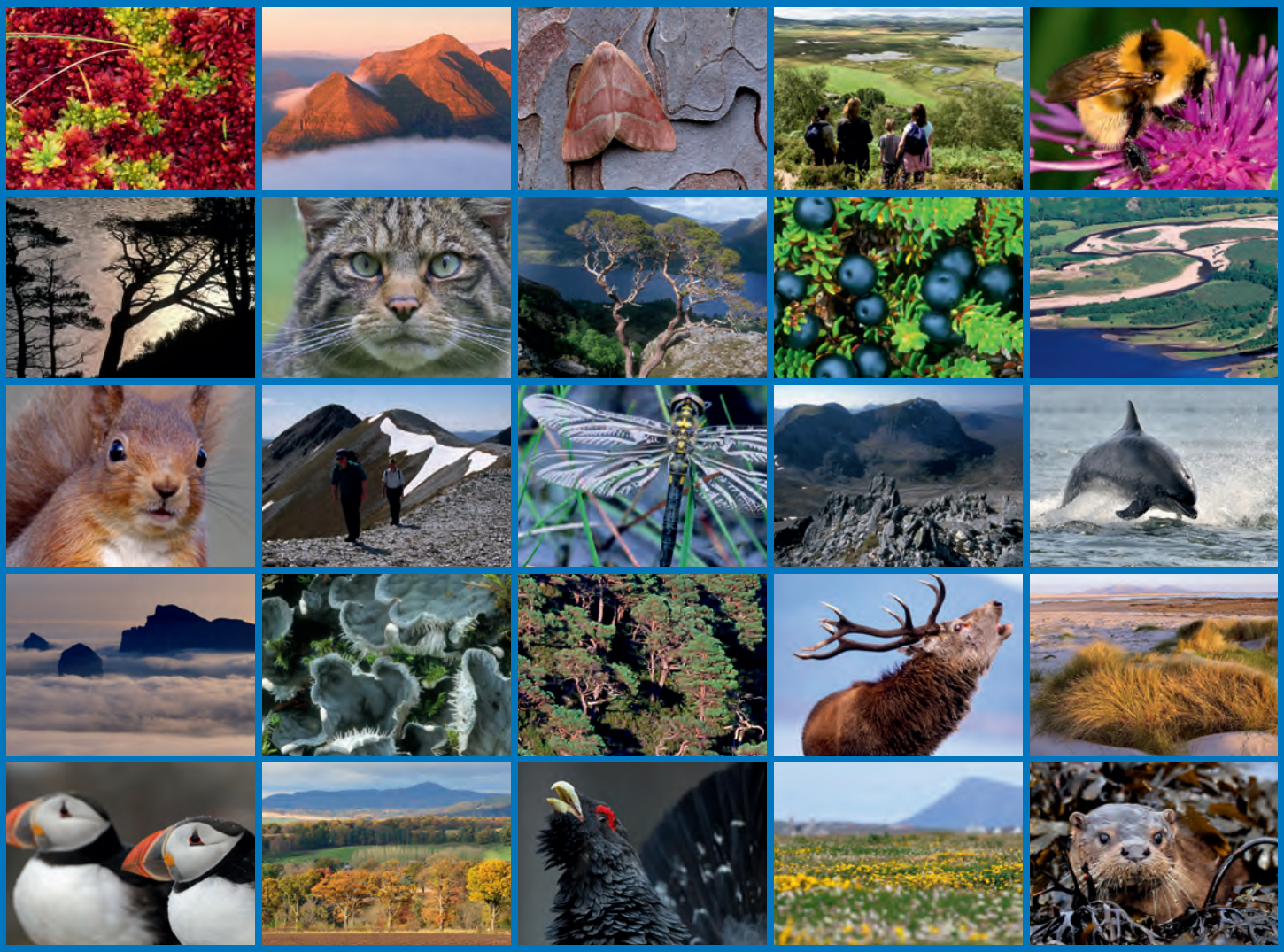
Scottish Natural Heritage
Commissioned Report No. 598

A review and evaluation of collaborative landscape-scale management initiatives



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COMMISSIONED REPORT

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A review and evaluation of collaborative landscape-scale management initiatives

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COMMISSIONED REPORT

Summary

A review and evaluation of collaborative landscape-scale management initiatives

Commissioned Report No.: 598
Project no: 13238
Contractor: Lockett Agri-Environmental (Richard Lockett)
Year of publication: 2013

The work undertaken for this independent report was commissioned, managed and funded by Scottish Natural Heritage. A key output was to suggest improvements for the support of landscape-scale management through the next SRDP. Whilst consideration will be given to all the suggestions made, no conclusions, recommendations or views expressed in this report, unless specifically stated, should be construed as supported by either Scottish Natural Heritage or the Scottish Government.

Background

The project team was commissioned to review and evaluate landscape-scale management initiatives. The objectives of the work were to:

1. Identify key ingredients for the success of landscape-scale management initiatives both within and outwith the Scotland Rural Development Programme (SRDP), as well as any causes of failure.
2. Provide suggestions to improve support for landscape-scale management through the next SRDP.
3. Present these ideas to scheme administrators; test their compatibility with existing regulations and institutional structures; and discuss ways forward, including the facilitation of a workshop.

The objectives were assessed through the investigation of nineteen case studies focussed on six themes.

Different approaches to landscape-scale management were evaluated including:

1) *Collaborative*: Land managers meet, work together and maintain a dialogue.

2) *Co-ordinated*: Land managers working towards the same objective but in isolation.

AND

A) *Bottom-up*: Impetus comes from and is maintained by land managers

B) *Evolved*: Activities start independently, in an ad-hoc manner, but are brought together into a collaborative venture by an adviser

C) *Top-down*: Initiated by a Government Agency, NGO or by a Government funded adviser to deliver public policy.

Main Findings

In many cases ‘co-ordination’ is sufficient for the delivery of the desired outcomes and genuine ‘collaboration’ is not required. It is important that this difference is recognised when considering landscape-scale projects.

The level of public vs. private benefit in a landscape-scale project is a major determinant of the type of approach that is required.

Evidence suggests that, in the majority of cases, landscape-scale projects are only likely to take place where third party facilitation is used. A ‘reactive’ approach to AES applications – setting up a scheme and waiting for applications - does not lend itself to the delivery of landscape-scale public benefits. Access to high quality advice and support is an important component of successful landscape-scale projects.

The social capital associated with existing networks such as crofting townships, Fisheries Trusts and Deer Management Groups offers considerable scope for delivering landscape-scale projects.

Attempts at SRDP funded landscape-scale control of invasive non-native species (INNS) and landscape-scale public access projects have generally been unsuccessful. Achieving 100% coverage of INNS in target areas will be highly unlikely under the current circumstances.

Landscape-scale management is particularly important on designated sites where 85% of SSSIs have more than one owner / occupier. Current difficulties in encouraging management across multiple holdings mean that the majority of SSSIs in unfavourable condition due to invasive species (95) will remain so. This figure represents almost one-third of the 330 SSSIs currently in unfavourable condition, and presents a significant challenge to current Government targets.

Twenty specific recommendations are set out in the report. These cover general issues as well as more specific issues such as SRDP, designated sites, INNS and public access.

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1. INTRODUCTION

1.1 Project objectives

The project team[1] was commissioned by Scottish Natural Heritage (SNH) to review and evaluate landscape-scale management initiatives.

The objectives of the work were to:

1. Identify key ingredients for the success of landscape-scale management initiatives both within and outwith the Scotland Rural Development Programme (SRDP), as well as any causes of failure.
2. Provide suggestions to improve support for landscape-scale management through the next SRDP.
3. Present these ideas to scheme administrators; test their compatibility with existing regulations and institutional structures; and discuss ways forward, including the facilitation of a workshop.

The objectives were to be assessed through the investigation of case studies focussed on a number of themes:

i. Upland habitat management
ii. Deer management
iii. Catchment management (diffuse pollution)
iv. Paths / access
v. Invasive non-native species
vi. Landscape-scale management of lowland habitats

1.2 Report Format

The report is based on the experience of advisors and those responsible for the delivery and facilitation of landscape-scale projects. A total of nineteen case studies were assessed covering each of the six themes of the project. These case studies were primarily based on the experience of the project team. However, other projects were also examined where the project team had no involvement. This helped to ensure a range of case studies were assessed.

Although a significant proportion of the case studies assessed were funded through the current (2007-2013) SRDP, landscape-scale approaches using alternative funding sources were also examined.

The report details the outcome of the case study assessment, describes an analysis of the issues arising from the case studies, and sets out a series of detailed recommendations for the improved delivery of landscape-scale management.

[1] Richard Lockett (Lockett Agri-Environmental), Alan Boulton (Huntaway Consulting), Tony Seymour (The Farm Environment Ltd)

2. IMPORTANCE OF LANDSCAPE-SCALE MANAGEMENT

The importance of landscape-scale management in delivering public benefits is widely acknowledged at a policy level.[2] Most provisioning, regulating and cultural ecosystem services are delivered across large geographic areas that extend beyond the traditional boundaries of farming businesses and land holdings.

Supporting collaborative land management for the provision of public benefits is one of the objectives of the SRDP, in particular the Rural Priorities Scheme.

2.1 Collaborative management on SSSIs

Precisely quantifying the importance of landscape-scale management is difficult. An analysis of the Sites of Special Scientific Interest (SSSI) network in Scotland gives some indication of the importance of the issue:

- Most (85%) of SSSIs in Scotland have more than one owner / occupier meaning that collaborative / co-ordinated management is highly important to the condition of these sites. 45% of sites have five or more owner / occupiers and 20% have ten or more.
- Ninety-five (29%) of the 330 SSSIs in Scotland currently in unfavourable condition are as a result of Non-native Invasive Species. This represents (6.6%) of Scotland's 1,450 SSSIs.

[2] Davies, B. *et al*. 2004. Challenges in creating local agri-environmental cooperation action amongst farmers and other stakeholders. Macaulay Institute

3. ASSESSMENT OF COLLABORATION UNDER AGRI-ENVIRONMENT SCHEMES (AES)

Assessing collaboration under agri-environment schemes such as the Countryside Premium Scheme (CPS), Rural Stewardship Scheme (RSS) and the current Rural Priorities (RP) Scheme has proved challenging.

