer exist in several areas of the UK and Europe. They can and do have a significant effect on semi-natural habitats, for example research on Red Deer diet at Thetford Forest on the Brecks of Suffolk and Norfolk showed that grasses were the most important constituent of the diet with sheep's fescue being eaten in every month and appearing in 30-55% of samples in all months from October to May. Rushes were also eaten, but in smaller quantities, all the year round. The only other grasses to appear with a frequency of greater than 15% were cocksfoot and common bent, with both being favoured between December and April.



Although eaten all the year, except in 2 to 3 months in the autumn, heather was found in very small quantity, at most, in 3% of samples. Conifer browse was also found at low frequencies (1-8%) and was not eaten during the summer. Deciduous browse occurred at much higher frequencies with brambles eaten all year and ivy, *Hedera helix*, in all months except May to August. The favoured trees were ash and oak, with smaller quantities of beech, birch and hawthorn. Surprisingly, willow was eaten very little.

A diet study was also carried out around Exmoor and the Quantocks in Devon and Somerset. The study area consisted of small fields, mostly divided by beech hedges and broad leaved, wooded valleys on the lower ground to the open heather and *Molinia* dominated moors on the higher ground. There are mixed woodlands towards the coast and scattered copses in some of the farmed river valleys. On the Quantocks, the heather moorland and deciduous woods on the higher hills contrast with the intensively managed farmland and conifer woods around the periphery.

Samples were based on analysis of rumen contents of shot beasts and were therefore confined to the winter, November to February. For stags there were also a small number of samples in March to April and late August to September. The results suggest that grasses made up over 80% of the diet, and only in those animals where the figure was less than this, was the proportion of dwarf shrubs, mainly heather greater than 10%, (rising to a maximum of 22%). There was more variety in the diet of hinds, with significant differences in the proportions of grasses and herbs in the diets of animals from different areas. These differences were largely dictated by the availability of different combinations of forage plants in those areas. The low level of both broadleaved and coniferous browse in most samples simply reflected low availability.

The conclusion from these two studies is that grasses form the main diet of red deer on and around lowland heath, with heather only taken in quantity when grass is in short supply. Coniferous browse is mainly taken in summer and deciduous browse, except for evergreens, mainly in winter. There is no specific information on pine, birch or *Molinia* in either study.

A study of red deer diet in the Netherlands, based on rumen analysis, was conducted on the 90,000 ha area of forest (70% by area) heathland and sand dune (30% by area) at De Hoge Veluwe National Park. An analysis of diet from the same study site area was carried out during 1954-1964, 1970-1976 and 1987-1992.

During the whole period 1954-1992, as a result of both succession and inputs of atmospheric nitrogen, areas of lichen heath with regenerating Scots pine and heather declined, whilst the areas dominated by bilberry, cowberry, wavy-hair grass and *Molinia* increased. These changes were broadly reflected in changes in the composition of deer diet, and by the end of the period, 72% of all grass recorded in the diet was wavy-hair grass.

The results indicated the switches that deer make in their feeding habits when the composition of the vegetation changes both seasonally, and between years. Consumption of heather declined between study periods in all seasons although nearly 30% of the diet was still heather during November to January in study period 2. Conifer browse also declined whereas deciduous browse increased in the diet in spring and summer. There were no differences in browse frequency between the sexes, although differences have been recorded elsewhere, where browse is an essential food and stags are able to reach higher and are more frequent browsers than hinds. Consumption of grasses also increased in all seasons except August to September, and the consumption of bilberry increased considerably throughout.

Red deer grazing preferences

Another way of studying the habitat use by deer is by direct observation and a number of studies have attempted this. Observations around Exmoor showed high overall use of upland heath, heath / gorse and bracken (although more strongly for hinds than stag in these) relative to availability. There was weak selection for scrub plantation by both sexes, a strong selection by stags for broadleaved woods, but weak avoidance by hinds. Both sexes avoided conifer woods and improved pasture

There have been numerous other studies on Red Deer diet and behaviour across the world. For more information:

Underhill-Day, J.C. & Liley, D. (Published: 2006): 'Deer and heathlands, a review', Footprint Ecology / English Nature, www.footprint-ecology.co.uk/publications_and_downloads/reports.html

Appendix 1 - Site audit questionnaire

The purpose of this questionnaire is to match grazing animals and grazing skills to land that needs grazing and to provide a network for communication to share ideas, experience and encourage partnerships to develop. The information will be held in confidence and will only be disclosed to others with permission, and only for the purposes of enabling grazing in Somerset. We would be very grateful if you could answer the following questions as fully as possible to assist us in gathering the most accurate information regarding grazing across the County.

