



INSPIRING AND ENABLING LOCAL COMMUNITIES: An integrated delivery model for Localism and the Environment

Final Report

**By
The Countryside and Community Research Institute**



Summary of Project

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Executive Summary

Introduction & Context

There is widespread recognition that there have been dramatic changes across the countryside in the UK over the past 70 years. Currently, environmental land management initiatives tend to be top-down, driven by large institutions citing national legislation, policy obligations and international Directives and Conventions. Local communities, including farmers, who may nevertheless feel protective of the natural assets within their vicinity (that may also make a considerable contribution to a local sense of identity), may feel alienated from the imposition of targets relating to these same assets from whose formulation they have been excluded. However, such communities frequently have essential knowledge, experience and a sense of pride and commitment to the future survival of such areas. Furthermore the range of national organisations, strategies and policy frameworks can sometimes end up working against each other in a particular area. This is particularly true of complex sites and issues that contain a wide range of legal obligations and other interests. In such multi-objective areas there is a real need for greater connectivity at all levels, local, regional and national, to enable a synergy to be possible on the ground. This lack of co-ordination, coherence and integration at the national (and even regional) level results in a series of confusing, disjointed and contradictory signals and mechanisms for those who live and work close to these areas and, most importantly, have the capacity to assist in their management and governance.

While it is possible to see how these tensions have developed, largely through the shift in power away from productivist agriculture and towards measures aimed at halting environmental decline, the need to embrace a holistic multi-objective approach that inspires and enables farmers and local communities is pressing. The perception that external goals, however worthy and legally upheld, are being imposed by national or international institutions without the engagement of local people, who feel distanced and even disenfranchised from their own land as a result, undermines the environmental imperative. Within Gloucestershire, the Farming and Wildlife Advisory Group (FWAG) have been developing an integrated local delivery (ILD) model, implemented in a range of situations that utilises and enables those with local skills and environmental land management knowledge that contributes to the management of sensitive and key environmental sites.

The Countryside & Community Research Institute (CCRI) was commissioned by the FWAG to evaluate the ILD model that has been developed in Gloucestershire. The project therefore has two key aims:

- Determine and outline the nature of the delivery model in order to identify the potential for it to be replicated in other areas and by other individuals;
- Evaluate the effectiveness of the approach within a case study by interviewing a cross section of the local community, land managers and government agency staff.

Outline of the Integrated Delivery Model Approach

There are 8 key themes to the ILD model that run through all the examples where the approach has been used, including the Walmore case study evaluated in this report. The approach:

- looks to work within the lowest appropriate National and European administrative structure (i.e. parish or ward, town, county, district, region, country);
- clarifies which statutory and non-statutory partners have an interest in the area so that they can be involved and their strategic aims and objectives identified and delivered within that administrative area;
- seeks to deliver a wide range of strategic objectives within the defined area in order to maximise the wider landscape scale potential effective use of public funds;

- seeks to strongly support and value the role and knowledge of the farming community;
- promotes the use of facilitation through an independent third party to develop a local management group that acts as the collective discussion forum for the area, with clear lines of communication to those public agencies with legal responsibilities;
- incorporates the Parish Council (or other local government framework) into the communication structure of the local management group to ensure continuity beyond project timescales;
- provides a forum for all those within the defined area to take action and offer knowledge and resource to achieve multi objective delivery with an inclusive list of partners;
- identifies funding opportunities, particularly through the Rural Development Programme for England, (RDPE) and match funding through joined up partnership working.

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Once invited begin initial scoping to determine the area, individuals and statutory frameworks involved	Map the management tasks and verify these in an inclusive and open format	Develop a management group around key local and statutory stakeholders	Encourage linkages and opportunities for local contribution and adoption of responsibilities	Establish capacity and role of local management group; identify and prioritise tasks	Implement proposals and embed management group and support

The Case Study: Walmore

Walmore Common is part of the floodplain of the River Severn in Gloucestershire, part of a network of small catchments that are low lying and close to the main river and drain into it through a series of ditches. The area has multiple designations at international (Ramsar and SPA) and national level (SSSI) due their geology (lowland submerged peat) and ecology (overwintering of Berwick Swans and nesting of wading birds). The two areas of registered common land are owned by the Crown and managed through appointed local Trustees while the surrounding area is productive agricultural land. The wider area bordering the Severn has been inhabited for many centuries suggesting that there is archaeological interest, as well established public access. Consequently, there are two clear national interests in terms of flood prevention and environmental protection and that consideration towards the impact on historic, recreation and landscape aspects would also have to be taken into account meaning that ‘the State’ does not speak with a single voice on Walmore.

The interviews with stakeholders confirmed that both local and agency interests viewed the governance over the past 20-25 years as being fragmented. In terms of the governance it was clear that there were two main strands both pursuing their own objectives, with one agency (the Internal Drainage Board (IDB)) pursuing an objective of land drainage, largely for agriculture, while another agency was concerned with land management for biodiversity conservation (Natural England (NE) and its predecessors). This combination led to a fragmented management of ditches and an overall deterioration of the site to the extent that in recent years the access to some properties flooded increasing the local community voice that something needed to change. Everyone agreed that there was no shared vision for Walmore during this time. However, the area around Walmore and the common itself meant a great deal to local farmers, the local community and other users.

In 2008, a series of 1-to-1 discussions, open meetings, site walks and other examples of ‘direct communication’ between the FWAG officer, the NGOs/agencies and the local farmers were introduced. This established the full range of assets on the wider Walmore area. Further site visits and subsequent discussions resulted in the development of the Walmore Common Management group, which identified a number and

range of tasks, of which the most straight forward have already been implemented. This is a clear contrast to the high level of inactivity over previous years. It is also clear that different types of knowledge, for example surrounding the hydrology, are now more widely recognised by a wider range of interests, although this is not always the case. Crucially, most people feel listened to, or at least taken seriously.

Overall, there is agreement that the current situation around Walmore is now closer to a shared vision than it has been in the past. Both locals and agency staff agree that communication is clearer and the management group is seen as a source of accurate information on what is actually happening, thus replacing 'hearsay'. The actions of the group and the transparent, accountable and effective nature of the meetings mean that the agencies are more confident that their legal requirements and obligations can be met locally. Conversely, the local community is beginning to take collective responsibility for management that will meet national targets and obligations as well as meeting other concerns such as flooding and access provision.

One of the major changes that the approach has brought about is the number of surrounding landowners who have entered into Environmental Stewardship, mostly into the Higher Level Stewardship (HLS) scheme that will deliver greater environmental benefits to the area. The availability of funding through the RDPE has been crucial in this regard, particularly in resourcing infrastructure improvement in the area (Defra 2007). The in-depth nature of the management decisions has meant that local members of the management group have experienced a dramatic increase in their understanding of what the environmental agencies are expecting on the site and this has led to an increased awareness of the uniqueness and complexities of this wet lowland area with its combination of both high biological and productive diversity. This heightened awareness has led to a greater desire to learn more about the ecology and hydrology in the area, something that the agencies and other specific interest groups need to build on.

Discussion & conclusions

Comparing the Walmore case study against the 6 step process, that is used widely by FWAG, highlights that the initial scoping of the area's assets and direct communication with the local community are key activities. The comprehensive trawl of information was critical in developing relationships and in understanding how the community functioned in terms of the various areas of decision making and the related objectives. By starting at a point that recognises the existence of multi-objective delivery it is easier to develop the scope of the arrangements and interactions. The openness of feeding back the findings from the scoping of assets in Step 1 is also evident through open meetings and site visits with members of the community and agency staff. One of the reasons behind the surrounding farmers entering their land into HLS schemes was the mapping of the management tasks, which highlighted the interconnected issues. The end result is a landscape scale process in Walmore that is delivering far more than just the management of designated areas. The surrounding areas provide a significant buffer, a key recommendation of Lawton *et al* (2010) termed as 'ecological restoration zones'. However, this task requires high skills of facilitation and linking up various strategic frameworks.

Approaches such as 'community-based conservation' (Berkes 2003), 'co-management' (Carlsson and Berkes 2005) and 'adaptive management' (Jacobson et al 2009) start from the premise that conservation and community development can be simultaneously achieved. However, this requires shift in ecological thinking that recognises the social as part of the ecosystem and the need for participatory approaches to identify and integrate 'traditional' human activities into conservation management. The type of approach implement by FWAG reflects the principles and process of co-management, as outlined by Carlsson and Berkes (2005), who outline this as 'the result of extensive deliberation and negotiation' - meaning it is very much a process rather

than a fixed state. Consequently, there is significant overlap between this integrated delivery model and community-led planning (CLP) approaches, with the only difference being the focus on land management.

Finally, the ILD touches on important issues surrounding knowledge exchange. Crucially it avoids the trap of a wide range of people with different messages, all trying to reach a limited number of 'resource managers' in order to influence their behaviour, often without taking into account existing motivations or concerns. A key element within knowledge exchange is the development of 'co-learning communities' or 'communities of practice', and as such, building relationships and enhancing dialogue are fundamental to achieving mutually acceptable outcomes through the engaged of key stakeholders throughout the process. These approaches are currently being trialled within river catchment (Catchment Sensitive farming), as well as in, Parish Plans, market towns and sub-urban neighbourhood initiatives and the Transition Town movement.

The report shows that the FWAG ILD model is a viable and valuable process, which appears to have strong synergies with other similar approaches. The closest approach that is widely understood within the UK context is that of CLP, but this is largely absent in terms of its influence on the UK countryside. The experience within Gloucestershire suggests that a CLP type approach can inspire and enable communities to make a significant contribution towards the meeting of national environmental targets and obligations relating to the farmed environment. This appears at odds with the more regulatory and incentive driven approach preferred by some within the conservation movement where environmental management is determined externally and implemented using a business model rather than one more attuned to the existing custom within a landscape. Consequently, in order for this integrated delivery model to become more wide spread there may need to be a shift in both approach and delivering of environmental targets. In normal circumstances this would be a tall order, however the context outlined in this report appears to be more positive.

Next Steps

The FWAG ILD model should be part of the wider discussion within national, regional and local fora so that it can be tested thoroughly and made available more widely. This should focus on five main areas.