The nature of the current RP scoring system means that collaboration has often had a crucial bearing on the success of an application. Whilst this can be viewed as positive, it has also led to an 'arms race' to prove that an application has a collaborative element. There are good examples of applications where collaboration is central to the proposals. However, the narrowly focussed, desk based, assessment system makes it difficult for case officers to differentiate the quality of collaborative proposals. Furthermore, collaboration often features at a relatively late stage in the application process, rather than at the beginning.

Previous AES offered some examples of successful incentives for collaboration. Under the RSS, collaborative applications from four or more small units each scored the number of points allocated to the highest scoring application. This avoided the scenario where each applicant had to (unnecessarily) choose as many options as possible for their unit to score enough points. CPS, and latterly RSS, applications from common grazings scored enough points to effectively guarantee entry to the scheme.

4. DEFINITIONS

At the outset of the project it was agreed that clarity on terminology used was essential, particularly as there are a number of different approaches to landscape-scale management that may be termed 'collaborative'.

The table below presents a method to difference between *collaboration* and *co-ordination*. It also outlines the different approaches that may be taken to deliver landscape-scale management. This builds on previous work defining different aspects of collaboration.[3]

1) Collaborative	Land managers meet, work together and maintain a dialogue. Land managers need to engage with each other for the project to deliver its desired outcomes.
	OR
2) Co-ordinated	Land managers working towards the same objective but in isolation. Joint working between participants is not necessary for the project to deliver its desired outcomes. External facilitation a common feature of this approach.

A) Bottom-up	Impetus comes from and is maintained by land managers.
	OR
B) Evolved	Activities start independently, in an ad-hoc manner, but are brought together into a collaborative venture by an adviser.
	OR
C) Top-down	Initiated by a Government Agency, NGO or by a Government funded adviser to deliver public policy.

The two extremes of this approach are:

A project may be collaborative and bottom-up (1A) for example, a group of crofters looking for incentives to re-introduce cattle grazing to the crofts and common grazing.

A project may be co-ordinated and top-down (2C), for example, farmers in a specific catchment being encouraged by a Government Agency to undertake work to benefit water quality.

[3] Davies, B. *et al*. 2004. Challenges in creating local agri-environmental cooperation action amongst farmers and other stakeholders. Macaulay Institute

5. CASE STUDIES / THEMES

Nineteen case studies were evaluated under six themes. For some themes a limited number of case study examples were available. For others, there was a wide range of case studies from which to choose.

Case studies were summarised to:

- Identify the motivation of participants, particularly the extent of private benefit versus public benefit;
- Highlight what worked and what did not;
- Outline lessons learned.

Each of the case studies is included in Appendix 3.

The information from the case studies is summarised under the various project themes:

5.1 Individual Themes

5.1.1 Upland Habitat Management

Case studies examined (and type of collaboration):

- Loch Lomond & The Trossachs NPA Black Grouse (2,C)
- Ben Lawers SSSI (1,C)
- Denny Muir SSSI (2,C)
- Pentland Hill Black Grouse (2,B)

Summary of lessons learned:

General:

- Most initiatives are co-ordinated but collaboration does occur, typically where livestock range across un-fenced boundaries.
- A top-down approach is generally required but may evolve where private interest is higher. The approach is highly unlikely to be from the bottom-up.
- Private benefit (financial and / or beneficial management / capital work) is likely to be the over-riding motivation for involvement.
- Land managers were not strongly motivated by public benefit associated with habitat condition / species numbers.
- All required a high degree of facilitation by skilled advisers / Government Agency staff which was essential for successful delivery.
- Land managers do not always work well together where collaboration is required.
- Whilst projects were all ‘top-down’, engagement with land managers to identify solutions to problems is essential.
- Social/peer pressure can act as a motivation for participation.
- 100% participation may not be essential to achieve desired outcomes.

SRDP:

- SRDP can be effective in providing incentives for these types of projects but does not provide the level of facilitation needed for the best outcomes.
- It is essential that local priorities are identified and sufficiently targeted to ensure best value for money.
- Fear of delay between completion of capital works and grant payment is a significant deterrent to land managers applying for funding.
- Private benefit can, in some circumstances, be enough incentive for land managers to pay to apply to SRDP. This is not the case where detailed management planning for complex sites is required.
- Lack of scope for ongoing support for scheme participants post approval inhibits the sustained success of the projects.

5.1.2 Deer Management

Case studies examined:

- Deer Management Groups (DMGs) (1,A/B)

Summary of lessons learned:

DMGs are a good example of where genuine, bottom-up, collaboration is highly effective at delivering both private and public benefits. The requirement for Government Agency involvement / facilitation is generally much lower.

General:

- DMGs provide a rare example of where the full collaboration of land managers working together is essential and functions in an effective manner.
- The bottom-up / evolved impetus for DMGs stems from considerable private interest in deer management.
- DMGs provide a useful existing network, particularly where public benefits associated with deer management need to be resolved.

SRDP:

- SRDP has only recently included an option to fund deer management planning and no case studies of this option are yet available. Government funded Collaborative Upland Habitat Management Plans (CUHMPs) generally worked with existing DMGs.
- Uptake of deer management options is low (particularly associated with low payment rate).
- The private interest in managing deer may mean that incentives for management are less important.

5.1.3 Catchment Management (Diffuse Pollution)

Case studies examined:

- Lunan Lochs catchment (2,B/C)
- Mains Burn catchment (2,C)
- Loch Leven catchment (2,B/C)
- River Ayr catchment (2,B/C)

Summary of lessons learned:

General:

- Understanding the nature of the problem and taking a catchment-wide, strategic approach to tackling the issues has proven to be effective.
- There is often considerable overlap between private benefit and public benefit with some diffuse pollution issues.
- Short-term projects (including 5 year AES agreements) risk losing momentum and effectiveness unless steps are taken to ensure continuity.
- Building new networks can be challenging. Catchments at the appropriate scale (the smaller the better) make a good geographical basis for new networks.
- Experience suggests that catchment scale management is unlikely to develop from the bottom-up.

SRDP:

- Having a range of incentives available (including more flexible capital funding outwith SRDP) ensures more successful outcomes.
- Specific information on diffuse pollution problems at a farm scale underpins good AES applications and ensuring best value for money.
- There is scope for improving the range of options available under SRDP and ensuring options are sufficiently flexible to deliver desired outcomes.
- The project officer / facilitator role is essential to encourage actions on the ground, including raising awareness and encouraging uptake of agri-environment schemes.

5.1.4 Paths / Access

The project team was only able to identify one collaborative access project funded by SRDP (Corrieyairack Pass). This in itself is indicative of the problems associated with access and SRDP. The other access project examined was not funded through SRDP, but did highlight the requirements for a multiple holding access project to be successfully implemented.

Spending on access options is low. At September 2011 the total expenditure and commitments on all SRDP measures was £453M. Expenditure and commitments on Priority 25 (*Increased Public Access)* was £1.95M (0.43%). The *Creation and Upgrading Paths* option was the most popular with 63 applications totalling £1.48M. This is the equivalent of 70km of high specification new path. It is not known how many of these projects, if any, were collaborative.

In 2011 the SRDP Working Group of the Access Forum produced a joint working paper which aimed to inform the provision of support for outdoor access in the 2014-2020 SRDP. Two relevant sections from this paper are outlined below:

> *"The application process does not lend itself to collaboration. For example, where more than one business is involved in delivery of a project, there is still a requirement for payments to be channelled separately through each applicant's business. This makes it very difficult for organisations such as Councils or Access Trusts to secure Rural Priority funds and manage projects, even where the land managers are happy to co-operate".*
>
> *"Strategic Route delivery - The current measures tend to be aimed at specific land holdings. This makes delivering strategic routes, such as core paths, long distance and other promoted routes or networks very difficult through the SRDP. That is, each landowner along the route has to apply separately for the funding they require for their section of the route. There is once again often not sufficient motivation from their perspective to merit the effort in doing so."*

Case studies examined:

- Cairngorms Access Project (2,C)
- Corrieyairack Pass (2, B/C)

Summary of lessons learned:

General:

- Access provision primarily delivers public benefit. There is some recognition of private benefit to individual land managers associated with ensuring users are managed in a way that does not conflict with other activities.
- Co-ordination and facilitation by funded advisory staff, is likely to be the only way to deliver multiple holding access projects.
- Funding capital works directly is a successful way of getting multiple land holding access projects implemented.

SRDP:

- Setting properly targeted regional priorities using existing core path network plans is essential.
- Significant improvements to SRDP payment rates are required. Anything less than 100% of the costs is likely to continue to see a very low uptake.
- Third party applications for SRDP funding can be made to work if all parties are keen to see an issue resolved.

5.1.5 Invasive Non-Native Species (INNS)

Case studies examined:

- Tayside Grey Squirrel Control (2,B)
- Rhododendron (2,C)
- South Esk Invasives Control (2,B)
- Whittinghame & Beil Water Giant Hogweed Control (1,A)

Summary of lessons learned:

General:

- Only one collaborative and bottom-up project was identified. All others were co-ordinated and either initiated from the top-down or evolved.
- A strategic plan/overview essential.
- A high degree of co-ordination is required, but collaboration (land owners working together) is not necessarily required.
- Top-down involvement from Government Agencies and / or NGOs is normally essential.
- There is some, limited, private benefit for land managers controlling INNS. This private benefit is generally insufficient to overcome the deterrent associated with the scale of management required and associated risk / cost (with the exception of grey squirrel control).
- 100% coverage in target areas is always required. Differing motivations of land managers mean this is highly unlikely to be achieved using a 'reactive' scheme where incentives are developed and authorities wait for applications to be submitted.
- Successful projects used a project co-ordinator/facilitator role to ensure comprehensive coverage
- Having a range of funding options / control techniques is likely to lead to much more successful outcomes, particularly as most expenditure is as a capital payment.
- Use of trained volunteers with a private interest can be useful in following up primary control work. This is heavily reliant on co-ordination.