- Please tick or mark those tick boxes that apply to you
- Please also use the larger boxes to provide further details and any other comments you may have

YOUR DETAILS

Name.....

Address.....

.....

.....Post Code.....

Occupation / nature of business.....

Telephone.....Mobile.....Fax.....

E mail.....

Web site.....

STOCK AVAILABLE TO GRAZE SITES

1. Do you own or manage stock?

☐ Yes

☐ No

2. If you own or manage stock, would you or your grazier be interested in grazing other land?

☐ Yes

☐ No

☐ Don't know

3. What stock might be available for grazing other land?

Stock Number	Breed	Number	Season available

4. How far might you or your grazier travel to graze other land?

- ☐ Immediate neighbour
- ☐ 1-5 miles
- ☐ 6-10 miles
- ☐ 11-15 miles
- ☐ > 15 miles

Further comments....

5. What would enable you or your grazier to graze land elsewhere in the County?

- ☐ Payment for providing grazing
- ☐ Stock checking service
- ☐ Stock transporting service
- ☐ Routine Stock Husbandry/Gathering service
- ☐ Pool of equipment (e.g. trailer, cattle crush etc)
- ☐ A service putting you in touch with suitable grazing for your livestock.

Further comments....

LAND REQUIRING GRAZING OR INCREASED GRAZING

6. Do you have land that is not grazed at present, but that you would like to see grazed?

- ☐ Yes
- ☐ No

Further comments....

7. What prevents you, if anything, from grazing your land? (Please tick any that apply to your site)

- ☐ No stock
- ☐ No fencing
- ☐ Fence in need of repair
- ☐ No water supply
- ☐ Difficult vehicular access
- ☐ Public access conflicts
- ☐ No knowledge of animals

Further comments....

- ☐ No desire to have animals on site
- ☐ Do not know where to find a grazier
- ☐ Organic farm status
- ☐ Other.....

8. Would you be interested in a grazing service for your land?

- ☐ Yes
- ☐ No

Further comments....

9. Is your land in the Countryside Stewardship, Environmental Stewardship, Environmentally Sensitive Areas or other Grant Scheme?

- ☐ Yes
- ☐ No
- ☐ Other (please specify.....)
- ☐ If No, would you like further information on these schemes? Yes / No

10. Would you be prepared to pay towards any of the following services?

- ☐ A complete grazing service, including animals, electric fencing (if required), daily checking and all other husbandry
- ☐ Loan of animals with you taking responsibility for daily checking
- ☐ An advisory service putting you in touch with local graziers and advising on stocking rates, land management, etc
- ☐ None of the above
- ☐ Other, suggest.....

Further comments....

THIS SECTION IS FOR THOSE PEOPLE WHO HAVE LIVESTOCK SKILLS AND / OR MACHINERY, AND CAN HELP OTHERS (PROBABLY PAID ON A CONTRACT)

11. Are you able to check any livestock?

- ☐ Yes
- ☐ No

Further comments....

12. Have you experience or training in checking livestock?

- ☐ Sheep
- ☐ Goats
- ☐ Cattle
- ☐ Other

Further comments....

13. Do you have machinery and facilities that would be of use to others involved in managing land with stock?

- ☐ Yes
- ☐ No

Please specify

- ☐ Buildings
- ☐ Mobile handling system (cattle)
- ☐ Mobile handling system (sheep)
- ☐ Mobile crush
- ☐ Specialist crush – e.g. Highland, foot crush (please specify.....)
- ☐ Sheep foot trimming system (e.g. roll-over crates)
- ☐ Livestock trailer
- ☐ Livestock lorry
- ☐ Mobile sheep dip
- ☐ Mobile sheep shower / other
- ☐ Water bowser
- ☐ Mobile electric fencing system (e.g. Ridley Rappa)
- ☐ Rancher Cow Catcher
- ☐ Radio-tracking equipment
- ☐ Other

Please specify.....