- How the ILD model can be incorporated into existing CLP mechanisms, extending the scope of CLP approaches to include the physical and natural assets in and around communities.
- Reducing the acknowledged complexity in the national delivery framework and the lack of connection at the national, regional and local level between public agencies, NGOs, the private sector and landowners using the FWAG ILD model to offer an opportunity for local delivery.
- The development and training of independent facilitators and participatory professionals over and above the current existing resource. This will involve a number of agencies and organisations, adapting existing short courses and continuous professional practice (CPD) arrangements. The emphasis should be in delivering integrated landscape-scale change and enabling communities.
- Much responsibility for resourcing rests on the effective utilisation of funds through the RDPE, although this source will change and may reduce in 2012 meaning that new opportunities will need to be identified. One example might be the emerging discussions surrounding 'green credits' and 'biodiversity offsetting' as an alternative way of prioritising the Green spend.
- Wider use of the ILD model in a wide range of communities will further test its ability to inspire and enable them in the delivery of national environmental targets. All those involved with the environment want to see better outcomes for the effort and money invested. Embedding local ownership and participation and creating the opportunity to draw all interested parties together makes sense and should encourage more tangible outcomes through local evaluation, monitoring and ownership.

1. Introduction and Context

There is widespread recognition that there have been dramatic changes across the countryside on the UK. A series of white papers covering rural issues (DETR and MAFF 1995, Defra 2000, Defra 2010) have reported on continued environmental decline, the growth in non-agricultural activities and adjustments to the Common Agricultural Policy and other mechanisms supporting agriculture. The passing of key pieces of legislation such as the Wildlife and Countryside Act 1981, the Countryside and Rights of Way Act 2000 and the Natural Environment and Rural Communities Act 2006 have also changed the regulatory landscape of rural areas providing more power and resources to the environmental agencies and NGOs at a time when agricultural incomes have come under some pressure. Perhaps it is not surprising then that there is also recognition of the potential for tension to arise between conservation agencies, farmers and communities who all utilise local green space (Lowe *et al* 1986, Macnaughton and Urry 1998, Sidaway 2005, Short 2008). Currently, environmental land management initiatives tend to be top-down, driven by large institutions citing national legislation, policy obligations and international Directives and Conventions. Local communities, including farmers, who may nevertheless feel protective of the natural assets within their vicinity (that may also make a considerable contribution to a local sense of identity), may feel alienated from the imposition of targets relating to these same assets from whose formulation they have been excluded. However, such communities frequently have essential knowledge and experience, and a sense of pride and commitment to the future survival of such areas.

Furthermore the range of national organisations, strategies and policy frameworks can sometimes end up working against each other in a particular area. This is particularly true of complex sites, which contain a wide range of legal obligations and other interests. In such multi-objective areas there is a real need for greater connectivity at all levels, local, regional and national, to enable a synergy to be possible on the ground. This lack of co-ordination, coherence and integration level results in a series of confusing, disjointed and contradictory signals and mechanisms for those who live and work close to these areas and, most importantly, have the capacity to assist in their management and governance.

While it is possible to see how these tensions have developed, largely through the shift in power away from productivist agriculture and towards measures aimed at halting environmental decline, the need to embrace a holistic multi-objective approach that inspires and enables farmers and local communities is pressing. In situations where external goals, however worthy and legally upheld, are perceived as being imposed by national or international institutions, without engaging local people who feel distanced and even disenfranchised from their own land as a result. Within Gloucestershire, FWAG have been developing an integrated local delivery (ILD) model, implemented in a range of situations that utilises and enables those with local skills and environmental land management knowledge that contributes to the management of sensitive and key environmental sites. This has attracted interest from a number of NGOs and agencies but until now no evaluation has taken place and thus no evidence of the effectiveness of the framework has been gained. In particular, there is considerable interest in the approach because of the impact in delivering both Higher Level Environmental Stewardship schemes and the landscape-scale impact of these changes. Those noting these developments are interested to know if these achievements are down to 'luck' or the use of an approach that might be both effective in terms of its delivery of national environmental targets and in the development of Big Society within land management more widely.

The development and embedding of localism both through legislation and community development initiatives suggests that it is imperative for those involved in land management and neighbouring communities to be

included within the decision-making that directly affects them. In 2010 alone four consultations and reports, the *Strategic National Framework for Community Resilience* (Cabinet Office 2010), the Defra White Paper '*An introduction to shape the Nature of England*' (Defra 2010) and the House of Lords Science, Technology Select Committee '*Call for Evidence on Behaviour Change*' (House of Lords 2010) and '*Making Space for Nature*' (Lawton *et al* 2010) touch on this issue. The latter report assessed the effectiveness of biodiversity designations to meet the demands of climate change and resulting biodiversity adaptation. Importantly, it does not outline a process for achieving this, but it does call for an '*effective and positive engagement with landowners and land managers*' (Lawton *et al* 2010: v) in order for the report's recommendations to be realised. This report is both a response to these calls for an ILD model that can be applied to the countryside and an evaluation of a process that has been in operation and developing for several years. Importantly, it focuses on a locally developed and apparently effective 'bottom-up' approach that enables local communities to fulfil and deliver national environmental objectives and targets.

The Countryside & Community Research Institute (CCRI) was commissioned by the Farming and Wildlife Advisory Group (FWAG) to evaluate the ILD model that had been developed in Gloucestershire. FWAG are keen to demonstrate the effectiveness of ILD through facilitation and partnership working, as these are their main means of achieving change on the ground. As the Government's statutory agency with responsibility for nature conservation, Natural England, who provided the funds for this research, are concerned about the delivery of environmental land management on designated sites in England, especially those that may become increasingly marginal in an agricultural sense but remain important locally in terms of open space and in alleviating fragmentation of environmentally rich sites.

Taking these points into consideration, the project therefore has two key aims:

- Determine and outline the nature of the ILD model in order to identify the potential for it to be replicated in other areas and by other individuals;
- Evaluate the effectiveness of the approach within a case study.

The tasks used to deliver these two aims were:

- an iterative interview and discussion process with the project officer within FWAG, who developed, adapted and implemented the approach as Senior Conservation Advisor.
- a series interviews with local stakeholders, agency staff and others concerning the implementation of the ILD model within the single case study.

Three main outputs are presented within this report:

- A concise version of the ILD model that could be used as a starting point for those considering this type of approach elsewhere and in other contexts;
- Discussion of the ILD model, identifying its strengths and limitations;
- A series of 'next steps' and recommendations on how the ILD model might be utilised to facilitate sustainable decision making in England and the UK generally.

The structure of the report is intended to introduce the reader to the context (Section 1) and the overview of the approach (Section 2) followed by the detailed outline of the ILD model (Section 3). The case study forms the focus of Section 4, while Section 5 reflects on the ILD model and similar approaches before offering some conclusions. The final section (Section 6) offers some next steps for consideration and further discussion.

2. Outline of the Integrated Local Delivery Model

The ILD model evaluated in this study was initially developed as part of the Caring for the Cotswolds Project, a £2.8 million landscape scale Heritage Lottery Partnership (HLP) project 2002 – 2007. The framework was deemed to be the most effective means by which the HLP project could help re-introduce and sustain management on over 90 species-rich limestone grassland sites on the Cotswold escarpment, many of which were registered common land. The first project to be delivered using this approach was in the parish of Uley, Gloucestershire where the objective was to support the village in the restoration and long term protection of Uley Bury Hill Fort and surrounding grassland. However, the main focus of the project was the restoration of species-rich limestone grassland in the Cotswolds Area of Outstanding Natural Beauty. For a full list of projects developed using this approach see the Appendix 1.

Following the end of the HLP project the Project Officer moved to become Conservation Advisor for FWAG, and now uses the same approach to deliver to wide range of environmental objectives. This is done through a process of facilitation involving all partner organisations with an interest in a particular area to both inspire and enable action from local landowners and neighbouring communities.

There are 8 key themes to the ILD model that run through all the examples where the approach has been used, including the Walmore case study evaluated in this report. The approach:

- looks to work within the lowest appropriate National and European administrative structure (i.e. parish or ward, town, county, district, region, country);
- clarifies which statutory and non-statutory partners have an interest in the area so that they can be involved and their strategic aims and objectives identified and delivered within that administrative area;
- seeks to deliver a wide range of strategic objectives within the defined area in order to maximise the wider landscape scale potential and effective use of public funds;
- seeks to strongly support and value the role and knowledge of the farming community;
- promotes the use of facilitation through an independent third party to develop a local management group that acts as the collective discussion forum for the area, with clear lines of communication to those public agencies with legal responsibilities;
- incorporates the Parish Council (or other local government framework) into the communication structure of the local management group to ensure continuity beyond project timescales;
- provides a forum for all those within the defined area to take action and offer knowledge and resources to achieve multi objective delivery with an inclusive list of partners;
- identifies funding opportunities, particularly through the Rural Development Programme for England, and match funding through joined up partnership working.

Following a number of discussions with Jenny Phelps and other staff at FWAG, drafts and revised versions of the ILD model were developed. Through this iterative process various representations of the approach used across Gloucestershire were revised and redrafted before an acceptable account that succinctly and clearly represented the core elements of the ILD model was agreed.

The next section provides an outline of the 6 Steps that make up the ILD model, these outline the process used by facilitators and act as a guide as to how the ILD model functions. The first page reviews all six steps, with subsequent pages providing more detail on each individual step within the process.

The ILD Model: Outline of a 6 Step Process for Facilitators

1. Once invited begin initial scoping to determine the area, its assets, key individuals and strategic frameworks involved.	<ul style="list-style-type: none"> ➤ before visiting the area collect background strategic, historical and cultural information to scope the area's assets and core issues. ➤ start with an open mind and determining the administrative area that includes all legal stakeholders and local interests (e.g. parish or ward). ➤ gather many views in order to gain a comprehensive understanding of both assets and uses of the area with contacts for each. ➤ aim to try and understand local custom and tradition which influences the way in which the community works and how various decisions are made at the local level. Value this information.
2. Map the management tasks and verify these in an inclusive and open format	<ul style="list-style-type: none"> ➤ bring the findings from 1. to the community so that local knowledge and data can contribute to and strengthen the information you have found. ➤ confirm the spatial area with the community and government agencies and the key assets, issues and challenges to be resolved. ➤ outline the opportunities so the local stakeholders and community clearly understand what tasks and challenges could be achieved together. Be enthusiastic and realistic.
3. Develop a management group around key local and statutory stakeholders	<ul style="list-style-type: none"> ➤ disseminate proposals arising from 2. through local meetings, informal discussions and guided walks with local, regional/national stakeholders. ➤ develop a transparent and inclusive local management structure that sits, within the existing administrative framework. ➤ confirm arrangements with regional and national statutory bodies and other agencies and ensure that they are supportive of management proposals and the importance and benefit of local knowledge.
4. Encourage linkages and opportunities for local contribution and adoption of responsibilities	<ul style="list-style-type: none"> ➤ identify strategic priorities from 3. that might be delivered by the local management group and associated funding streams and opportunities. ➤ Enable local responsibility through partnership working with appropriate statutory agencies alongside an associated funding plan. ➤ ensure opportunities for local ownership with key responsibilities led by local group alongside support of statutory agencies.
5. Establish capacity and role of the local management group; identifying and prioritising tasks	<ul style="list-style-type: none"> ➤ once 4. is agreed, having identified a management structure and responsibilities, supporting the local group to take the lead. ➤ identify features and tasks that can be used to develop the capacity (both skills and commitment) of local and statutory stakeholders. ➤ establish the role of the local group so it fulfils requirements of public bodies/associated funding responsibilities and is recognised as a sub-committee of the agreed administrative unit (e.g. Parish Council).
6. Implement proposals and embed management group and support	<ul style="list-style-type: none"> ➤ after 5. it is for the management group to agree which actions to prioritise through funding and overall implementation process. ➤ determine the most appropriate local government link to embed the group within a transparent and accountable structure. ➤ enable group members to offer their contribution and resources, allocation of specific tasks and training opportunities for volunteering. ➤ support early implementations and discuss the process with local group and statutory agencies to ensure group is working effectively. ➤ agree with the group further points for internal review and ensure statutory agency availability to discuss issues on-site and remotely. ➤ check for equity, balance and inclusion in local group.