SRDP:

- SRDP has a useful, but limited, role to play in the control of INNS, particularly where there is a higher degree of private interest in control (eg grey squirrels).
- Uptake of SRDP for INNS control with predominantly public interest (eg rhododendron control) at a landscape-scale will always be too low to achieve required coverage.
- Non-eligible ground (eg gardens, roadsides) will generally feature where INNS control is required. This is excluded from SRDP funding.
- A project co-ordinator is essential where SRDP is used to fund INNS control. Co-ordinators can significantly boost scheme uptake and can target non SRDP funded control to fill the gaps.
- Ongoing support, including post application support, significantly improves delivery.
- The threat of penalties and grant recovery where eradication is not successful is a significant disincentive to large scale operations

5.1.6 Landscape-scale management of lowland habitats

Case studies examined:

- RSPB Corn Bunting Project (2,A/B)
- Crofters' Cattle Clubs (1,A/B)
- East Lothian Great Crested Newt Project (2,B)

Summary of lessons learned:

General:

- The 'social 'capital' of a group which has come together spontaneously is a valuable asset. This usually arises as a result of a shared private interest, but presents an excellent opportunity where this overlaps with public interest.
- Facilitation of 'bottom-up' groups - providing advice, linking with government targets/objectives and securing funding - significantly improves outcomes,
- A facilitator/knowledge broker role is essential for targeted intervention for landscape-scale, public interest projects.
- Interest and involvement can be generated by good adviser / land manager / NGO / Government Agency relationships.
- Meetings, workshops and training have an important role to play.

SRDP:

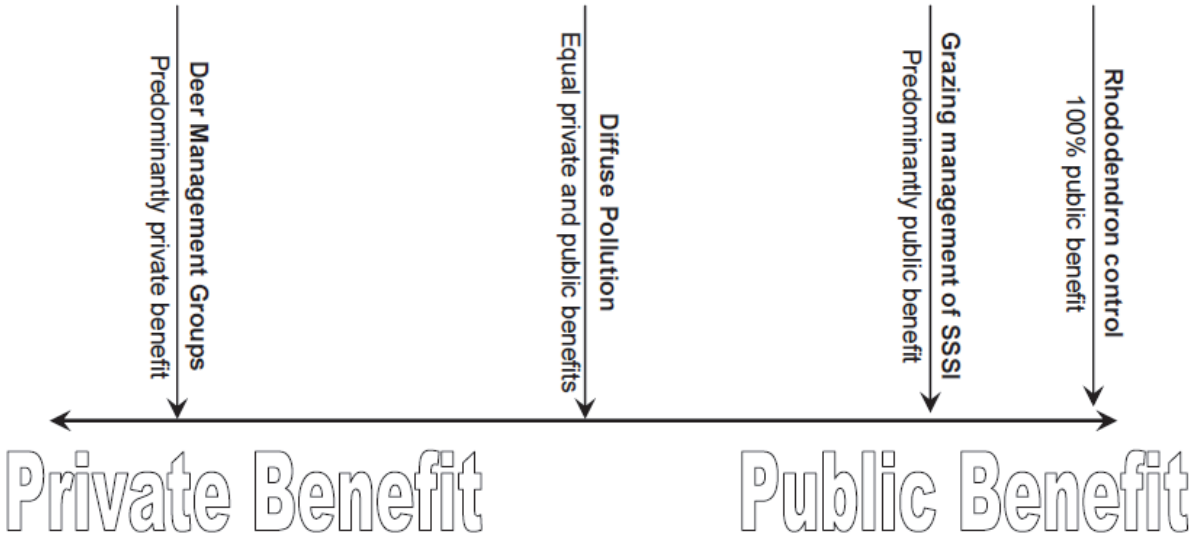
- It is not necessary to have lots of management options on individual farm holdings as long the required range of habitats are provided in the right places at (eg) a crofting township / landscape-scale.
- Clearly defined priorities / strategic plans are essential to ensure targeting of activity to deliver outcomes and value for money.
- There is scope for revising application system for landscape-scale applications.
- Projects involving business commitments and collective investment need to be planned over a longer term than 5 years.
- On-going support is needed to maintain impetus, and encourage further ownership of projects.
- Flexibility of funding support from other sources (eg SAF) is valuable.
- Land managers are significantly more motivated where monitoring feedback shows results, especially if this is positive.

6. DISCUSSION

The case studies highlight a wide range of issues and lessons learned from recent landscape-scale projects. Some of these are common to all of the themes whilst some, particularly INNS control and access provision, have issues specific to the individual theme. The recommendations in section 7 attempt to reflect this by making more general recommendations as well as recommendations specific to some themes.

Whilst there are a large number of bottom-up collaborative initiatives which deliver private benefit to land managers - for example producer groups and machinery rings - it seems likely that there are very few examples of collaborative / co-ordinated, bottom-up initiatives designed to deliver public benefits. The importance of facilitation and advice is common to a large proportion of the case studies covered.

The low level of private benefit and high degree of public benefit associated with some types of projects means that they will generally have to be externally funded. It is recognised that this approach can require considerable resourcing. The schematic illustrates the range of public vs. private benefits with examples from the case studies.



Some collaborative / co-ordinated approaches, notably Deer Management Groups, often only require a relatively small amount of support and facilitation to help utilise an existing and motivated network of land managers. The social capital associated with these groups is a considerable and highly useful resource. Bottom-up initiatives can arise from these groups where the private interests of the groups match priority public interests. These initiatives often require support to provide the linkages to funding opportunities and government priorities.

The difference between collaborative and co-ordinated projects is well illustrated in the case studies. There is a degree of overlap between the two, but it is clear that genuine collaboration is often not required to deliver public benefits and that co-ordination can be sufficient. However, it is important that information is shared with all co-ordinated project participants to ensure a shared sense of responsibility and ownership of project outcomes.

Genuine collaboration is particularly relevant to sites where land managers must work together to deliver the desired outcomes. Livestock management on open hill ground is a good example of this. Other benefits of direct collaboration can include the sharing of knowledge / ideas and utilising opportunities to share machinery and labour.

Top-down, evolved and bottom-up projects feature in all the case studies. It is clear that, whilst a bottom-up project is highly valuable, a large number of public interest initiatives will require a top-down approach.

A top-down approach does not need to be dictatorial or adversarial; indeed this approach is unlikely to be successful. Successful case studies that have utilised a top-down approach took all possible steps to ensure land managers were fully engaged with the objectives and desired outcomes. This often involved the use of a trusted and respected third party.

A 'reactive' approach to AES applications - setting up a scheme and waiting for applications - does not lend itself to the delivery of public benefits at a landscape-scale. The case studies showed how using a 'pro-active' approach has encouraged targeted AES uptake.

Attempts at SRDP funded landscape-scale control of INNS and landscape-scale public access projects have generally been unsuccessful. Lack of private benefit to land managers has meant that uptake has been low. Achieving 100% coverage of INNS in target areas is highly unlikely under the current system.

Landscape-scale management is particularly important on designated sites where 85% of SSSIs have more than one owner / occupier and 45% have more than five owner / occupiers. Current difficulties in encouraging management across multiple holdings mean that the majority of SSSIs in unfavourable condition due to invasive species (95) will remain so. This figure represents almost one-third of the 330 SSSIs currently in unfavourable condition, and presents a significant challenge to current Government targets.

7. RECOMMENDATIONS

The recommendations outlined cover a wide range of subject areas. Effort has been made to ensure that the recommendations are as specific as possible. Recommendations 1 to 7 are general in nature while the remainder are specific to SRDP, designated sites, INNS or public access. There is overlap between the recommendations and the table below highlights this.

Recommendation	General	SRDP	Designated sites	INNS	Access
1	√				
2	√				
3	√	√	√	√	√
4	√	√			
5	√	√	√	√	√
6	√		√	√	√
7	√		√	√	√
8		√			
9		√			
10		√			
11		√			
12		√			
13		√			
14		√			
15		√			
16		√		√	√
17		√	√		
18		√	√	√	
19		√		√	
20		√			√

7.1 General recommendations

Recommendation 1: Recognise the difference between 'collaborative' and 'co-ordinated' projects.

The case studies highlight the difference between a 'collaborative' approach and a 'co-ordinated' approach. In many cases 'co-ordination' is sufficient for the delivery of the desired outcomes and genuine 'collaboration' is not required. It is important that this difference is recognised when considering landscape-scale projects.

Recommendation 2: Recognise that the level of private vs. public benefit will define how much of a 'top-down' approach is required.

The level of public vs. private benefit in a landscape-scale project is the major determinant of the type of approach that is required. Whilst a bottom-up approach is valuable, it is important to recognise that, for the majority of landscape-scale projects, public benefit significantly outweighs private benefit. In the case of a number of themes (particularly access and INNS control) there is little or no private benefit and some private cost.

Where public benefit is high and private benefit is low, a 'top-down' approach is required.

Recommendation 3: Ensure all landscape-scale projects are facilitated and co-ordinated.

There is strong evidence, supported by the case studies, that landscape-scale projects are only likely to take place where third party facilitation is used. This needs to be carried out by a specific, capable organisation / individual. This may be a Government Agency, an NGO, individual land manager, or contracted private consultant. This role should be part of an overall management strategy at an appropriate scale.

Government, and its Agencies, have the scope to play an important, pro-active role in facilitating and supporting landscape-scale management initiatives.

Utilising existing networks may be one way of facilitating co-ordination and Recommendation 5 may help support this process.

Recommendation 4: Ensure that land managers have access to high quality advice and ongoing support.

Most of the case studies highlighted the importance of high quality advice in delivering successful outcomes. Good quality advice and knowledge is important in individual AES applications. However, it is particularly important when dealing with larger scale collaborative / co-ordinated applications which involve discussions with a wide range of land managers (with differing motivations), Government Agency staff and other organisations. The most successful projects used strongly motivated facilitators/advisors with the ability to engage with land managers.