.....

.....

.....

.....

.....

14. What other services could you offer?

- ☐ Routine stock husbandry (cattle)
- ☐ Routine stock husbandry (sheep)
- ☐ Routine stock husbandry (other)
- ☐ Pony / horse handling, management and training
- ☐ Sheep dog
- ☐ Cattle dog
- ☐ Lambing help
- ☐ Llamas for Foxes
- ☐ Ultrasound scanning
- ☐ Shearing
- ☐ Cattle foot trimming
- ☐ General contracting services (e.g. topping, hedge trimming etc)

Please specify

- ☐ Stock training courses
- ☐ Fencing
- ☐ Weedwiping
- ☐ Pedestrian flail (for fence lines)
- ☐ Other (specialist services)

Please specify

.....

.....

.....

ADVERTS AND INFORMATION

15. Would you wish to receive a free copy of a grazing related paper where land, stock, training, services and equipment are advertised and offered?

- ☐ Yes
- ☐ No

FURTHER INFORMATION

Please provide your further comments, suggestions, services you can offer or any questions below:

.....

.....

.....

.....

.....

.....

.....

.....

.....

Thank you for completing this initial survey, which will be held in confidence. Your details will be considered as answers in principle and will not commit you to any specific action or outcome. Your details will be put on to a computer database and may be provided to other farmers or graziers to help develop this scheme.

☐ Please tick this box if you do not want your details to be passed to anyone else

Appendix 2 – Potential project partners

Potential partners	Contact
Farm shops	Ask local farming contacts
Abattoirs and processing facilities	www.mlc.org.uk Ask local farming contacts
All NGOs (conservation and other)	Ask County Wildlife Trust www.wildlifetrusts.org/index.php?section=localtrusts and Natural England: www.naturalengland.org.uk
Area of Outstanding Natural Beauty (AONB) and National Park (NPK) staff	www.aonb.org.uk www.nationalparks.gov.uk
Auction marts and auctioneers	www.laa.co.uk Ask local farming contacts
BAP steering groups and LBAP officers	www.ukbap.org.uk
Breed societies	Info available from GAP or via www.google.co.uk
Business advisers, land agents and farming agents	www.businesslink.gov.uk www.rics.org Ask local farming contacts
Business link	www.businesslink.gov.uk
Butchers	www.ukfoodonline.co.uk/allregions/allbutchers5.htm www.rbst.org.uk Ask local farming contacts
City farms	www.farmgarden.org.uk/Documents/City%20Farm%20visitor%20list%20update.doc
Colleges (training and research)	Information available from GAP – www.grazinganimalsproject.org Ask local farming contacts
Commoners and their associations	Information from www.nationalsheep.org.uk
Country Land and Business Association (CLA)	www.cla.org.uk
Defra Animal Health Officers (AHO)	www.defra.gov.uk/corporate/contacts/ahdo.htm
English Heritage (archaeologists)	www.english-heritage.org.uk
Environment Agency	www.environment-agency.gov.uk
Farm supplies companies	Ask local farming contacts
Farmer buying and discussion groups	Ask local farm contacts
Farming and Wildlife Advisory Group (FWAG) groups	www.fwag.org.uk
Farming contractors (grassland, waste disposal, foot trimmers, sheep shearers and 'dippers', contract	Ask local farm contacts www.machineryrings.org.uk

shepherds and stockmen etc); National Association of Agricultural Contractors	www.naac.co.uk
Farming reps (feed fertiliser and spray suppliers)	Ask local farming contacts
Foodlinks and farmers markets	www.foodlinks-uk.org www.localfood.org.uk www.farma.org.uk www.farmshopping.com www.localfoodworks.org www.farmersmarkets.net
Forestry Commission	www.forestry.gov.uk
Government Offices	www.gos.gov.uk/national/
Grazing Animal Project staff	www.grazinganimalsproject.org
Highways Agency	www.highways.gov.uk
LEAF	www.leafuk.org
Livestock hauliers	Ask local farming contacts www.machineryrings.org.uk
Local Authorities – County, District, Local, Parish	www.lga.gov.uk
Local GAP members	Ask GAP for contacts
Machinery rings	www.machineryrings.org.uk Ask local farming contacts
Marketing groups	Ask local farming contacts
National Farmers Union (NFU) locally	www.nfu.org.uk Ask local farming contacts
Natural England	www.naturalengland.org.uk
Open Spaces Society (OSS)	www.oss.org.uk
Press, (farming and other)	www.farmersguardian.com www.farmersweekly.co.uk
Ramblers Association	www.ramblers.org.uk
Rare Breeds Survival Trust (RBST)	www.rbst.org.uk
Regional Development Agency (RDA)	www.englandsrdas.com/home.aspx
Royal Society for the Prevention of Cruelty to Animals (RSPCA)	www.rspca.org.uk
Trading standards (have database of keepers of livestock)	www.tradingstandards.gov.uk
Vets	Ask local farming contacts
Walking for Health Initiative (WHI)	www.whi.org.uk