Step 1

Once invited begin initial scoping to determine the area, its assets, individuals and strategic frameworks involved.	<ul style="list-style-type: none">➤ before visiting the area collect background strategic, historical and cultural information to scope the area's assets and core issues.➤ start with an open mind and determining the administrative area that includes all legal stakeholders and local interests (e.g. parish or ward).➤ gather many views in order to gain a comprehensive understanding of both assets and uses of the area with contacts for each.➤ aim to try and understand local custom and tradition which influences the way in which the community works and how various decisions are made at the local level. Value this information.
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Overview of Step 1

Before visiting the area, gather as much information as you can, a good first point of contact might be the parish council. It is important to be informative about a project that you may have an opportunity to deliver in the area. Ask for help and local support, identifying why you have the opportunity to help in that area. Once on the ground people may ask you why you are there, so having the support of the local council is a sound starting point. Be especially aware of any recent history and stress the inclusive nature of the process, invite people to share their views on the characteristics of the area, value their knowledge and ask for their help.

Stress the open nature of what you hope to achieve together rather than a set goal (e.g. 'save the water voles' or 'introduce grazing'). Talk to farmers about how to strengthen their businesses and members of the local community about their own interests and activities, how long they have been involved and who they discuss management issues with as well as how they would solve the various challenges they face. Remember the ultimate aim is to enable a framework for local problem solving process and rebuilding a sense of community. Most areas have proactive informed members of the community so ask locally who you should be talking to and what the main challenges and opportunities are.

Build up a picture of the wider area and its assets, not just the designated area; there likely to be are a number of interconnected issues that involve the local community and surrounding land. When attending a parish meeting council, ask which adjacent parishes might need to be involved as areas can be linked and issues go beyond one area of administration. Begin to list, using your network of contacts, which statutory agencies are involved and who is involved with the local decision making bodies (farmer group, local civic society, parish council etc.). Begin to sketch this out in a list or diagram using the process on the next page.

Key tools

- One-to-one meetings with key local stakeholders (e.g. on their farm).
- Carry out walks with local interest groups and agency staff together.
- Open invitations to get involved at local meetings (Parish Council etc).
- Identifying assets and associated organisations/objectives for multi-objective delivery.

Key difference from standard approaches:

- Avoids using a predetermined area to solve a single problem for a particular organisation.
- Doesn't use a single issue approach that is wedded to a tried and tested solution from elsewhere.
- Looks beyond an initial input to statutory agencies or national representatives.

Guidance for scoping phase within Step 1.

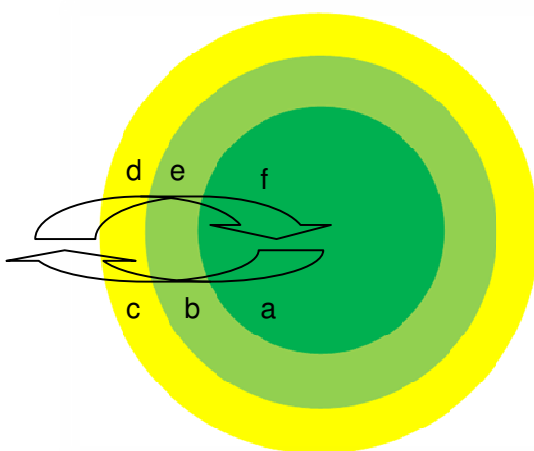
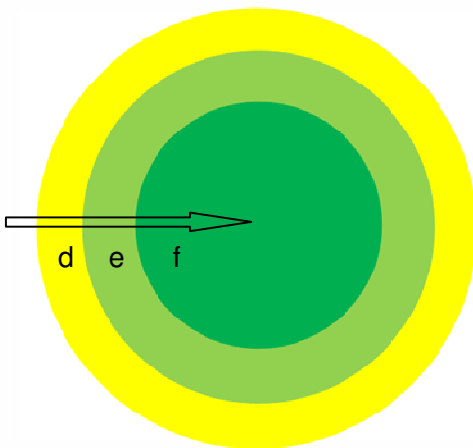
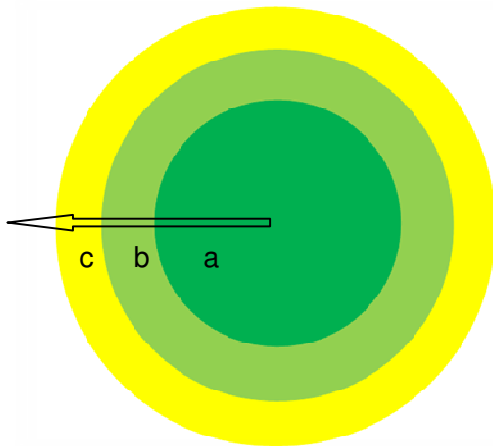
The first part of the scoping phase is to gather information on the key assets and characteristics within the inner circle (a), e.g. the parish or defined area if larger. This may relate to designations (SSSIs), habitats, species, national trails, protected landscapes and current projects (e.g. Heritage Landscape Partnership) but represents the physical and governance assets of the whole local area.

Once you have gathered a reasonably full understanding of the natural assets within the administrative area, move to regional level, shown by the middle circle (b), and record all the regional strategic frameworks that could be delivered within the defined central area.

Finally move to the outer circle (c), this represents the national and in some respects international strategic and policy frameworks that have a direct relationship to the inner circle (a). This should provide you with a good grasp of the range of physical assets and the associated frameworks at the local, regional and national level. The next part of the scoping is to identify the contacts responsible for the delivery of these frameworks. This is done in reverse order, because a secondary aim here is to make the connections from the national and regional to the local level.

The aim at the national level (d in the outer circle) is to identify the person with responsibility for delivering the legal obligation associated with a designation or policy objective. At the regional level (e in the middle circle) this would identify the project officer with responsibility for the local (inner circle) area. Finally the scoping should try to identify key people within the local area (f in the inner circle) who either are or could deliver the legal obligation or policy in question with the local community.

This process of working out from the central area and then returning creates a 'petal' that connects the local and national for one issue. Repeat the sequence of identifying the framework and the associated contacts for other aims and interests and the end product is a 'flower' complete with 'petals', each petal connecting the national, regional and local for a particular objectives. A 'full' flower, complete with annotations is shown in the Case Study section.



Step 2

Map the management tasks and verify these in a inclusive and open format	<ul style="list-style-type: none">➤ bring the findings from 1. to the community so that local knowledge and data can contribute to and strengthen the information you have found.➤ confirm the spatial area with the community and government agencies and the key assets, issues and challenges to be resolved.➤ outline the opportunities so the local stakeholders and community clearly understand what tasks and challenges could be achieved together. Be enthusiastic and realistic.
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Overview of Step 2

Once Step 1 is complete ensure that you bring the findings back to the community and statutory agencies so that they can contribute further. This will be recognised as a 'starting point' and the process can move on through Step 2 and beyond, gathering more information. Have a further site visit with all the stakeholders so the greater understanding of the opportunities to integrate the socio-economic and environmental aspects of the community can be revealed through dialogue. The presence of all stakeholders can resolve challenges and builds up the relationships that will ultimately deliver the outcomes and social capital required.

The ILD model is based around joined up delivery within a defined administrative area to which people have a sense of belonging. Take the findings from the site visit(s) in particular and begin to try and match the management tasks and challenges identified with different match funding opportunities and contributions from statutory agencies, for example for delivering statutory or European directives. Discuss and inspire the local community through an open meeting to prioritise these and see how this might be achieved together.

What you are actually doing here is to establish a local management group, which includes, or has links to, all stakeholders with an interest to deliver in that administrative area and the local community who live there. This creates a marriage of local, technical, specialist and practical knowledge for delivery. Discussions with individual farmers would need to remain confidential, unless volunteered. Their aspirations for sustaining and developing their farm businesses are important and might be linked to assistance and information on cross compliance, grants, Environmental Stewardship, adding value and green tourism. Encouraging the community to reconnect with the farmed environment and recognising the potential of farmers to contribute to long term sustainability and community resilience (as a source of local food, water, green energy, local employment or land use that might reduce flood risk) is important. This is additional to those contributions already made in terms of biodiversity, landscape and access provision.

Key tools

- Open meetings to share review in Step 1.
- Use media and maps to overlay different strategic priorities in an accessible way.
- Develop a list of management tasks and challenges from the site visit.

Key difference from standard approaches:

- A greater emphasis and willingness to listen and change approaches part way through.
- Sharing central data with the local community and other stakeholders so they can discuss it and contribute their knowledge and expertise.

Step 3

Develop a management group around key local and statutory stakeholders	<ul style="list-style-type: none">➤ disseminate proposals arising from 2. through local meetings, informal discussions and guided walks with local, regional/national stakeholders.➤ develop a transparent and inclusive local management structure that sits, within the existing administrative framework.➤ confirm arrangements with regional and national statutory bodies and other agencies and ensure that they are supportive of management proposals and the importance and benefit of local knowledge.
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Overview of Step 3

Using the findings from Steps 1 & 2, begin to collectively decide who should be represented on a local management group. Include all of the statutory agencies and local rightsholders but be open about membership so if other local interests want to be involved invite them as well. Use the output from Step 1 to locate the various individuals, local groups, regional and national agencies who might be involved. The list might be quite long as the aim is to be inclusive. Share the ideas arising from Step 2 through open meetings, site visits and guided walks inviting local stakeholders and agency staff so they can discuss management tasks and challenges directly with each other. Continue to develop the diagram until all are satisfied that it represents the main assets, the defined area itself and how decisions are made. However, understand that such representations are dynamic and change as new information becomes available.