Advice and ongoing support may come from Government (SGRPID) and its Agencies and / or an independent advisory sector.

Consideration should be given to ensuring a minimum standard of advice for all advisers, and particularly those working on landscape-scale applications. This may incorporate a system of accreditation for advisory staff.

It is difficult to assess whether current advisor capacity is sufficient to deal with current or future needs. Some case studies highlighted the lack of suitably able and qualified advisors as a barrier to success. Opportunities for increasing capacity in the advisory sector have declined since the demise of FWAG and consideration should be given as to how to maintain / increase advisory capacity.

Recommendation 5: Utilise existing, fit for purpose, networks and bottom-up initiatives as much as possible. Provide support for networks / initiatives that are useful but not fit for purpose.

The social capital associated with existing networks such as crofting townships, Fisheries Trusts and Deer Management Groups offers considerable scope for delivering landscape-scale projects. These networks should be utilised as much as possible, particularly where private interests and public interests overlap.

Bottom-up landscape-scale proposals which deliver public interest should be fostered and supported at the earliest opportunity. Conversely, it is important to recognise that not all bottom-up initiatives merit support.

Examples in the case studies highlight where better support for existing networks would have helped deliver landscape-scale outcomes. Examples of potential support include: providing help with how to structure and operate groups; providing business advice; help with constitutions; help for crofting grazing committees.

Existing networks (Fisheries Trusts, Wildlife Groups) whose motivation is more aligned with public benefit should be utilised as much as possible. This may take a number of forms including: project co-ordination, contractor management and volunteer training.

Recommendation 6: Allow access to a range of funding options to facilitate targeted landscape-scale management.

Current policy, which prevents practical measures being supported through alternative sources of public funding outwith the SRDP mechanism, is constraining the delivery and administration of landscape-scale, targeted, environment projects.

The majority of the case-studies implemented before the inception of SRDP were funded through targeted programmes such as the Species Action Framework, Local Authority Biodiversity Action Plan funds and SEPA's Habitat Enhancement Initiative. These mechanisms were particularly good at supporting capital-intensive (one-off) activities across a project area as well as delivering measures on the ground quickly and efficiently. They also tended to be more flexible and responsive to opportunities than the fixed contracts of the SRDP.

The Rural Priorities mechanism of annual application rounds and assessments has tended to delay implementation of plans from their inception by up to a year. Other funding mechanisms have been administratively simpler and more quickly implemented.

A lack of alternative funding mechanisms is a particular problem on designated sites. These sites often have very specialist requirements which do not easily fit with the more standardised approach of SRDP. Additional alternative funding sources, for example, directly from SNH, for management and / or capital items would make it considerably easier to encourage positive management on these sites.

Recommendation 7: Fund 100% public benefit work directly

Expecting land managers to apply for funding in situations where there is no private benefit is a complicated, inefficient and ineffective way of spending money to deliver public goods at a landscape-scale. In a number of cases the land manager has been expected to bear a private cost, for example, associated with the application process, where 100% of the benefit is public.

Government and its Agencies should consider empowering local existing networks to carry out work or fund projects directly in situations where 100% of the benefit is public.

7.2 2014 – 2020 SRDP

Recommendation 8: Set local priorities / targets for AES funding more effectively.

A number of the case studies highlight the requirement for regional / local priorities to be set more effectively to allow for better targeted AES spending. This recommendation is relevant to all AES applications. However, it is particularly relevant to encouraging landscape-scale SRDP applications at the appropriate scale in geographically targeted locations.

Local priorities should be set within a national framework to ensure that local spending reflects national priorities.

Recommendation 9: Ensure that land managers are aware of the priorities for AES spending in their local area. Signpost what priorities are better suited to landscape-scale applications.

Some case studies highlighted that land managers were unaware of the particular conservation priorities / environmental issues in their area. It is essential land managers are aware of what the local priorities are. This should be combined with advice on which priorities are more likely to be delivered through a landscape-scale approach. There is scope to use other organisations (NFUS, SLE, SCF) to help with this process.

Individual applications that would be better suited to a landscape scale approach should be flagged-up with a recommendation/requirement that the applicant considers joining a landscape-scale project (see Recommendation 10).

Recommendation 10: Develop a revised application process for landscape-scale applications.

It is recommended that the application process is significantly revised to allow for, and encourage, applications which offer genuine landscape-scale management for priority species and habitats. This process should offer a strong incentive for land managers and their advisers to take a landscape-scale approach (where this is essential) by simplifying the application process, offering an increased likelihood of success and helping fund the facilitation and support that is likely to be required for a successful landscape-scale proposal.

A revised, **three-stage** application process for landscape-scale (collaborative or co-ordinated) applications is proposed.

For more detail on this proposed process see appendix 1.

Recommendation 11: Alter the administration of multiple croft applications in crofting townships.

One outcome of the case study review was a need for a more (administratively) straightforward application process for multiple croft applications in crofting townships.

There are two options to consider which would considerably reduce this burden.

1. Consider allowing a single application to cover a number of crofts. This would mean the contract would be with a group of crofters rather than an individual.
2. Modify the on-line application system to allow multi-croft applications to be entered as part of one submission. This would still require BRN / Farm Code information to be entered to allow individual, separate contracts to be produced. Maps would also be required at a croft scale (and at a township-scale) but it is likely that one management plan would describe all the management proposed in a large number of cases.

This approach is likely to reduce administrative burden for applicants, case officers and RPID systems.

This approach, combined with Recommendation 10, would allow crofts to choose options specifically appropriate to the individual holding rather than attempting to (unnecessarily) apply for the maximum number of options to increase the overall points score.

Recommendation 12: Prioritise landscape-scale AES for continuation at the end of five year contracts and allow more flexibility in contract lengths.

The short term (five year) length of AES contracts was identified as a key problem in a number of the case studies. This was particularly the case where facilitation was available at the initial application stage but not when it came to an end.

Ensuring the continuation of management that is successfully delivering desired outcomes is important. Consideration should be given to prioritising support for landscape-scale plans. This could be more straightforward if the management is underpinned by a single strategic plan covering management on all the individual holdings (see Recommendation 10).

Legacy schemes coming to an end in different years on different holdings is a barrier to landscape-scale management. Consideration should be given to allowing more flexibility in the lengths of contracts. Allowing for longer contracts (6 or 7 years) where this would result in schemes coming forward for renewal / re-application at the same time would be highly beneficial.

Recommendation 13: Introduce a maximum 30 day guaranteed waiting time for payment of funding claims.

The gap between completion of capital works, submitting claims and receiving payment is a significant disincentive to applicants. This is particularly the case where the cost of work is high or where individual land managers do not have sufficient resources to 'bridge' the gap.

An alternative option is to offer loans to scheme participants who do not have the funding resources to bridge the funding gap.

Recommendation 14: Remove the requirement to submit receipted invoices for claims for actual cost items.

The requirement for receipted invoices to be submitted with actual cost claims significantly increases the gap between work completion and receipt of payment. Allowing land managers to submit claims upon completion of the work (as for standard cost claims) would significantly shorten this gap. This method would allow land managers who do not have the financial ability to pay contractors to claim as soon as the work is completed and pay contractors on receipt of the grant. This payment could be made with a requirement to subsequently produce the receipted invoice / evidence of monies leaving the bank account.

Recommendation 15: Ensure monitoring, feedback and support is available for landscape-scale applications under SRDP.

A number of the case studies demonstrate the importance of monitoring outcomes and feeding-back results to land managers, as well as regular group meetings. This increases land manager motivation and fosters a sense of shared responsibility / ownership. Consideration should be given to funding and / or training to land managers to monitor outcomes. This may be carried out by the land managers themselves, or they may ask a local adviser / specialist to help. Evidence suggests that land managers who are more engaged with the desired outcomes are more likely to undertake management successfully.

On-going support for landscape-scale projects should be available throughout the duration of the SRDP agreement. This could support group meetings / visits as well as review visit for each of the participants during the duration of the scheme agreement.

Recommendation 16: Investigate barriers to utilising a third party application approach for specific projects.

Some priority landscape-scale projects may not get off the ground, even if the other recommendations in this report are implemented. This is especially the case for public access and INNS control. One option is for third-parties (eg local Countryside Trusts) to apply for funding on land which is held by someone else. This approach is theoretically possible under SRDP by granting a tenancy to a third party on a specific piece of ground. The Corrieyairack case study demonstrates, possibly uniquely, where this has happened.

Examining this issue further and, if possible, identifying ways to make this option more straightforward should be considered.

7.3 Designated sites

Recommendation 17: SNH develop a more pro-active role to encourage and facilitate multiple land manager management on designated sites.

Taking a reactive approach to AES applications is resulting in a significant number of designated sites remaining in unfavourable condition. Some of the issues relate to scheme design and administration and some to the unique and complex problem of INNS (see Recommendation 19).

Encouraging entry into an AES is one of the main ways of providing an incentive for positive management on designated sites. The project team (as well as SNH staff and other organisations) have undertaken work to develop management plans on some designated sites in unfavourable condition where owner occupiers have not come forward voluntarily with applications to SRDP.

Skilled, knowledgeable advisers are able to develop management plans for sites and advise owner/occupiers on the detail of a potential SRDP application. This ensures that land managers are in the best position possible to make a decision about applying to SRDP.

Ensuring the owner/occupiers of designated sites have clear information on the management required on their site, as well as a good understanding of the funding available, is essential to achieve maximum uptake of AES funding on these sites.

Recommendation 18: Consider 100% funding for applications where the public benefits are high.

Evidence suggests that the cost of an SRDP application can be a barrier to those considering applying to the scheme. Some case studies (eg LL&TNPA black grouse project) indicate that removing the cost of applications increases the prospect of land manager participation.

There is a strong rationale for funding 100% of the cost of an application where the public benefit is high and where there is very little private benefit.

7.4 Invasive non-native species (INNS)

INNS control requires 100% coverage in target areas. In addition, with some exceptions, the limited private benefit for land managers to control INNS is insufficient to overcome the deterrent associated with the scale of, and commitment to, the management required.

Recommendation 19: Provide a suite of funding options to control INNS which includes the current incentives under SRDP.