Table 4: Potential project partners

Appendix 3 – What projects could offer

What the project could offer:	
<ul style="list-style-type: none"> Grazing elements: 	<ul style="list-style-type: none"> A grazing dating agency to match sites (including lay back and winter grazing land) and graziers using comprehensive database and using questionnaires to gather appropriate site and grazier information
	<ul style="list-style-type: none"> A Roving Herd Partnership(s), i.e. fund and thus establish small flying herd/flock partnerships for difficult sites
	<ul style="list-style-type: none"> Habitat restoration mapping / targeting
<ul style="list-style-type: none"> Publicity elements 	<ul style="list-style-type: none"> Conservation grazing leaflet (s)
	<ul style="list-style-type: none"> Website, e-bulletin, e-discussion group
	<ul style="list-style-type: none"> Newsletter
	<ul style="list-style-type: none"> Technical guidance sheets
	<ul style="list-style-type: none"> Annual forum
<ul style="list-style-type: none"> Community elements 	<ul style="list-style-type: none"> A parish-based approach using parish councils can work well
	<ul style="list-style-type: none"> Local solutions
	<ul style="list-style-type: none"> Collaborative work with police and fire brigade on urban problems
	<ul style="list-style-type: none"> Collaborative work with health professionals and bodies, for example the Walking for Health Initiative providing volunteer stock lookers
	<ul style="list-style-type: none"> Develop volunteer networks:
	<ul style="list-style-type: none"> Stock lookers
	<ul style="list-style-type: none"> Shepherds
	<ul style="list-style-type: none"> Shearers
	<ul style="list-style-type: none"> Events organisers and helpers
	<ul style="list-style-type: none"> Infrastructure helpers
	<ul style="list-style-type: none"> Machinery maintainers
	<ul style="list-style-type: none"> Fundraisers
<ul style="list-style-type: none"> Training and educational elements 	<ul style="list-style-type: none"> Apprenticeships for rural skills, including conservation shepherds / stockmen
	<ul style="list-style-type: none"> Mentoring to other grazing projects
	<ul style="list-style-type: none"> Training days for the 'new' landowner
	<ul style="list-style-type: none"> Educate Local Authority staff, councillors and planners to better understand conservation grazing
	<ul style="list-style-type: none"> Educate institutional land managers & advisors to understand grazier needs
	<ul style="list-style-type: none"> Improve public understanding of conservation grazing, access and livestock
	<ul style="list-style-type: none"> Demonstrate best practice, provide advice and training – workshops, training days, public events, agricultural shows, farming and other press
<ul style="list-style-type: none"> Advisory elements 	<ul style="list-style-type: none"> Site visits to give specific advice on grazing management
	<ul style="list-style-type: none"> Guidance on monitoring
	<ul style="list-style-type: none"> Site problem solving service, e.g. grazing licences, site infrastructure (fencing, water, stock purchase, access issues – anything that is preventing the site being grazed):