The management structure could rest within an existing body; this should be the preferred choice as it would be seen to support an existing, possibly traditional, system of governance rather than imposing a new one. However, it would need to be acceptable to everyone and be flexible enough to take on any additional duties. As a means of introducing suitable checks and balances there should be some links to the appropriate administrative body (e.g. parish or district council), perhaps as a sub-committee. This gives the group stability as well as ensuring a greater degree of transparency and accountability than a stand-alone body. This is important in regard to the long term legacy of the ILD model.

It is important to check with all regional and national stakeholders who have a statutory responsibility that they are up-to-speed with what is going on and content that the progress to date is in line with their requirements for the area and fits with the overarching multi-objective framework.

Key tools

- Personal discussions between local stakeholders and agency staff.
- Walks with local interest group and agency staff discussing issues together.
- Using existing structures to share ideas and findings thus building on local knowledge and capacity.

Key difference from standard approaches:

- Working with existing structures wherever possible, especially where these are traditional.
- Attempting to match national obligations with local delivery and opportunities.
- Introducing a transparent and inclusive locally based management structure with links to the statutory agencies and the local administrative area.

Step 4

Encourage linkages and opportunities for adoption of responsibilities locally	<ul style="list-style-type: none">➤ identify strategic priorities from 3. that might be delivered by the local management group and associated funding streams and opportunities.➤ Enable local responsibility through partnership working with appropriate statutory agencies alongside an associated funding plan.➤ ensure opportunities for local ownership with key responsibilities led by local group alongside support of statutory agencies.
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Overview of Step 4

Once the management group is formed begin working together to form an agreed list of management priorities to begin seeking funding and release social capital through volunteering.. This may require some of the committee to work together in gathering material and data for applications. This will also determine how often you should meet and may be where as well. Wherever possible try to develop a sense of collective responsibility towards the group by local stakeholders and the statutory agencies. Funding is most likely to come from the statutory agencies and through other government sources. Bring all this to the management group in an inclusive way so that all of those involved can see the full picture. Avoid keeping anything separate, apart from confidential information on individual agreements, even if it seems that it has little to do with the main activities of the group. All issues and decisions should go through the group. The meeting place is important; it should be neutral and have a good social atmosphere, e.g. a community hall or social club is ideal. Keep an eye to ensure that membership of the group has equity and balance as well as being inclusive.

Wherever a decision is required in terms of prioritising or adjusting the agreed list of management tasks bring this to the group and trust in their ability to see the bigger picture rather than report a decision that individuals have taken. As the group begins to take responsibility, look to encourage certain members or combination of members to take responsibility of certain tasks. If the members of the local management group don't know each other very well then look to develop some social activities. Make sure the meetings are run professionally but fairly so that all have the opportunity to speak and feel that they are treated equally. Keep repeating that all members of the group are equal. While feelings and passions can be high reconcile the need for all to express themselves and the impact of personal comments, remember that facilitators don't get directly involved. Share the notes and outcomes of the meetings widely through an email circle to county and regional bodies as well as those who locally try to attend. Be aware that not all members will have access to the internet; make the effort to be inclusive of all by printing and posting to those without email or that they are reliably informed through another route.

Key tools

- Open and inclusive running of the local management group.
- Implementation of the strategic prioritise identified in Step 3.
- Developing the collective responsibility and social fabric of the group.

Key difference from standard approaches:

- The approach looks to increase the local capacity to manage the area rather than external experts.
- Working with the local stakeholders and enabling a process that increases local willingness.

Step 5

Establish capacity and role of local management group; identify and prioritise tasks	<ul style="list-style-type: none">➤ once 4. is agreed, having identified a management structure and responsibilities, supporting the local group to take the lead.➤ identify features and tasks that can be used to develop the capacity (both skills and commitment) of local and statutory stakeholders.➤ establish the role of the local group so it fulfils requirements of public bodies/associated funding responsibilities and is recognised as a sub-committee of the agreed administrative unit (e.g. Parish Council).
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Overview of Step 5

As the local management group becomes established ensure that the links to other structures set up in Step 3, such as the link to the statutory agencies, are working. It may be appropriate to have a launch event, but be careful about the timing as it would be good to show case something that the group has achieved and that they are content to share their experiences with outsiders. This may in turn reveal other individual or stakeholders who would like to or feel that they should participate in the local management group. Be prepared to be flexible as this would avoid the management group becoming a 'club' or even worse a 'closed shop'. It should be open to all with an interest and inclusive, so new members are welcomed as they appear.

As the group works through the agreed management tasks and other matters at the meetings begin to develop a picture of the different skills it has and match these against what you and others feel that it needs. After a few months begin to formalise the group in terms of jobs within it such as Chairing, taking notes etc. but also start embedding the local management group within the process of the statutory agencies and other public bodies, especially those associated with funding. It is important that the notes of meetings are accurately, fairly reported and circulated to all. Experience has shown that successful and communicative local groups often result in statutory agency staff staying in touch with a project because they enjoy being part of its success and progress. Consider sourcing some funding for training for the members of the local management group, potential areas are note taking, chairing, procurement systems where quotes are being sourced for capital works. Differences may occur as capacity develops, encourage the group to discuss these openly but be willing to assist as a facilitator.

Key tools

- Having an open approach to membership of the local management group.
- Connecting the local management group into the agency and funding network, noting that staff change regularly.
- Be confident in the ability of local stakeholders to deliver, don't look for excuses of failure.

Key difference from standard approaches:

- Having confidence in the ability of local stakeholders.
- Seeing the potential in training up those at the local level.
- Acknowledging that local people can be passionate about local spaces and this can be channelled into local delivery and partnership.

Step 6

Implement proposals and embed management group and support	<ul style="list-style-type: none"> ➤ after 5. it is for the management group to agree which actions to prioritise through funding and overall implementation process. ➤ determine the most appropriate local government link to embed the group within a transparent and accountable structure. ➤ enable group members to offer their contribution and resources, allocation of specific tasks and training opportunities for volunteering. ➤ support early implementations and discuss the process with local group and statutory agencies to ensure group is working effectively. ➤ agree with the group further points for internal review and ensure statutory agency availability to discuss issues on-site and remotely. ➤ check for equity, balance and inclusion in local group.
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Overview of Step 6

As the management group begins to settle make sure that some of the management tasks and priorities are beginning to be resolved, as this will give the group confidence that they are achieving something. Don't be disheartened if some issues are on-going or new ones arrive, that is the nature of integrated local delivery. The level of interest among local stakeholders and the reason for its significance to statutory agencies may increase. Encourage the agencies to share their knowledge of the site so that the understanding of the local stakeholders grows along with their ability to deliver of management tasks and take more responsibility.

Embedding the local management group within the decision making structures is important for its long time sustainability, as outlined in Step 3. Making the group a sub-committee of the local parish or district council would achieve this aim, provided the council are willing to take on this role and know what is expected of them. Be aware that local people often sit on more than one committee so they may have a view on which is the most suitable option. At this stage check that all meetings of the local management group are minuted and that these are be circulated and shared with agencies and other local groups and associations. Follow up to ensure that these minutes are satisfactory and acted on as necessary by the statutory agencies in particular. Establish the best place to meet locally, preferably with a social area so that the community can get to know each other as well as those from agencies and non government organisations. Over time stakeholders may choose to attend meetings, providing updates and reporting through an agreed contact.

After a year or so review the activities so it can be clearly be seen what has, and has not been, achieved. Hopefully this will be encouraging. This is also a good opportunity to check that the local management group has a good balance, equity and is functioning in an inclusion manner.

Key tools

- On-going development of the local management structure.
- Developing the social and responsibilities on the group.
- Linking to existing governance.

Key difference from standard approaches:

- Look to the local stakeholders to provide the long-term management.
- Embedding the integrated local delivery into the local decision-making processes

3. The Case Study: Walmore

Introduction

Walmore Common is part of the floodplain of the River Severn in Gloucestershire, part of a network of small catchments that are low lying and close to the main river and drain into it through a series of ditches. There are 2 areas of registered common land (combined area of 25 hectares), a clear fragment of a wider expanse of common, as indicated by the OS maps which indicate a wider area under the name 'Walmore Common', covering as much as 250 hectares. An Enclosure Act in the 1860s permitted those with a legitimate claim to buy some areas and move them into private ownership, leaving the remaining two areas as common land. Both the registered common land and neighbouring land have multiple designations at international (Ramsar and SPA) and national level (SSSI) due their geology (lowland submerged peat) and ecology (overwintering of Berwick Swans and nesting of wading birds). The two areas of registered common land are owned by the Crown and managed through appointed local Trustees. The wider area bordering the Severn has been inhabited for many centuries suggesting that there is archaeological interest, as well established public access.

This brief summary reveals that there are two clear national interests in terms of flood prevention and environmental protection and that consideration towards the impact on historic, recreation and landscape aspects would also have to be taken into account. As a result 'the State' does not speak with a single voice on Walmore. This is something that Carlsson and Berkes (2005) outline in their examination of co-management as a pre-requisite for a twenty-first century land-based problem solving process, which requires a multi-objective approach that acknowledges that when the State has 'multiple faces and voices' representing a range of legal interests. Interestingly, in the case of Walmore most of the legal interests would be through Defra, following advice from Natural England and the Lower Severn Internal Drainage Board (IDB) as well as from other agencies such as the Environment Agency (EA) and NGOs Gloucestershire Wildlife Trust, Wildlife and Wetland Trust (6 miles south at Slimbridge) and other species specific conservation groups. Local interests are also complicated through legal rightsholders on Walmore Common, some of whom are also neighbouring farmers, other farmers with connecting ditches and members of the local community with land that is drained and affect by the local network of ditches. The context to FWAG becoming involved was that Natural England decided to use a slightly different approach on the site and in late 2008 asked the FWAG advisor to use this approach on Walmore Common and the surrounding area, as she had done on a number of other sites within Gloucestershire.