SRDP alone is highly unlikely to be sufficient to ensure the 100% coverage required for INNS control. There are some land managers who are motivated and able to carry out INNS control and this should continue to be funded through SRDP. However, this should be viewed as one of a suite of measures available as part of a facilitated, planned control project lead by an area co-ordinator.

Appendix 2 outlines how this process might work.

7.5 Paths / Access

There are a number of barriers to land managers taking part in multiple land holding access projects. Some of these are covered in earlier recommendations.

Recommendation 20: Make 100% funding available for multiple land holding access projects.

There is currently a 75% of capital cost intervention rate for access projects. It is recommended that this rate is increased to 100% for those applying for multiple land holding management to provide an adequate incentive. The higher rate would account for the larger time commitment associated with submitting a multiple land holding application and would recognise the increased public benefit derived from such projects.

APPENDIX 1 – REVISED LANDSCAPE-SCALE SRDP APPLICATION PROCESS

A revised, **three-stage** application process for landscape-scale (collaborative or co-ordinated) applications is proposed. The intention is to clearly differentiate this type of application from more standard applications. The prospect of a more straightforward, rolling, assessment process at stage 3 would provide incentives for high quality landscape-scale applications to go through stage 2.

This process would depend on:

a) Well defined targets / priorities for landscape-scale management set at an appropriate scale.

b) Use of skilled, technically competent facilitation.

c) A robust stage 2 assessment process.

Stage 1:

Applicants indicate that they wish to apply through the landscape-scale application process, or through the individual application process. Applicants choosing the landscape-scale route utilise a different application process (stages 2 and 3). This is likely to have been signposted through awareness-raising, (see Recommendation 9), existing approved projects, and / or the use of facilitators.

Stage 2:

A **Proposal** for a landscape-scale management project is submitted. This may be done by a wide range of organisations including farmer/crofter groups, NGOs, or independent advisers and consultants. This stage offers the opportunity for third parties to take the initiative.

The incentives for individuals to apply as part of a landscape-scale project would be significant, including enhanced scoring, greater certainty of approval and a simpler application process.

The proposal would define the issues, management objectives, range of relevant measures (options) to be used, outcomes, indicative cost, and scale of participation.

The proposal would be submitted and assessed according to detailed local priorities and targets. The proposal would also be assessed on whether the landscape-scale approach offers clear benefits over the standard individual application process.

Each landscape-scale proposal would be targeted to deliver a 'theme' such as controlling diffuse pollution. Whilst, in principle, it may be desirable to cover different themes within one proposal it would risk losing focus and add complexity to the process. In addition, the targeting would strengthen the assessment process by allowing each proposal to be assed against clearly defined outcomes.

A robust assessment process would be essential as it is anticipated that this would release the landscape-scale applicants from the standard individual scoring process.

Stage 3:

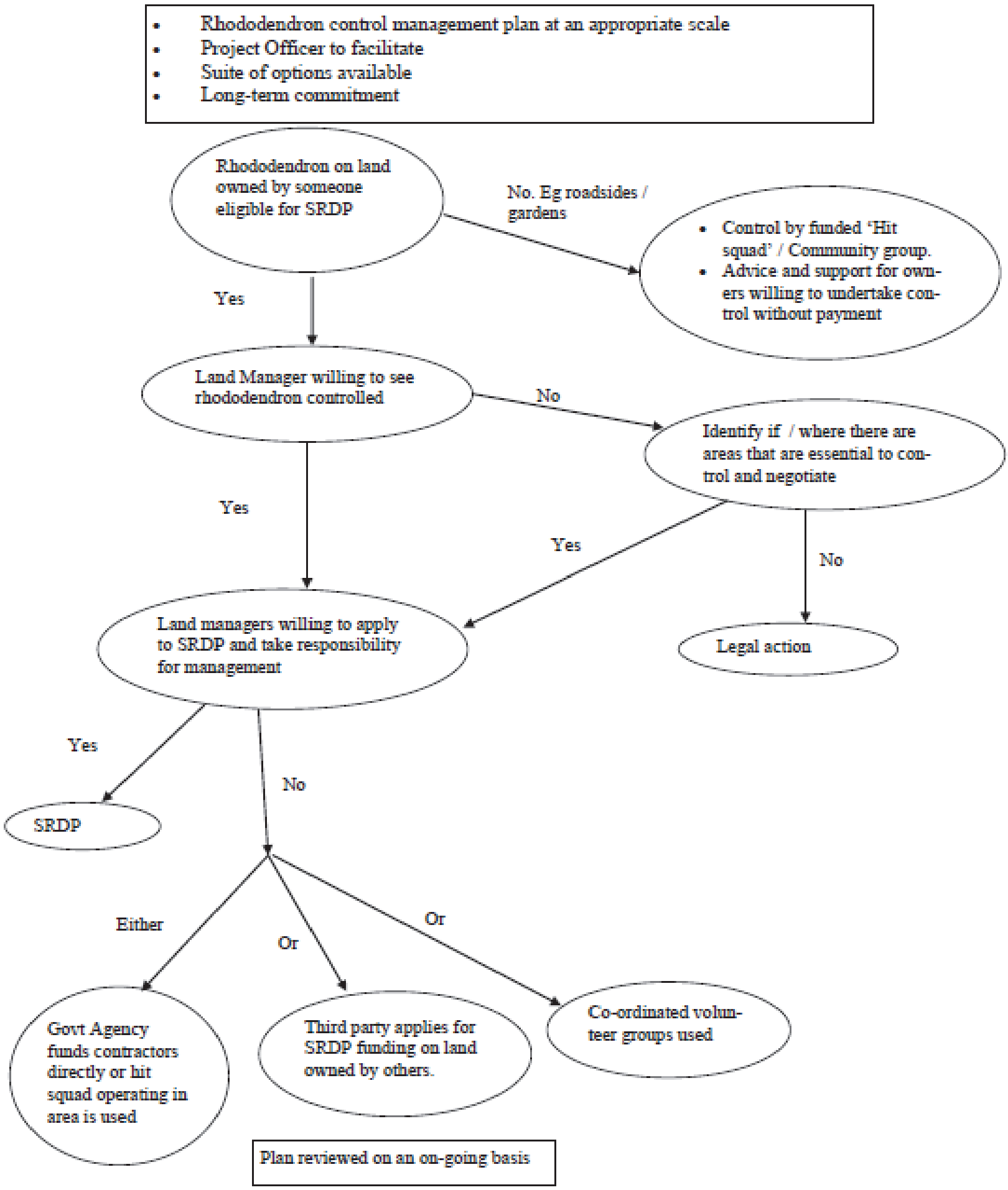
This stage would include the production of a detailed, landscape-scale strategic management plan (where one is not in place) which would identify the location and range of measures necessary to achieve the required outcomes. Some farm-scale plans may also be necessary depending on the theme of the application.

Funding should also support the essential role of facilitation, project co-ordination, monitoring and workshops over the life of the proposal.

This stage could be funded in a similar way to that already in place under the SRDP for Long-term Forest Plans and Upland Habitat Management Plans. Land managers may also be required to fund a proportion of the cost.

Participating individuals would apply for options relevant to their holding, in line with the strategic plan. This process would allow small, but significant elements of a strategic plan to be delivered on individual holdings without the need for individual, overly complex and costly plans to be produced and administered. A number of case studies (eg corn buntings, crofters' cattle clubs) highlighted the advantages of allowing land managers to choose options specifically appropriate to the individual holding rather than attempting (unnecessarily) to apply for the maximum number of options to increase the score of their application.

APPENDIX 2 – RHODODENDRON CONTROL FLOW CHART



APPENDIX 3 – LANDSCAPE-SCALE MANAGEMENT CASE STUDIES

Contents

Upland Habitat Management - Loch Lomond & The Trossachs National Park Black Grouse

Background:

Project focussed on improving habitat for black grouse using SRDP funding in a specific area of LLTNP. Area covered a metapopulation of black grouse (approx 8,000ha) and involved six private land managers (LMs). The project, including all work associated with SRDP applications (carried out at no cost to LMs), was facilitated by LLTNPA staff.

LMs applied for a wide range of management options including management of grazing on moorland and moorland fringe (fencing, stock reduction, off/away wintering), muirburn, bracken control, woodland management and creation, predator control and fence marking. Ongoing monitoring of habitats and black grouse numbers by LLTNPA and LMs will take place throughout the duration of the SRDP agreements.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
Project was entirely co-ordinated with no need or drive for farmers to collaborate.

~~Bottom-up / Evolved~~ / **Planted**
The approach taken has been top-down (Government Agencies). LMs were highly unlikely to deliver the public benefit of improved habitat condition without the drive/facilitation coming from Govt Agencies.

Motivation of participants:

Varied, but generally all focussed on private benefit. LLTNPA staff responded to the different motivations of LMs. Incentives for participation included management payments, new fences, bracken control and improved habitat for game species. LM not having to pay for SRDP application cost was an additional motivation. LMs were not strongly motivated by public benefit of increasing black grouse population.

What worked:

- Skilled, technically competent advisory staff capable of engaging with LMs
- Six successful RP applications
- RP scheme funding options
- Not charging for applications. Staff having time available to ensure applications were comprehensive.
- Ongoing support for participants (including at implementation stage). Both reactive (responding to problems) and proactive (assessing management and discussion with LMs).
- Ongoing monitoring with feedback to and from LMs

What didn't work:

- On few occasions required, farmers not always working well together
- Problems with some of the details associated with SRDP management prescriptions
- Changing RP rules, including after application approval
- Insufficient uptake of all desired/required options to deliver optimal management for black grouse due to LM resistance to undertaking certain options

Lessons learned:

- Co-ordination, facilitated by funded advisory staff, is often the only way to deliver public benefits on a landscape scale.
- Essential that local priorities for management are identified and sufficiently targeted in order to ensure best value for money. LLTNPA have clearly identified priorities for management within the NPA area through the Park Partnership Plan, NPBAP, etc.