• Networking elements	• Provide networking opportunities through area Grazing Forum of individuals, organisations and businesses (Members, Newsletter & Grazelots, Field meetings, Training):
	• Maintain contact with GAP and other LGS locally, regionally and nationally
	• Utilise existing structures, professions and skills already out there, e.g. vets
• Financial elements	• Help source funds for specific grazing LGS projects
	• Improve viability of stock enterprises
	• Collaborative veterinary cover for stock, e.g. Dorset Urban Heaths
	• Capital works pot for grazing infrastructure:
	• Fencing, troughs, bridges, gates, corrals, handling equipment
	• Habitat management
	• Stock purchase
	• Specialised equipment
	• Anything else!
	• Incentives for graziers: <ul style="list-style-type: none"> ○ Area based payments to cover costs of cattle management over the whole year, i.e. not just when on site but including winter costs ○ Travel and labour costs for transporting and looking after stock ○ Other payments
• Other:	• Machinery ring – both machinery available, contractors and site habitat management needs – can be incorporated in to Eco-lots service
	• Wildflower harvesting and use
• Policy elements	• Lobby for longer term grazing agreements
	• Keep up to date with policy changes and help contacts adapt through training and workshops
• Local product elements	• Feed in to sustainable local produce marketing (extensively reared lamb, beef, etc) and tourism (holiday accommodation) marketing
	• Long term sustainability
	• Local and traceable is more important than breed or organic
	• Breed that can manage the site, finishes within 30 months, has good conformation, and can be produced economically in volume is key
	• Detailed feasibility work available via www.eblex.org.uk
• Access elements	<ul style="list-style-type: none"> • Guided walks • Open days • Access maps • Guidance to landowners • Help for site managers
• Heritage elements	• A parish based approach using parish councils can work well

Table 5: What projects could offer

Appendix 4 - Possible funding sources (cash or in kind)

<i>Funding source</i>	<i>Contact</i>
Aggregates Tax	Via www.naturalengland.org.uk
AONB and NPK grants, e.g. Sustainable Development Funds	www.aonb.org.uk www.nationalparks.gov.uk
Business development	www.businesslink.gov.uk
Business sponsorship	www.businesslink.gov.uk Local contacts
Businesslink – e.g. SWARD in the south west	www.businesslink.gov.uk
Charitable Trusts, e.g. Tubney, Esmee Fairburn	www.acf.org.uk www.dsc.org.uk www.charity-commission.gov.uk
Consultancy charges to members / clients?	Local contacts
Defra Environmental Action Fund (EAF)	www.defra.gov.uk/environment/eaf/index.htm
Defra Environmental Stewardship	www.defra.gov.uk/erdp/schemes/es/default.htm
Donations / fundraising campaigns	Local contacts
Environment Agency	www.environment-agency.gov.uk
EU LIFE+	ec.europa.eu/environment/life/home.htm
EU structural funds – Leader + or equivalent	www.defra.gov.uk/rural/structure/default.htm
Gift aid	www.hmrc.gov.uk/charities/claim_tax_back.htm
Government Offices	www.gos.gov.uk/national/
Grazing charges	Information from GAP
Heritage Lottery Fund (includes smaller grants pots)	www.hlf.org.uk
Landfill tax	www.ltcs.org.uk
Local Authorities	www.lga.gov.uk
Marketing of products, e.g. wildflower seed sales	Local contacts
Other?	www.grantsnet.co.uk www.grantscape.org.uk www.grantsonline.org.uk www.fundinginformation.org.uk
Project partners	Local contacts
Public appeals	Local contacts
Regional Development Agency	www.englandsrdas.com/home.aspx
Single Payment Scheme	www.rpa.gov.uk
Stock sponsorship	Local contacts
Subscriptions / membership schemes	Local contacts
Voluntary time (in-kind contributions)	Local contacts

Table 6: Possible funding sources (cash or in kind): Consider employing a fundraiser

Appendix 5 - Example budget headings for expenditure

Expenditure						
	Co-ordinator (full time post)	Year				
		1	2	3	4	5
	Salary					
	National Insurance					
	Pension					
	Recruitment costs					
	Vehicle					
	Travel, Car insurance and Subsistence					
	Training and Conferences					
	Office Running Costs					
	Postage/distribution costs					
	Stationery, small office eqpt					
	Computers - purchase					
	Computers - software and mtnce					
	Training					
	Mobile phone					
	Publicity and promotion costs					
	Project newsletter					
	Display/exhibition materials					
	Website production and maintenance					
	Workshops					
	Administration (15%)					
	Contingency (15%)					
	Project Audit and Reporting					
	Total (cash) expenditure					
	Specific capital costs					
	Database development					
	Develop and run training courses					
	Site infrastructure grants					
	Stock purchase grants					
	Machinery / equipment grants					
	Marketing project					
	Other specific projects					

Table 7: Example budget headings for expenditure