The evaluation is based around a series of in-depth discussions (13 face-to-face and 5 telephone interviews) undertaken with a cross section of the local community, land managers and government agency staff. All of those interviewed were associated with the Walmore Common Management Group (WCMG) with the aim of the discussions being to establish their views on the approach used by Gloucestershire FWAG. Interviewees were selected to ensure a cross section of interests, both local and statutory, followed by their availability. The interviews took place in the spring of 2010 with 6 main areas of enquiry for each interviewee (see Appendix 2):

- knowledge and experiences on Walmore before the new approach by FWAG;
- experiences of why and how FWAG became involved;
- how the new management structure was developed and implemented;
- views on the current situation in terms of management and stakeholder dialogue;
- outline of the management activity thus far;
- views on the future in terms of management and governance.

Stakeholder interviews

The interviews with Natural England staff highlighted a history of low-level conflict concerning the governance of the area for the past 20-25 years. The need to agree and implement a Water Level Management Plan (WLMP) and recent summer flooding in 2007 plus other factors acted as an impetus to secure a more consensus-based approach to management. The interviews confirmed that both local and agency interests viewed the governance over the past 20-25 years as being fragmented, with individuals and agencies essentially doing their own thing or doing nothing at all in terms of management. Where individuals or agencies were proactive this invariably led to confrontation, partly because few, if any meetings or discussions between the different interests and individuals took place. Within the interviews a number of occasions were cited when diggers arrived or tractors with mowers started cutting. Unlike upland areas where a farmer can only see his side of the hill, in a lowland basin such as Walmore with the housing mostly on the higher ground, the local farmers can see the whole area. Therefore it is perhaps not surprising that a contractor working for the IDB likened it to *'undertaking management in a goldfish bowl'*. Everyone agreed that there was no shared vision for Walmore during this time. However, the area around Walmore and the common itself meant a great deal to local farmers, members of the local community and users with strongly held views on Walmore such as:



"a wild place when compared to the rest of the area", "unlike anything else around here", "internationally important for birds", "only peat site in the county", "unique with trustees looking after the common".

In terms of the governance it was clear that there were two main strands both pursuing their own objectives, sometimes referred to as the 'pursuit of the singular objective' (Short and Winter 1999). In the case of Walmore one agency (the IDB) was pursuing an objective of land drainage, largely for agriculture, while another agency was concerned with land management for biodiversity conservation (NE and its predecessors). As rate payers, farmers are eligible for election on to the IDB. Those farmers with an interest in influencing the drainage of the area, logically the more progressive and profit orientated ones, have put themselves forward for election. It seems that the main aim has been to clear high winter levels quickly to encourage early grass growth in the spring and to maintain water levels over the summer so the land does not dry out. By a strange quirk the farmer who was most keen to put his stock out earliest also had the lowest lying land.

[Picture shows 2009 Nobel Prize winner Lin Ostrom visiting Walmore in 2008, photo by Graham Bathe]

In respect of conservation management, even the introduction of an agri-environment scheme agreement on the two areas of common land did not really lead to significant environment improvements. Natural England was unable to encourage surrounding landowners to join agri-environment schemes and thus the approach to management on the common was juxtaposed with land management in the surrounding area. This combination of competing interests with little communication led to a fragmented management of the area (both ditches and pasture) and an overall deterioration of the site to the extent that in recent years the access to some properties flooded, increasing the local community voice that something needed to change. The preceding 25 years or so had effectively led to a deterioration of local collective management and was to a large extent replaced by individual agricultural business decision making supported to some extent by the drainage approach of the IDB and a largely centralised and expert science based approach to conservation

management that was implemented only on the two areas of Walmore common through the Trustees. However, the need for a WLMP in 2007 had increased communication between the main interests.

How to improve the management on Walmore had been an issue for Natural England for some time as they were aware that the current governance was not working and the ecology on the site was suffering as a result. On appointing FWAG to review the area late in 2008, a series of 1-to-1 discussions, open meetings, site walks and other examples of 'direct communication' between the FWAG officer, the NGOs/agencies and the local farmers took place and various key issues were introduced. When asked why FWAG became involved, the interviewees did not respond with a consistent answer, suggesting that the approach to 'making something happen' was more important than the justification. Those interviewed agreed that this approach was clearly different to that which had gone before and the enthusiasm and greater emphasis on local circumstances at marked contrast to the approach taken by previous agency staff. Interestingly some of those interviewed had changed their own views over this period, mostly starting as sceptical but gradually coming round to be more supportive and involved. Not all are keen but no one interviewed is set against the approach or where it is taking the management and decision-making in the area. Where interviewees are less keen they seem willing to 'see what happens', and are in essence 'hoping that things turn out for the best' but having experienced the past two decades remain cautious.



The use of public meetings is recognised as the means of bringing together all of those, local and national, with an interest in the area and thus began the process of forming the Walmore Common Management Group (WCMG). All of those interviewed had attended at least one of two of these meetings and saw the establishment of this group as a positive step forward, although they may not agree with all of the decisions that have been taken. The initial part of introducing the management group is noted as being initiated by FWAG but the appointment of an independent Chair is seen as critical by all those interviewed. The chair's suitability centred around him being both neutral and unaffected by previous history

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while still knowing the area well through wildfowling and thus counting as a 'local'. He is also known to have a management background and be used to 'managing' meetings of a similar type. Further site visits and subsequent discussions within this group identified a number and range of tasks, of which the most straightforward have already been implemented. This is a clear contrast to the high level of inactivity over previous years. It is also clear that different types of knowledge, for example surrounding the hydrology, are now more widely recognised by a wider range of interests, although this is not always the case. More generally most people feel listened to, or at least taken seriously. As one interviewee put it:

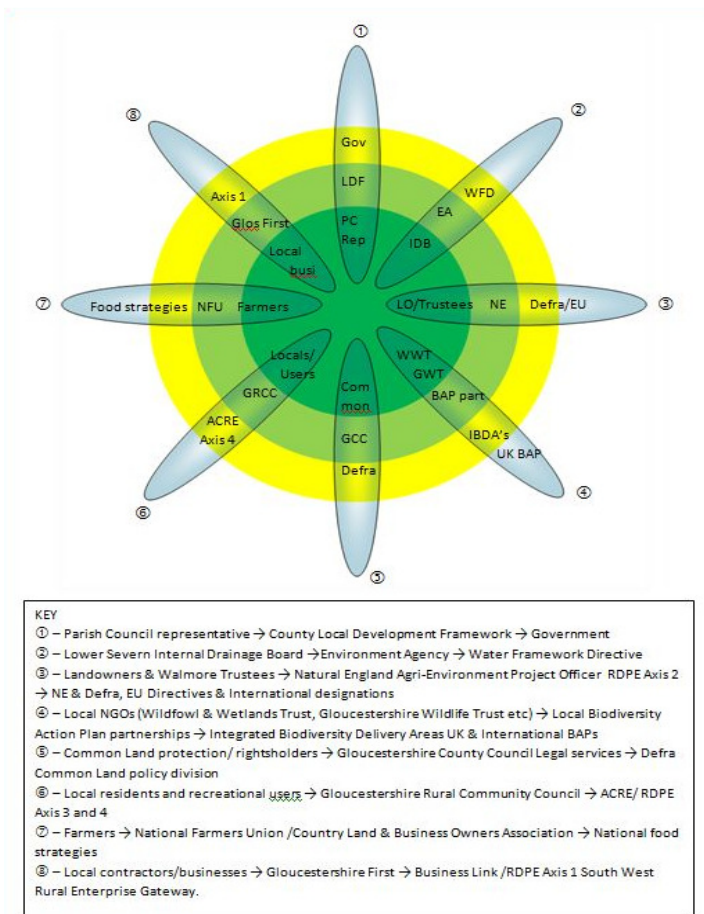
'I listen to all the hearsay about what is or isn't happening on the common and then I go to the [WCMG] meetings to find out what is really going on'.

The current process is seen as on-going or work in progress by those interviewed, with the WCMG the most effective forum for voicing concerns. Nearly all agreed that actually getting to this point, where all the local interests and agencies sit in the village hall and share a drink before proceeding with the business of the meeting, is a significant achievement in its own right. However, some felt that there are significant challenges in the coming months/years.

Overall, there is agreement that the current situation in Walmore is now closer to a shared vision than it has been in the past. However some say it is still far off, for others it is almost in sight. Both locals and agency staff agree that communication is clearer, but problems do still occur, possibly because some uncertainty remains concerning areas of responsibility. Nevertheless the sense that the WCMG is seen as a source of accurate information on what is actually happening, thus replacing 'hearsay'. The actions of the group and the transparent, accountable and effective nature of the meetings mean that the agencies are more confident that their legal requirements and obligations can be met locally. Conversely the local community is beginning to take collective responsibility for management that will meet national obligations and targets as well as meeting other concerns such as flooding and access provision. FWAG, who facilitated the meetings and the overall approach is seen by both locals and agency staff as 'closing the gap' between community interests and government agencies. Most of those interviewed feel that FWAG has been instrumental and this knowledge is crucial in bringing these changes about, although some feel that it may have happened anyway.

One of the major changes that the approach has brought about is the number of surrounding landowners who have entered into Environmental Stewardship, mostly into the Higher Level Stewardship scheme that will deliver greater environmental benefits to the area. The availability of funding through the Rural Development Programme for England (RDPE) has been crucial in this regard, particularly in resourcing infrastructure improvement in the area, often it seems at the 100% rate. This has not only benefitted local farmers when they enter AES, but also the infrastructure of Walmore Common itself through capital schemes associated with the existing scheme on the common. The in-depth nature of the management decisions has meant that local members of the WCMG have experienced a dramatic increase in their understanding of what the environmental agencies are expecting on the site and this has led to an increased awareness of the uniqueness and complexities of this wet lowland area with its combination of both high biological and productive diversity. This increased awareness has led to an increased desire to learn more about the ecology and hydrology in the area, something that the agencies and other specific interest groups need to build on. Overall among those interviewed there is a recognition that the local management group will continue to evolve and embed itself within the existing structures within the area, such as the Parish Council, with the aim of achieving longevity, local transparency and effective delivery of national objectives in environment and other areas. One issue dominated when it came to unresolved issues, that of grazing to two areas of common land. There is concern regarding the lack of grazing and the resulting condition of the wet grassland and there is some uncertainty and it seems no agreement on the best method of ditch management.