- Skilled advisory support is essential to ensuring engagement and trust of LMs. Potentially a lack of suitable qualified / experienced advisors.
- Changes to SRDP rules during and after applications submitted are highly disruptive.
- More streamlined rural agencies incorporating advisory service would reduce requirement for Case Officer role.
- Farmers perceptions of agriculturally/economically/traditionally optimal management regimes for their farms, which didn't often align with optimal management for black grouse (and other public benefits).
- Farmers perceived agriculturally/economically/ traditionally optimal management regimes in reality uneconomic without subsidy (SFPS and LFASS) – difficult to sell discretionary SRDP requiring changes in management, when farmers already receiving these primary support payments on (more or less) non-discretionary basis.

Upland Habitat Management - Ben Lawers SSSI / SAC

Background:

The Ben Lawers SSSI is s large upland site in unfavourable condition due to herbivore grazing pressure. Heritable grazing rights are owned by local farmers and exercised on land owned by NTS. Sheep grazing is at differing levels across the site leading to conflict over sheep movements. Independent advisers were employed to produce a Management Plan for the site and to facilitate discussion between the parties.

Type of Collaboration:

Collaborative / ~~Co-ordinated~~
Essential that all parties on the ground engage in discussions and work together

~~Bottom-up / Evolved~~ / **Top-down**
The approach taken has been top-down (Government Agencies) although some of the impetus has come from an NGO (NTS).

Motivation of participants:

Graziers not at all motivated to work together to deliver the public benefit of improved habitat condition. They are inclined to work together to deliver the private benefit of resolving sheep management problems. This, the threat of more punitive action if the site remains in unfavourable condition, and the potential for incentive payments, are the main motivations.

What worked:

- Using a poorly functioning existing network to establish the Ben Lawers Sheep Management Group. The group is well attended and supported by all parties. General recognition of the threat of being responsible for a site in unfavourable condition.
- Production of a Management Plan aimed at resolving sheep management and habitat condition issues.
- Use of independent advisors to facilitate discussion and build relationships.

What didn't work:

- SRDP eligibility problems meant that graziers were not in a position to apply to the scheme for funding.
- Lack of a strategic framework for funding facilitation and following up on opportunities for management. A stop-start process of engagement / discussion.
- Lack of clarity about desired management.

Lessons learned:

- A facilitated process using advisers trusted by all parties is essential to resolving conflicts and coming up with management solutions. Where the benefits are predominantly 'public' this needs Govt funding.
- A cooperative / collaborative approach to identifying solutions is much more helpful than a competitive adversarial approach.
- Engagement from Agencies to facilitate stakeholders working together is essential.
- Resolving eligibility issues on unusual sites is important.

Upland Habitat Management - Denny Muir SSSI

Background:

The site consists of 200 ha managed by four owner occupiers. Three designated features were in unfavourable condition due to the poor condition of fences, lack of grazing and a lack of interest from farmers in managing the site. SNH funded initial adviser visits and a group meeting to discuss the site. This was followed up by the SNH funding of the production of a management plan and a second group meeting at which three of the four farmers agreed to apply to RPs.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
It wasn't essential that land managers worked together as the plans were drawn up in isolation. However, meetings involving all land managers helped speed up the process.

~~Bottom-up / Evolved /~~ **Top-down**
The approach taken has been top-down (Government Agencies). The farmers were highly unlikely to deliver the public benefit of improved habitat condition without the drive coming from Govt Agencies.

Motivation of participants:

The private benefit of new stock fences was the overriding motivation for participation. Farmers were not motivated by the public benefit of managing the SSSI for its designated features.

What worked:

- Using a Government funded independent adviser to engage land managers, assess land manager motivation, organise farmer group meetings, produce a management plan and outline the SRDP application process.
- Funding as much as possible of the work required to apply to SRDP-RPs. The submission of the applications themselves was funded by the farmers.

What didn't work:

- One farmer not wanting to apply causing problems associated with boundary fences. Lack of incentive / motivation.
- Excessive duplication / complexity in the application process.
- Requirement for ongoing support for RP participants (eg claims process and ensuring management is implemented and effective). Who funds this?

Lessons learned:

- High level of advisory input required to get from complete lack of engagement to implementation of SRDP scheme.
- Fear of delay between completion of capital works and grant payment is a significant deterrent to applying for funding.
- External funding of time to produce management plans and lay the groundwork for an SRDP application is essential. Insufficient private benefit to justify this on its own.

Upland Habitat Management - Pentland Hills Black Grouse

Background:

The population of black grouse on the Pentland Hills has undergone a catastrophic collapse over the past 10-20 years, to the point where it was considered extinct by many agencies. However, many of the farmers and estate managers on the hills were keen to see population recovery based on occasional sightings. They were also keen to access funding for general moorland management under SRDP-RPs.

Five neighbouring farms on the Pentland Hills have gained funding under RPs for management to benefit black grouse.

Advisors from The Farm Environment Ltd (TFE) had good, existing, working relationships with a number of the core farmers in the area, which provided the basis for co-ordinating and adding value to plans.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
TFE encouraged communication between land managers and organised a meeting of participating farmers and other stakeholders. It also collated records of sightings.

~~Bottom-up~~ **/ Evolved /** ~~Top-down~~
Management for black grouse was happening in an ad-hoc manner on most of the units as part of wider moorland management objectives. TFE provided a focus for applications and an overview of activity. Neighbouring farms/estates were encouraged to participate by peer-pressure. TFE also liaised with other advisors to support their client's applications.

Motivation of participants:

- Financial inducement (reward) and competitive advantage in accessing RP funding for wider upland management objectives.
- Personal interest – interest in conservation/recovery of black grouse
- Social – peer involvement/pressure – neighbours encouraged each other to apply for funding with the advantage of better livestock and moorland management across the whole area (improved bio-security, less risk of uncontrolled fires).
- Awareness/ Public interest – land managers aware of their position in the Pentland Hills, highly public area, potential to use BG to support the message of responsible recreation/dog control on the hills.

What worked:

- The Advisor's local knowledge and relationship with land mangers and agencies was vital in making sure the plans were consistent, targeted and strong, and therefore successful.
- The profile of black grouse and their management requirements was raised amongst the land managers on the Pentland Hills.
- The land managers felt they had ownership of the project, rather than being imposed by other agencies.
- Management, particularly predator control has become more co-ordinated.
- TFE provide a point of reference for contact re sightings and other queries.
- Very supportive Case Officers offering positive, helpful support.

What didn't work:

- A small number of applications were unsuccessful, creating "holes" in the coverage.
- No provision or assistance for on-going support, monitoring or co-ordination, including arranging the meetings (which were highly valued).

- No direct provision for supporting shared management such as heather management; lack of skilled labour at critical times.
- Rigidity of RP doesn't allow management activities to evolve or to be "bolted on" to existing schemes as opportunities arise.

Lessons learned:

- Dependent on good land manager, adviser relationships.
- Without advisory role applications few of the applications would be successful and none would be targeted.
- On-going support is needed to maintain impetus, and encourage further ownership of the project.
- Influence of neighbouring farmers/land managers very important.
- Resources needed for non-standard management, for example, apprenticeships in moorland management.
- The ability to cease and support opportunities should be enabled with flexible, (modular?) plans.

Deer Management - Deer Management Groups (DMGs)

Background:

Large estates have traditionally managed mobile populations of red deer which have a range that crosses land ownership boundaries. Historically this was very informal with cull numbers on different land holdings being openly discussed between neighbours. In the past, the objectives of deer stalking estates were very similar from one holding to another with sporting stag stalking being the primary activity. With the onset of woodland expansion, management of designated sites, and the decline of initial deer fencing infrastructures, a need for a more formal approach arose due to the variety of management objectives which could exist within a single population range.

Type of Collaboration:

Collaborative / ~~Co-ordinated~~
DMGs usually commission deer management plans. In the absence of or in addition to agency counts DMGs often coordinate annual deer counts.

A national association of DMGs coordinates group reporting and responses to consultations. As a result of deer management planning one land holding may alter management or culling policies in order to achieve an objective on another holding at a different time of year.

Bottom-up / Evolved / ~~Top-down~~
Larger estates often take the lead and encourage smaller holdings to join deer management groups.

Motivation of participants:

The range of deer populations means a collaborative approach to management is essential. Most estate owners wish to manage their deer as an asset and see collaboration as a way to achieve this.

Woodland owners / managers interested in woodland expansion see participation as a way to communicate their different objectives in a structured fashion.

Govt. Agency deer reduction targets associated with woodland expansion or designated site condition provides an additional impetus for deer managers to work together.

What works:

- The co-ordination of deer management plans has improved understanding of population models and range management.
- DMGs work out their own governance structure and hold their own funds. Costs of meetings and plans can be spread across the group.
- DMGs have access to Agency staff as advisers

What doesn't work?

- Often the differing objectives of landowners are too far apart to be resolved
- There can be a fostering of an "us and them" situation where agencies and private landowners are at odds.
- There can be problems where Govt Agency expectations are too high.

Lessons learned:

- The collaborative "capital" of a group which has come together spontaneously is a valuable asset.
- Coordinating approaches to deer management planning nationally improves consistency of approach
- Lessons should be learned about how to keep communication channels open when parties "agree to differ"

Catchment Management - Lunan Lochs Catchment

Background:

Chain of four SSSI lochs in a small catchment (6,000ha – 20 farms) impacted by diffuse phosphate pollution.

SNH funded diffuse pollution audits for all farms in the catchment. Natural Care Scheme (NCS) funded management identified as high priority in the audits. Majority of farms in catchment entered NCS. NCS agreements ended 2009-2012 and farms were encouraged to apply for SRDP funding to continue management. Most farms now have SRDP agreements.

Type of Collaboration:

~~Collaborative /~~ **Co-ordinated**
Land managers tend to work in isolation but with overall co-ordination from a facilitator. Achieving a high level of coverage in the catchment is essential to delivering successful outcomes.

~~Bottom up /~~ **Evolved / Top-down**
Impetus has been top-down, Government led. The project has generated some momentum of its own meaning land managers are more inclined to apply for funding themselves.