Figure 4.1 Diagram of Walmore case study using scoping approach



Finally, all of the interviewees were asked about their views for the future. With regard to the meetings, all of those interviewed saw these as crucial to the future because they are both a positive experience and invaluable in terms of transparency and accountability. Specific concerns mentioned centred on the need for grazing and the changes to the site in order to achieve grazing. Some felt that the 'the current honeymoon may end' in terms of the level of consensus or that the reduction in money may mean that the WCMG would fizzle out. The two remaining areas of capital works, the installation of mains water for grazing cattle and the placing of the tilting weir, are seen as potentially divisive. The other management tasks are understood to be tied to maintaining the site and therefore more manageable, in terms of responsibility, by those on the WCMG. The interviewees acknowledge that the WCMG will continue to evolve and that as the tasks become more maintenance oriented it might meet less regularly. The need to be able to access the type of knowledge that FWAG holds, in terms of linking local needs with national strategy and funding streams, is acknowledged but a number recognise that the level of input by FWAG may not be sustained in the medium term as other areas become involved their own ILD project. However, members of the WCMG have already taken responsibility for researching and investigating issues so this would suggest that the capacity is there within the group, although as yet they may not recognise this.

4. Discussion and Conclusions

Clearly the main achievement of the ILD model used by FWAG in Walmore, and a host of other locations (see Appendix 1 for full list), is getting all of the local and national interests around the same table discussing the main challenges on the site and implementing some them in less than two years. In addition to this are the several voluntary Environmental Stewardship agreements that farmers and landowners have entered into on the land surrounding Walmore Common, as shown in the picture below, resulting in landscape scale change but with confidentiality regarding each voluntary agreement intact. This is in stark contrast to the lack of joined up thinking, fragmented management and minimal meetings that had preceded FWAGs involvement. This highlights the importance of knowledge exchange together with facilitator and participatory practitioner to inform, link and enable the process and embed into decision making at all levels, something Reed (2008), in his review of stakeholder participation approaches, views as essential. The agreement by all interested parties to support and work with an independent and respected chair for the management group is the next significant step as this gives the group more confidence and responsibility, for example in researching into some tasks. This embedding of the process and sustaining of its delivery provides the facilitator with the confidence to move on to the next priority community, with the local management group save in the knowledge that they can call on the facilitator as and when necessary.

Figure 5.1 Aerial picture of Walmore with AES agreements outlined.



The dialogue between the various interests and individuals has made a difference as those interviewed were able to articulate the value of the site for an interest other than their own. The level of cooperation has increased the amount of inclusion and direct discussion between different interests and individuals, although

there will always be some suspicion and caution among those in the process. A by-product of these discussions appears to be an increased understanding among the local farmers and community stakeholders of what the agencies are looking for on the site and this has 'wetted their appetite' to know more and understand other aspects of the site that in some instances they have been involved in managing for over 40 years. This would appear to be part of the transformation from a management group to a 'learning community', such as those in the Allerton Project in the Eye catchment (Stoate 2008) and in the Parish Grassland project in the Hudnalls area of the River Wye (Peterken 2006).

Some uncertainty remains over the role and responsibilities of different agencies and interests within the WCMG but as the group takes on more responsibility for maintenance of the area this may well resolve itself. However, the fact that the management group is seen as a source of accurate information and a means of knowing 'what is really going on' is important. The securing of the WCMG within the local administrative framework has not yet been fulfilled but parish council do receive minutes and regularly attend meetings. It is hoped that by establishing a link to the parish plan for the area, completed several years ago, may facilitate the joining of the two groups, with the WCMG able to take forward the environmental issues raised in the plan.

Comparing the Walmore case study against the 6 step process outlined in the previous section highlights that the initial scoping of the area's assets and direct communication with the local community as key activities. This comprehensive trawl of information was critical in developing relationships and in understanding how the community functioned in terms of the various areas of decision making and the related objectives. By starting at a point that recognises the existence of multi-objective delivery it is easier to develop the scope of the arrangements and interactions. The openness of feeding back the findings from the scoping of assets in Step 1 is also evident through open meetings and site visits with members of the community and agency staff. One of the reasons behind the surrounding farmers entering their land into HLS schemes was the mapping of the management tasks, which highlighted the interconnected issues. The end result is a landscape scale process in Walmore that is delivering far more than just the management of designated areas. The surrounding areas providing a significant buffer, a key recommendation of Lawton *et al* (2010) termed as 'ecological restoration zones'. However, this task requires high skills of facilitation and linking up various strategic frameworks.

Some aspects of environmental behaviour are worth exploring here as it highlights what is implicitly at the centre of the ILD model. Recent work with farmers by CCRI and Macaulay (2007) has suggested that understanding farmers' motivations requires a framework that reveals the reasons why farmers behave the way they do by identifying the driving forces, within (intrinsic) or external (extrinsic) to the farmer, that arouse the enthusiasm or the will for this course of action. The study found three overarching and interlinked determinants of farmer behaviour: engagement with the initiative/scheme, capacity to change and willingness to change. The capacity for farmers to change reflects the farmers' perceived ability to change and is a function of a number of factors. Human capital, a function of qualifications, competence and desire to learn, was found to be important, whilst labour, social capital in terms of support networks and time availability are all significant in terms of enabling or constraining positive environmental behavioural change on the farm. Finally the study found that the values, goals and objectives of the individual farmer are embedded in the wider farming culture of the farmers' community, which itself exists within a wider society which acts to influence and motivate farmer behaviour. It is possible to adapt these three interconnecting factors so that they cover the type of area that Walmore represents – more complex multi-objective areas with the potential for landscape-scale delivery. In this sense the ILD model used by FWAG does take time to assemble the information needed to assess issues concerning engagement, capacity and willingness. This is an area that may warrant further investigation.

During the study some time was spent scanning the policy and academic literature for similar approaches. In terms of Europe there is only a little work, notably that of the GEMCONBIO research project (Simoncini *et al* 2008) that sought to develop '*policy guidelines on governance and ecosystem management for biodiversity conservation*'. The project aimed to develop these guidelines using an ecosystem approach, an approach that emphasise the need for participation and arises out of the recent Millennium Ecosystem Assessment. GEMCONBIO concludes that biodiversity conservation needs to be determined from local economic and social characteristics as well as local, national and international ecological needs. The policy recommendations include the need to '*recognise and respect customary institutions for natural resource management*' and to '*foster alliances between local, traditional institutions governing natural resources and the governmental agencies in charge of conservation*'. This would seem to be similar to the ILD model developed by FWAG and point to a variation of *co-management*, outlined in the following paragraphs.

Co-management has its roots in the work of Likens, Burch and others who combined social theory with ecology to develop socio-ecological system (Olssen *et al* 2004) or human ecosystems (Likens 1992). These recognise the impact of the human activities over time to the extent that the nature and the social are combined and deeply connected. The applied nature of this and the desire to change the more polarised approach of 'nature', and 'society's' use of it, has led to these concepts to be developed further through approaches such as 'community-based conservation' (Berkes 2003), 'co-management' (Carlsson and Berkes 2005) and 'adaptive management' (Jacobson *et al* 2009). All of these start from the premise that conservation and community development can be simultaneously achieved, which suggests a paradigm shift in ecological thinking that recognises humans as part of the ecosystem and the need for participatory approaches to identify and integrate 'traditional' human activities into conservation management. The interviews with local rights holders suggests they feel 're-involved' in the management of the area, often articulating their renewed involvement with references to past practices, while the agency staff are encouraged by the level of responsibility and understanding that is being developed.

The type of approach implement by FWAG reflects the principles and process of co-management outlined by Carlsson and Berkes (2005), who also suggest a six step problem solving process that recognises co-management as 'the result of extensive deliberation and negotiation' – meaning it is very much a process rather than a fixed state. The research steps that Berkes and Carlsson suggest as a means of developing a co-management approach involve:

- Defining the sociological system
- Mapping the essential tasks and key issues
- Clarifying the participants
- Analysing linkages
- Evaluating capacity needs
- Prescribing remedies

(Adapted from Berkes and Carlsson 2005:73-4)

They conclude that by applying such a co-management approach underpinned by the six research steps, '*power sharing will typically be regarded as the end result of a collaborative problem solving process rather than a starting point of a co-management decision-making process*' (Berkes and Carlsson 2005: 74). This would appear to be an important distinction between this ILD model, supported by the Walmore case study, and other collaborative and community initiatives that assume joint decision-making at the start. Nevertheless, there is significant overlap between this ILD model and community-led planning (CLP) approaches, with the only difference being the focus on land management.

Action for Communities in Rural England (ACRE) in conjunction with the Rural Community Councils have developed a nine step CLP process that they describe as a *'step by step process that takes place within a local neighbourhood or parish and is led by local people'* (ACRE 2010:1). The role of facilitation is clearly evident within this CLP and reflects the role of FWAG within this ILD model. In a similar vein the Carnegie UK Trust published *A Manifesto for Rural Communities* in 2009 listing three enabling factors; growing the capacity of local people, enhancing the community assets and increasing the scope and quality of community planning (Carnegie 2009). These three factors are strongly present within the FWAG ILD model suggesting a good potential for synergy between CLP and this ILD model. Finally, in terms of the comparison with the community development area, the Rural Coalition while strongly supporting the CLP approach also highlighted the need for national and local government *'recognise and adopt CLP as best practice' as a sound starting point for underpinning the 'Big Society'* (The Rural Coalition 2010). The link to Big Society is worth exploring given the central place that the concept has taken in policymaking since the change in government in 2010. From announcements and links to other initiatives it is clear that Big Society is about practice and delivery and combining the mobilising of public opinion and action with policy. What the FWAG ILD model seems to have achieved is a strong similarity to CLP approaches, which occur largely within the built up areas of communities, while at the same time outlining an approach that delivers natural environment outcomes through enabling those same communities.

The evidence from the Walmore case study suggests that the approach supports the policy recommendations of the GEMCONBIO project, to *'make contact with traditional structures'* and involve them in both management activities and governance. The linking in to existing structures as a way of securing and stabilising the approach within the community landscape, points that Dwyer *et al* (2007) highlighted in a Good Practice Guide for Defra on farmer environmental behaviour and Mills *et al* (2009) reiterated when reviewing collaborative groups in Wales. Nevertheless we need to be cautious about boarding what Kasperson (2006) calls the *'stakeholder involvement express'* just because it is the trendiest train in the station. Ribot (2006) makes clear that stakeholder involvement has to be meaningful, as with all decentralised approaches, they are *'only effective when there are mechanisms to represent local needs and aspirations in decision making'*.

Being part of one of the most heavily populated parts of Europe, perhaps it should not be a surprise that there are multiple local interests and multiple government agencies within a relatively small area. The result on many areas of land is both a heterogeneous State and community where the pursuit of the singular objective only occurs if no one else is listening or cares. For example the IDB themselves have to fulfil sometimes competing objectives, namely their direct responsibility to their rate payers to provide an adequate standard of drainage for agriculture and statutory responsibilities¹ for biodiversity. In order to meet multiple State and community objectives we suggest that a co-management approach, such as that used in Walmore, is beneficial in securing a long-lasting sustainable governance approach. As Carlsson and Berkes (2006:65) outline it should be seen as a *'continuous problem solving process ... involving extensive deliberation, negotiation and joint learning* [original emphasis]. This finding is also reinforced by Reed (2008). Perhaps there is a message here linking localism, Big Society and conservation management. This type of approach appears to be at odds with the more regulatory and incentive driven approach preferred by some within the conservation movement where environmental management is determined externally and implemented using a business model rather than one more attuned to the existing custom within a landscape. Not surprisingly, a recent report on pastoral commoning by the Foundation for Common Land concluded just that, that tradition

¹ under the Wildlife and Countryside and Natural Environment and Rural Communities Acts.

and custom were major factors among those with common rights continuing to exercise those rights to graze their stock (Natural England 2008).

Finally, the ILD model touches on important issues surrounding knowledge exchange, that is a two-way movement of knowledge from expert to local and local to expert. Crucially it avoids the trap of a wide range of people with different messages, all trying to reach a limited number of 'resource managers' in order to influence their behaviour, often without taking into account existing motivations or concerns. A key element within knowledge exchange is the development of 'co-learning communities' or 'communities of practice'. Communities of practice are defined as '*a system of relationships between people, activities, and the world; developing with time, and in relation to other tangential and overlapping communities of practice*' (Lave and Wenger 1991:98). In this sense the relationships are considered essential for learning and the implementation of different management approaches. Communities of practice have a number of defining characteristics, chief among these are sharing sustained mutual relationships and shared ways of engaging in doing things together (Lave and Wenger 1991). As such, building relationships and enhancing dialogue are fundamental to achieving mutually acceptable outcomes through the engaged of key stakeholders throughout the process. As a result, all sources of knowledge are valued and this knowledge flows along appropriate channels and networks. These approaches are currently being tested within the Development Test Catchment (DTC) experiments that are taking place across England within catchments in Cumbria (Eden), Norfolk (Wensum) and Hampshire (Avon) launched by Defra in 2010 as well as with other projects under the England Catchment Sensitive Farming Initiative.

It is worth reflecting that this type of approach is more developed within community development circles, largely through CLP as outlined above and this includes initiatives within rural areas such as Parish Plans, to initiatives in market towns and sub-urban neighbourhoods as well as the Transition Town movement. Moreover, it is possible to bring these different approaches together using the 'flower' diagram where the environmental 'flower' becomes a petal in a 'cross cutting' flower that includes all agendas that could be scoped and delivered in the same way e.g. transport, housing, tourism and health, see Figure 5.2.

There remains an opportunity to combine the land management and community orientated approaches through the funding provided by the Rural Development Plan for England (RDPE). For example this could be used in the training of facilitators, providing them with the people skills and equipping them to work with communities as they consider the physical assets within and close to their communities while at the same time supporting the rural community councils, who are specialists in developing other aspects of CLP process. The facilitation of environmental aspects of CLP might be simple to deliver in some locations and more complex in others. The case study would suggest that it is most needed where there is some 'community land' or land locally recognised as being of environmental value, for example registered common land or the linking of a local nature reserve to the wider countryside may require skilled facilitation. The Walmore case study suggests that where this is the case those involved in commercially farming land surrounding such areas are willing to be involved provided they are engaged from the start in the decision making and problem solving aspects of the process. It may work less well, or require significant adaptation, to work within areas dominated by commercial farming or isolated areas within the uplands; however that is as yet unproven. The success, for example, of the Cotswolds Farmland Birds Project might be an example of such an adaptation, where Natural England working with FWAG and GWCT at a landscape scale, shows that commercial farmers can be inspired to help the recovering of critically declining species of birds, such as corn bunting, tree sparrow, lapwing, yellow wag tail, turtle dove and grey partridge.

5. Next steps

This final section considers some of the next steps those would enable the wider consideration and application of this ILD model or one like it. There are five areas in which there are opportunities to offer the findings of this evaluation with a view to changing the way we think. These are:

- The increased focus on the need to develop a new approach to how we manage our natural environment (Defra 2010) and our environmental behaviour (House of Lords 2010);
- A focus on localism and the development of the Big Society agenda and an associated need for the training of facilitators and participatory practitioners to link communities with the complexity of the delivery landscape;
- The discussion arising from the '*Making space for nature*' review (Lawton 2010) and development of landscape scale projects (e.g. the Wildlife Trusts' Living Landscapes and RSPB's FutureScape) without a delivery mechanism for engaging with individual landowners who manage the farmed environment that the organisations say needs to be linked up;
- The development of the innovative and inclusive approaches, such as those in the DTC projects on catchments, and the subsequent discussion arising from farmer and community involvement;
- The embedding of the ecosystem services within policy and the associated increased recognition of participatory approaches.

The core element that seems to underpin the thinking behind the Defra white paper and the challenge presented by the House of Lords enquiry into environmental behaviour is the move from 'Big Government' towards 'Big Society'. The steps outlining the ILD model and the case study both point towards the possibility that the approach has the potential for a local delivery mechanism that would require a reduced resource from central government. Clearly there are initial start up costs relating to the facilitation but the presence of a local management group that can take on the day-to-day governance and management issues would mean a reduced monitoring role for project officers within environmental agencies. In future the farmed environment could reflect the community development arena with a wide acceptance of CLP and a delivery and process that is more locally orientated. As the Lawton review (2010) acknowledges biodiversity adaptation will only become a reality if '*there is an effective and positive engagement with landowners and land managers*' but crucially shies away from saying how this could be achieved. The ILD model outlined in this evaluation would appear to be regarded by the farmers interviewed as both effective and positive, therefore in the absence of other options it should be seriously considered by the appropriate bodies as a means of developing landscape-scale management.

There is also a stronger possibility of behavioural change both within the site and surrounding land areas because of the knowledge exchange that occurs within local management group. This is important in terms of the multi-objective land management that occurs where there are a number of interests operating at the landscape scale. Thus AES agreements, whilst still confidential to the individual landowner, can be pulled together so that the 'sum of the parts' is greater and a larger area is management in a complimentary way. In the same way the DTC's are pulling together over 40 organisations including scientists, farmers, regulators, policy makers, charities and industry groups with the aim of halting pollution from agriculture having a negative impact on the environment. In another sense the DTCs are embedding the notion of ecosystem services within these catchments and further afield. Defra will report in 2011 on the role of participatory approaches

within ecosystem services but it is very likely that the ILD model outlined here would fit well within any approach that is outlined, as it does with the work referenced in this report.

The FWAG ILD model deserves both more attention and scrutiny and should be part of the wider discussion going on within national, regional and local fora so that it can be tested thoroughly and made available more widely. This should focus on five main areas.

- How the ILD model can be incorporated into existing CLP mechanisms, extending the scope conventional community development and CLP approaches so that they included the physical and natural assets in and around communities.
- Reducing the acknowledged complexity in the national delivery framework and the lack of connection at the national, regional and local level between public agencies, NGOs, the private sector and landowners using the FWAG ILD model offers an opportunity for local delivery that can be adjusted to suit whatever options are developed and installed at the national level.
- The development and training of independent facilitators and participatory practitioners over and above the current existing resource. This will involve a number of agencies and organisations as well as adapting existing short courses and CPD arrangements. There are short-term needs in order to meet current demand but also longer-term issues that need to be explored. The emphasis should be in delivering landscape-scale change and enabling communities.
- Where the resourcing for the implementation of the ILD model will come from in the future as it extends across to different parts of the country. Currently, much responsibility for resourcing rests on the effective utilisation of funds through the RDPE, although this source will change and may reduce in 2012 meaning that new opportunities will need to be identified. One example might be the emerging discussions surrounding 'green credits' and 'biodiversity offsetting' as an alternative way of prioritising the Green spend.
- What policy frameworks will be adjusted through the use of this report, especially its findings on localism and the impact of top-down policy. Wider use of the ILD model in a wide range of communities will further test its ability to inspire and enable them in the delivery of national environmental targets. All those involved with the environment want to see better outcomes for the effort and money invested. Embedding local ownership and participation and creating the opportunity to draw all interested parties together makes sense and should encourage more tangible outcomes through local evaluation, monitoring and ownership.

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Appendix 1: Table of Case Studies using the Integrated Local Delivery model.

Note: The ILD model was developed in 2 phases Caring for the Cotswolds Project (2002 – 2007) and FWAG (2008 onwards). Key Partners in all projects include farmers, landowners, volunteer groups and Parish Councils. The projects each have an all inclusive list of partners that are too numerous to tabulate.

Location	Designations	Project Objective:	Agency partners	Landscape outcomes	Date
Uley, Gloucestershire	Scheduled Ancient Monument (SAM), SSSI, Public Open space, National Trail, AONB	Restoration of Uley Bury Hill Fort.	Rural Development Service (RDS) and English Nature (now NE), Gloucestershire County Council Archaeological service, English Heritage, AONB	Linking ESA and EWGS agreements. Delineation of the Hill Fort	2004 onwards
Charlton Kings, Gloucestershire	SSSI, SAM, National Trail, AONB	Sustainable management of Leckhampton Hill and Charlton Kings Common	RDS and EN, Cheltenham Borough Council, AONB	ESA agreements, SSSI buffered by AES	2004 onwards
Minchinhampton and Rodborough, Gloucestershire	SSSI, SAM, National Trail, AONB	Restoration of Minchinhampton and Rodborough Commons	National Trust RDS and EN, AONB, GCC Highways, EBLEX	SSSI managed through AES by commoners; Beef marketing initiative	2004 onwards
Painswick, Gloucestershire	SSSI Common	Restoration of Juniper Hill,	RDS and EN, Countryside Agency (now part of NE) GCC Highways	Linking SSSIs through AES	2004 onwards
Upton St Leonards, Gloucestershire	Grassland Inventory Common	Restoration of Cud Hill	RDS and EN, GCC Highways	Management of fragmented commons in the landscape	2006 onwards
Edge, Gloucestershire	NNR	Sustainable management of Edge Common	NNR team, NE, AONB, Rights holders	Management of NNR	2006 – 2008
Oakridge, Gloucestershire	SSSI and Open Access land	Sustainable management of Strawberry Banks	Butterfly Conservation, Gloucestershire Wildlife Trust (GWT)	Linking limestone grassland sites	2006 onwards
Charlton Kings, Gloucestershire	National Trail	Restoration of Ravensgate Common,	Natural England Butterfly Conservation AONB	Management of common in AES landscape	2008 onwards
Chorley Wood, Hertfordshire	Public open space	Restoration of Chorley Wood Common	Natural England, Countryside Services Man.	Introducing grazing on an urban common	2008