Motivation of participants:

Limited conflict between environmental and farming objectives. Large number of win / win solutions and guaranteed funding available for changes to management affecting profitability (eg changes to cropping). Farmers recognise the value of the local environment as part of a small, identifiable catchment.

What worked :

- Large amount of farmer engagement, including one-to-one visits, group meetings, newsletter.
- Production of detailed diffuse pollution audits for individual farms quantified the problem.
- NCS, and subsequent SRDP applications, based on detailed diffuse pollution audits.
- A pro-active approach from Govt Agencies to identifying problems and encouraging farmers to apply to schemes.
- FWAG project officer / facilitation role over 5 years.

What didn't work:

- Restrictive assessment of collaboration (applications needing to be submitted at the same time) in early SRDP assessment rounds.
- Poor compatibility between NCS options and SRDP.
- Short agreements (5 years) requiring on-going administration and support.
- Smaller NCS agreements didn't justify cost / time of applying to SRDP.

Lessons learned:

- Considerable overlap between private benefit and public benefit with some diffuse pollution issues.
- Farmer engagement at an early stage is important.
- Small catchment ensures local identification with the issues and development of working relationship with all farmers.
- Good knowledge of the problem at the start is essential.
- Facilitator / project officer role required to take a pro-active role in encouraging uptake and participation.
- Mechanism required to fund low cost, small scale projects without applying to complex scheme is very helpful.

Catchment Management - Mains Burn Catchment Project

Background:

The Mains Burn is part of the River Almond Catchment which extends across West Lothian and part of The City of Edinburgh. The River Almond Catchment Management Plan in place since the early 1990s, lead by West Lothian Council and involving a wide range of stake-holders.

In 1996 FWAG / SAC advisers were commissioned by West Lothian Council and SNH to devise and deliver a project aimed at tackling diffuse pollution from agricultural activities on the Mains Burn. Farming activity within the catchment covered a range of enterprises including arable, beef and sheep, store cattle and dairy. The project covered 13 holdings, all of which participated.

The project involved survey of riparian and catchment features as well as the completion of Four Point Plans for each participating farm. As a result of the survey, practical enhancement measures were identified and prioritised as part of a strategic catchment plan.

Capital measures were funded by West Lothian Council and SNH local grants project managed by FWAG Scotland advisers.

Type of Collaboration:

~~Collaborative /~~ **Co-ordinated**
The project was developed and co-ordinated by FWAG and SAC, supported by partnership funding.

~~Bottom-up /~~ ~~Evolved~~**/ Top-down**
The main driver was to implement a national strategic policy (WFD).

Motivation of participants:

Varied, although all focussed in private benefits rather than the public benefit of improved water quality. Financial incentives and scope for funded capital works (eg fences) were a significant factor. Scope private operational benefits (animal welfare and bio-security) and compliance with legislation/standards. Good relationships/contact/trust between most of the owner-occupiers and the advisers facilitated activity.

What worked:

- Wide range of measures implemented on most of the participating farms.
- Strategic, catchment-scale activity identified prioritised and implemented using expert knowledge.
- All owner-occupiers encouraged or persuaded to take part.
- A method of simple catchment pressure assessment was developed which targeted activities.
- Measures tailored to, and agreed with owner occupiers, to address individual situations and issues.
- Trust between owner-occupiers and advisers overcame resistance to acknowledging and addressing sensitive issues of farm pollution.
- Practical capital outputs implemented project-managed by advisers to ensure completion.
- Relatively small-scale catchment.
- Owner-occupiers were not exposed to bureaucracy, just needed to agree to works.
- Demonstration of best practice of a range of measures (some novel) to control diffuse pollution.
- Multi-agency support at arms-length.

What didn't work:

- Continued lack of collective responsibility.
- Time-limited with no facility for sustained support/growth.
- No provision for management payments.

Lessons learned:

- Catchment-wide strategic approach is essential.
- Catchment-wide collaboration to address diffuse pollution unlikely to arise from bottom-up because of sensitivities.
- Outputs and actions need to be targeted.
- Focus on small, defined catchments is much easier.
- Project-management essential to ensure work completed to standards.
- Co-ordinated management of funding and resources within a defined time-frame more likely to deliver outputs compared to reliance on individuals to apply for funding.

Catchment Management - Loch Leven Catchment Management

Background:

15,000 ha catchment with approximately 60 land managers.

Loch Leven is the largest eutrophic freshwater site in lowland Scotland. The open water (eutrophic loch) feature is currently in unfavourable (recovering) condition. 80% of the catchment is in agricultural use. Agricultural land use is relatively intensive. Initiatives over the last 10 years have helped reduce phosphorous inputs from agricultural sources. As a result, algal activity has reduced and the clarity of water has improved.

More recently, a three year project (funded by SNH) has facilitated work on diffuse pollution in the catchment. This pays for an independent adviser to facilitate workshops and undertake one-to-one advice. It also allows the adviser to take a pro-active approach to identifying solutions to problems in the catchment.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
Land managers tend to work in isolation but with overall co-ordination from a facilitator.

~~Bottom-up~~ **/ Evolved / Top-down**
Impetus has been top-down, Government led. The project has generated some momentum of its own meaning some land managers are willing to take a more pro-active approach to tackling diffuse pollution issues.

Motivation of participants:

Varied. Participation is voluntary and the least motivated have had no involvement. Diffuse pollution offers a number of win / win solutions which deliver both private and public benefits. There is much less interest from farmers where only public benefits are delivered. Incentives are a useful motivation where utilised. Farmers recognise the value of the local environment although catchment too large for all farmers to identify with water quality.

What worked :

- Use of project officer in early 2000s and quasi project officer 2010 – 2012. Role in facilitation and awareness raising.
- Ability to capitalise on shared private / public benefit arising from solutions to diffuse pollution.
- Consistent improvement in water quality in Loch Leven.
- Water quality research and monitoring provides strong evidence base and provides information on changes in water quality.
- Use of local biodiversity fund to offer a range of funding opportunities.

What didn't work:

- Low uptake of SRDP options due to poor scheme perception, lack of interest and insufficient range of suitable diffuse pollution options.
- Difficulties dealing with conflicts associated with high value erodible crop production. Incentives / regulation insufficient to deal with the problem.
- Insufficient capacity (funding, advisory, support) to deliver opportunities for multiple benefits in the catchment flood mitigation, biodiversity and water quality).
- Catchment too large for all farmers to identify with Loch Leven water quality.
- Lack of follow-up after the production of Catchment Management Plan of 2001 combined with a lack of a long-term strategic approach.
- Lack of existing catchment farmer 'network'. A new network had to be built but is not self-sustaining

Lessons learned:

- Intensive research on nature of problem, and solutions, underpins actions to be carried out.
- Project officer / facilitator role essential to encouraging actions on the ground, including raising awareness and encouraging uptake of agri-environment schemes
- Offering a range of incentives (not solely SRDP) ensures that more problems are solved.
- Short-term projects can be effective, but quickly lose momentum without a long-term strategy for maintaining farmer involvement / engagement.
- There are difficulties associated with building new, self-sustaining networks.

Catchment Management - Ayrshire Collaborative Catchment Management

Background:

Two projects facilitated by the Coalfields Environment Initiative (CEI). The first project (2008) targeted an area around a town with low uptake of SRDP. A total of 10 farms were targeted and offered fully funded RP applications targeting general biodiversity. 6 farms successfully applied to the scheme.

The second project was focusssed on water quality in two catchments close to New Cumnock and involved 10 farms. Funding through Central Scotland Green Network paid for farm plans which highlighted opportunities for improving water quality, and a workshop which provided information on local environmental / conservation issues (eg diffuse pollution, fisheries, water vole). The project did not fund RP applications. Three farms have applied to RP in 2012.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
Land managers submitting applications in isolation but with overall co-ordination from a facilitator. A workshop was held to share information on local issues and potential SRDP application process.

~~Bottom-up~~ **/ Evolved / Top-down**
Impetus came from CEI. Some land managers had applied to SRDP, but CEI promoted SRDP to land mangers in the target areas.

Motivation of participants:

Motivations for participation in the workshops and SRDP application process varied. The fact that applications to SRDP were fully funded in the first project was a motivating factor. Farmers recognised the (private) benefit of fences / hedges improving livestock management and bio-security. SEPA staff carrying farm walks and concerns about regulation made farmers more enthusiastic about attending the workshop.

What worked :

- Use of local networks (Fisheries Trusts, NGOs, SEPA) to identify local priorities for management covering a range of themes
- Co-ordination of advice, information sharing and encouraging SRDP applications
- Funding for SRDP applications and / or funding for farm plans identifying opportunities for SRDP options
- Workshop for sharing information and advice
- Identifying opportunities for private benefits (eg bio-security) that also delivers public benefits (eg improved water quality)

What didn't work:

- Low uptake of SRDP options in second project.
- Applications submitted individually and separately. Collaborative project looses coherence and considerable extra administrative work associated with applications.
- Changes to SRDP options available (eg removal of hedgerow management option) and changes to rules associated with options (eg water margins)
- Inability to fund SRDP applications in the second project hampered uptake

Lessons learned:

- Engaged local networks (Fisheries Trusts, SEPA staff, other NGOs) can help provide information, guide and encourage land managers to carry out beneficial management.

- Important facilitator role encouraging actions on the ground, including raising awareness, organising workshops and encouraging uptake of agri-environment schemes.
- Funding applications and / or funding farm plans to identify opportunities for funded work can encourage uptake.
- Identifying private benefits that also deliver public benefits significantly increases farmer interest.

Paths & Access - Cairngorms Access Project

Background:

SRDP failures resulted in organisations interested in improving provision for public access looking for alternative sources of funding. The Cairngorms Outdoor Access Trust (COAT) received funding from a range of sources including HLF and the Park Authority to implement a collaborative access project on upland footpaths.

The Trust entered discussions with individual Land Managers (LMs) and held a group meeting to discuss the plans. COAT carried out and took responsibility for capital works on the paths once agreement was reached. A number of the LMs agreed to contribute annually to a fund (administered by COAT) that will be responsible for maintenance of the paths.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
Project was entirely co-ordinated by COAT and liaison with individual LMs took place. A meeting of LMs was also held together with other interested parties.