Miserden, Gloucestershire	Grassland Inventory site	Bull Banks, grassland inventory	Natural England, Butterfly Conservation,	Parish biodiversity monitoring	2009
Hillesley, Gloucestershire	Parish	Water Vole Project	Natural England, GWT, BC, EA	Landscape scale AES and EWGS	2009
Westbury on Severn, Gloucestershire	SAC, SSSI, RAMSAR, Common	Sustainable management of Walmore Common,	IDB, Natural England, Trustees, WWT, GWT	Landscape Scale AES buffering SAC/SSSI	2009 onwards
Hawkesbury, Gloucestershire	SSSI	Restoration of Hawkesbury Inglestone Hareley and Assley Commons	SGC, Stroud District Council	Management of commons linking with AES and local farming community.	2010
Brill, Buckinghamshire	Public open space	Sustainable management of Brill Common	Butterfly Conservation	HLS application on common land & coordinating volunteering	2010
Longdon	part SSSI	Wetland HLS/ Biomass project	Wetlands West Partnership Czero	Potentially landscape linked HLS agreements	2010 onwards
Ashleworth, Gloucestershire	part SSSI	Sustainable management of Ashleworth Ham	Natural England, Wildlife Trust	Landscape scale AES	2010
Chedworth, Gloucestershire	Parish	Village nature Reserve	GWT, NE	Landscape assessment of Parish	2010
Cirencester, Gloucestershire	SAM and Public Open Space	Green Strategy for Cirencester Town Council	CTC Green strategy group	HLS agreement under development	2010
Stinchcombe, Gloucestershire	SSSI, SAM, Common	Restoration of Stinchcombe Hill,	NE, County archaeological service, Trustees	HLS agreement re-introduction of grazing	2011 ongoing
Farmland Birds Project Area,	Cotswolds AONB	Targeted HLS for the recovery of 6 key bird species	NE, Game Conservancy, RSPB	Landscape scale HLS over 50 HLS agreements	2009/10 onwards

Appendix 2: Questionnaire for Members of Local Community

Introduction:

Through this small research project the CCRI have been asked by Natural England and FWAG to try and objectively assess the approach that has been introduced on Walmore over the past year in order to see how this approach differs from other conservation approaches and what the lasting impacts may be on future management and conservation objectives.

Researchers from the CCRI will be speaking with a range of people connected with Walmore over the next few weeks either face to face or over the phone. The findings of the research will then be presented to the next meeting of the Walmore Management Group on July 15th before being presented to Natural England and others for discussion and further scrutiny.

Interviewees involvement/background:

Historical perspective (before current approach)

How would you describe Walmore, what does it mean to you and others in the community?

What has been the history of local management and use of Walmore over the past 20 years?

How would you describe the conservation management and involvement of agencies on Walmore before FWAG were involved?

Which organisations and agencies have been involved, and what meetings took place?

Would you say that there was a shared vision for Walmore at this point? If not, what were the key differences?

FWAG involvement

When did FWAG become involved?

What is your understanding as to why FWAG became involved?

Did you notice a difference in the approach FWAG took towards Walmore? (How did FWAG outline what they were trying to do?)

Did FWAG visit you when developing the plan for Walmore and local community? What do you recall about the visit?

From your perspective, how similar/different was it to other visits or discussion from other agencies involved in Walmore that you have experiences?

What would you say was the view of the Walmore community as a whole?

Can you recall how these discussions were brought together? Did your views change during this period?

Do you feel that all of the local interests on Walmore were appropriately represented?

Do you feel that all of the agency interests on Walmore were appropriately represented?

Developing the management structure

How was the management structure for Walmore developed? Who suggested and developed the structure and how was it discussed and received?

Did you agree with the suggested management structure? Do/Did all of the local community feel that they were involved in developing the management structure?

Were all of the right tasks identified and included within the discussions? How confident were you then that they would provide the right sort of management that the site requires?

How were the various tasks allocated? What were the toughest negotiations on?

Does the revised management structure put different types of knowledge on a more equal footing?

Overall, do you feel that you have had an input in to this process and that it has been listened too? To what extent is this process on-going?

The current situation

How would you describe the situation now? Would you say that there was a shared vision for Walmore site now?

Are the communication channels clear, does everyone know who takes responsibility for what?

Do you feel able to meet the requirements of the statutory and other agencies (NE, EA etc) that have a formal interest in the management of Walmore? Does the local community have the right skills and capacity?

Would you say that the management of Walmore based within the local community? Are a greater number and range of the local community involved and pulling in the same direction now, than before?

Are any of the tasks shared now (e.g. resources and labour)? How well are the linkages between the different organisations working?

Is the management of Walmore more efficient and/or more effective now? Can you give any examples?

Is the current situation down to FWAG alone or could what has happened here in Walmore occur elsewhere?

Management Activity

What management do you get involved with on Walmore and the surrounding area (hands on or planning)? Who else is involved in this/these activities?

Where are the majority of the funds and time associated with Walmore coming from?

How have the events of the past few years changed the way you manage your land or your approach to Walmore and the surrounding area? Did you imagine that you would have undertaken these changes?

Has there been a direct impact on your farm/land or other interests since FWAG became involved on Walmore? Allow time for them to explain, check on link to Walmore

Have you seen any changes in the physical condition of Walmore? What have the agencies said about of the site? Are there tangible changes you can tell me about?

Do you feel that you are more aware of the whole situation on Walmore and the surrounding area now, rather than your own objectives and concerns?

The future

Are the meetings more transparent, accountable across the local community and the various agencies? How are management options discussed and decided?

As far as you are aware, has there been any monitoring or evaluation of the impact of the revised management or the changes on the site/surrounding area?

Do you have any concerns regarding the management of Walmore in the future? Have you raised or shared these with anyone? How were they received?

What do you think are the key issues on Walmore now? What are the current and future challenges?

How secure is the funding on Walmore, is there a clear plan for management in the short/medium term?

Do you feel that the management process and structure will evolve further? If so in what way?

Any other comments?

Thank you.

Appendix 3: Questionnaire for Key Agencies / Individuals

Introduction

Through this small research project the CCRI have been asked by Natural England and FWAG to try and objectively assess the approach that has been introduced on Walmore over the past year in order to see how this approach differs from other conservation approaches and what the lasting impacts may be on future management and conservation objectives.

Researchers from the CCRI will be speaking with a range of people connected with Walmore over the next few weeks either face to face or over the phone. The findings of the research will then be presented to the next meeting of the Walmore Management Group on July 15th before being presented to Natural England and others for discussion and further scrutiny.

Interviewee involvement/background

Historical perspective (before current approach)

How would you describe Walmore, what does it mean to you and your organisation?

What has been the history of local management and use of Walmore over the past 20 years?

How would you describe the conservation management and role/involvement of agencies on Walmore before FWAG were involved?

Which organisations and agencies have been involved, and what meetings took place?

Would you say that there was a shared vision for Walmore at this point? If not, what were the key differences?

FWAG involvement

When did FWAG become involved?

What is your understanding as to why FWAG/Jenny became involved?

Did you notice a difference in the approach FWAG took towards Walmore? (How did FWAG outline what they were trying to do?)

Did FWAG discuss with you the proposals for Walmore? What do you recall about these discussions?

How different do you feel this approach and the associated discussions were from what had gone on before on Walmore and other sites that you have experienced?

What would you say was the reaction/view of the Walmore community as a whole?

Can you recall how this approach was brought together? Did your views or those of the organisation that you represent change during this period?

Do you feel that all of the agency interests on Walmore were appropriately represented?

Do you feel that all of the local interests on Walmore were appropriately represented?

Developing the management structure

How was the management structure for Walmore developed? Who suggested and developed the structure and how was it discussed and received?

Did you/your organisation support with the suggested management structure? Do/Did all of the local community feel that they were involved in developing the management structure?

Were all of the right tasks identified and included within the discussions? How confident were you then that they would provide the right sort of management that the site requires?

How were the various tasks allocated? What were the toughest negotiations on?

Does the revised management structure put different types of 'knowledge' on a more equal footing?

Overall, do you feel that you/your organisation have had a suitable input in to this process and that it has been listened to? To what extent is this process on-going?

The current situation

How would you describe the situation now? Would you say that there was a shared vision for Walmore site now with more bottom-up involvement?

Are the communication channels clear, does everyone know who takes responsibility for what?

Do you feel that the local community are more able to meet your organisation's statutory requirements in the management of Walmore?

Do you feel that the local community has the right skills and capacity for the management of Walmore? Do you feel that this is clearly understood and accepted by all those involved?

To what extent is the management of Walmore based within the local community? Are any of the tasks shared now (e.g. resources and labour)?

Is the management of Walmore more efficient and/or more effective now? How well are the linkages between the different organisations working? Can you give any examples?

Do you feel that your organisation understands Walmore in different way now compared to the past?

Is the current situation down to FWAG alone or could what has happened here in Walmore occur elsewhere?

Management Activity

What management do you get involved with on Walmore and the surrounding area (hands on and/or planning)? Who else is involved in this/these activities?

Do you know how the cost of this/these covered?

Where are the majority of the funds and time associated with Walmore coming from?

How have the events of the past few months changed the way your organisation approaches and manages Walmore and the surrounding area? Is it important to you who does the work and get involved?

Has there been a direct impact on your organisation within since FWAG became on Walmore? Would you consider using the approach yourselves elsewhere?

Have you seen any changes in the physical condition of Walmore? What have the agencies said about of the site? Are there tangible changes you can tell me about? What have the local committee said about the state of the site?

Do you feel that you/your organisation are more aware of the whole situation on Walmore and the surrounding area now, as well as your own objectives and concerns?

The future

Do you feel that the discussions on Walmore are now more transparent and accountable and involve all of the local interests and the various agencies? How are management options discussed and decided?

What monitoring or evaluation has there been on the impact of the revised management or the changes on the site/surrounding area?

Do you have any concerns regarding the management of Walmore in the future? Have you raised or shared these with anyone? How were they received?

What do you think are the key issues on Walmore now? What are the current and future challenges?

How secure is the funding on Walmore, is there a clear plan for management in the short/medium term?

Do you feel that the management process and structure will evolve further? If so in what way?

Any other comments?

Thank you.