~~Bottom-up / Evolved~~ / **Top-down**
The approach taken has been top-down and facilitated by COAT/NPA. LMs were highly unlikely to come together to deliver project without facilitation.

Motivation of participants:

Availability of capital funding - with minimal administrative burden - for path creation / upgrading was the primary motivation for participation. There was some recognition that access provision can provide a private benefit to individual LMs. This benefit is primarily associated with managing public access on farms/estates to ensure access takers are managed in a way that does not conflict with other activities. (But this was not the case in the upland footpath project.)

What worked:

- Project facilitation by CNPA/COAT was essential. This included identifying the scale of the work required, negotiating with land managers, carrying out capital work, and administering the on-going management fund.
- LMs were not required to take responsibility sourcing funding or implementation of capital work.
- Contribution of LMs to path maintenance ensured 'buy-in' and long-term project viability.

What didn't work:

- SRDP payment rates offering insufficient incentives. Unrealistic to expect LMs to contribute towards cost of access provision.
- Poorly targeted SRDP priorities not taking account of core path network plans.

Lessons learned:

- Co-ordination, facilitated by funded advisory staff, is likely to be the only way to deliver collaborative access projects.
- Funding capital works directly is a successful way of getting collaborative access projects implemented.
- Significant improvements to SRDP payment rates are required. Anything less than 100% cost is likely to continue to see very low uptake.
- Setting of properly targeted regional priorities using existing core path network plans is essential.
- The possibility of third party applications (ie the applicant not being the BRN/farm code holder) for access projects should be considered.

Paths & Access - Corrieyairack Pass

Background:

High levels of public access at the Corrieyairack pass were damaging tracks and also causing damage to a Scheduled Ancient Monument (SAM). The problem area covered two neighbouring estates.

The Speyside Trust (effectively acting as a community group) negotiated an agreement with the two estates. This allowed the Trust to become eligible to apply for SRDP funding options along the strip of land where access was an issue. The Trust successfully applied for SRDP funding to upgrade and improve the track. This work was funded under a '*Built and Cultural Heritage'* SRDP priority.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
Project was entirely co-ordinated by the Speyside Trust and liaison with individual LMs took place.

~~Bottom-up~~ **/ Evolved / Top-down**
The access issue had been an ongoing problem for a number of years and the need for action was widely recognised. The Speyside Trust took the initiative in resolving the problem using SRDP funding.

Motivation of participants:

The two estates wanted the issue resolved but were not willing to apply to SRDP for funding due the administrative burden, and considerable cost, of doing so. This was particularly relevant since the benefits were predominantly public with very few private benefits.

The Speyside Trust recognised the opportunity to act as a 'third party' SRDP applicant to access funding that would not otherwise be available to them.

What worked:

- All parties were keen to see the issue resolved
- A basic agreement between the Speyside Trust and the estates ensured the Trust were eligible to apply to, and take responsibility for, SRDP funding for access management.
- The Speyside Trust acting as facilitator for a collaborative access project.

What didn't work:

- Lack of private benefit meant that estates were not willing to apply for SRDP funding.

Lessons learned:

- The lack of private benefit (and private cost associated with applications) means that land managers are unlikely to apply for public benefit access projects.
- Third party applications for SRDP funding can be made to work if all parties are keen to see an issue resolved.
- Allowing a third party to act as facilitator between land managers and the SRDP application process was essential to the schemes success.

Invasive Non-Native Species - Tayside Grey Squirrel Control

Background:

The control of grey squirrels by trapping is a funded option under SRDP and is confined to areas identified as priority in the red squirrel action plan.

A total of 60 farms and estates in Tayside have applied for funding to control grey squirrels. All applications have had involvement with SWT Red Squirrel Officer whose job evolved into a SRDP facilitator / co-ordinator role. The project officer has completed applications, supported applications, encouraged land managers in targeted areas to apply, collates information on geographic distribution of trapping, and provides on-going support.

SWT also offer a trap loan scheme to help land managers who do not wish to apply to SRDP. LEADER funding allows SWT to employ trapping staff to 'mop up' gaps in coverage.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
SWT have played a central co-ordinating role, ensuring applications are targeted in the right areas and acting as a source of information to Agency staff and land managers about who is doing what where.

~~Bottom-up~~ **/ Evolved /** ~~Top-down~~
Grey squirrel was already taking place in a patchy, un-coordinated manner. SWT took on the lead role in encouraging / facilitating applications.

Motivation of participants:

Many land managers are highly motivated to control grey squirrels. This stems from private interest (damage associated with grey squirrels) and public interest (liking red squirrels). Many land managers were sufficiently motivated to undertake unfunded control work prior to SRDP being launched.

What worked :

- The SWT Project Officer's role co-ordinating role was essential in collating who was/is doing what and where. This allowed gaps in coverage to be identified and cold-calling to encourage further applications to the scheme.
- Project officer's role significantly increased uptake of targeted management.
- Project Officer's role allowed for pre and post application support for filling in claims and dealing with paperwork.
- Supportive Case Officers offering positive, helpful support.

What didn't work:

- Potential applicants put off by perceived complexity of the application process. Only the effort of the Project Officer encouraged individuals to apply.
- The need for a co-ordinator role was not originally anticipated. The role developed due to a lack of interest in the scheme and concern that scattered, un-co-ordinated applications would lead to wasted effort and money.
- Complexities associated with the application process.

Lessons learned:

- A co-ordinator / facilitator role is essential where targeted intervention is required.
- The ability call on specialist knowledge and expertise (including on-going post application support) greatly increases applicants confidence and successful delivery.
- Without SWT role applications would be scattered, not targeted and in-effective
- Private motivation means uptake is much easier to encourage.

Invasive Non-Native Species - Rhododendron Control

Background:

The control of rhododendron is funded under SRDP with standard rates on non-designated sites and 100% of actual cost on designated sites. Examples of collaborative applications for rhododendron control are very limited. Efforts are currently being made to employ contractors to facilitate a collaborative Rhododendron control project in the Highlands.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
Control of rhododendron is unlikely to involve a *collaborative* approach (see motivation). Co-ordination is essential.

~~Bottom-up / Evolved~~ **/ Top-down**
The lack of private benefit means that any successful project will need to be co-ordinated from the top-down.

Motivation of participants:

Whilst there may be some, limited, private benefit to controlling rhododendron, this is insufficient to overcome the deterrent associated with the scale of management required and the associated risk / cost.

What worked :

- Changes to SRDP to increase the standard cost payment rate and allow continuous approval.
- Use of Project Officers to support land managers, including the provision of technical support and advice on SRDP process and planning.

What didn't work:

- Reticence to enter SRDP and lack of understanding of SRDP process.
- Cash flow implications of delay between work and receiving payment.
- Fear of liability for difficult to achieve outcomes, combined with lack of confidence that management will work.
- Isolated land managers willing to undertake management but very difficult / impossible to persuade all land managers in target areas to apply for SRDP funding.
- Payment not covering cost of management.
- Lack of social pressure on land managers to deal with rhododendron.
- Significant seed sources on land not eligible for SRDP (eg roadsides, gardens etc).

Lessons learned:

- Lack of private benefit and perceived high risk / cost / liability are significant disincentives to undertake management.
- Work needs to be based on an overall control strategy set at an appropriate scale.
- A co-ordinator role is required to ensure comprehensive coverage. Highly unlikely to come from land managers.
- 'Suite' of options required for comprehensive coverage. Likely to grant incentives, employed clearance squads and local community / volunteer engagement.
- Scope for the use of community based programmes to deliver management.

Invasive Non-Native Species - South Esk Invasives Control Project

Background:

Esk Rivers Fisheries Trust (ERFT) led and facilitated work to control giant hogweed (GH) and Japanese knotweed (JK) on the River South Esk. Funding from the SEPA River Restoration Fund (RRF) paid for an initial survey of invasives on the river. Funding from the RRF has funded contractors to go out and control GH and JK throughout the catchment.

An application has been submitted with the objective of training volunteers (angling clubs, land managers, dog walkers) to control residual GH/JK areas from 2014 onwards. This will be facilitated by the Fisheries Trust.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
ERFT have liaised with land managers who do not need to work together to deliver objectives.

~~Bottom up~~ / **Evolved /** ~~Top-down~~
Some land managers doing some work, but developed and co-ordinated by ERFT.

Motivation of participants:

All riparian owners / managers are keen to see JK/GH on their land controlled. A small minority were controlling JK/GH and recognised the private benefit of doing so. However, the effort required, and the fact that the majority of the benefits are public (habitats/fisheries) mean that most land managers are not sufficiently motivated to do the work (or apply to SRDP for funding to do the work).

What worked :

- Facilitation and co-ordination by ERFT.
- Funding direct to ERFT rather than individual land managers.
- 100% coverage.
- Full co-operation of land managers who recognise benefits of control work.
- Control strategy based on detailed baseline survey work.

What didn't work:

- The majority of individual land managers were not sufficiently motivated to apply for SRDP funding. Individuals applying to SRDP (even with facilitation) would have not delivered sufficient coverage.

Lessons learned:

- Project co-ordinator / facilitation role was essential to ensuring comprehensive coverage.
- A funding scheme requiring individuals to apply for INNS control and undertake work is highly unlikely to have sufficient uptake and / or deliver successful, comprehensive control.
- A long-term approach is required.
- Training for volunteers is time consuming and requires lots of co-ordination.

Invasive Non-native Species - Whittinghame and Beil Water Giant Hogweed Control

Background:

In the early 1990s, a group of riparian owners joined together to carry-out a co-ordinated and sustained programme of giant hogweed control. James Wyllie, local farmer and one of the initiators of the project, has acted as its co-ordinator since its inception.

The action was in response to the group's concern over the plant's invasive dominating nature and welfare for humans. The plant was also having a significant impact on the biodiversity of the watercourse and impacting on its usability as a small but valued trout-fishery by the local angling group.

The need to gain complete and co-ordained commitment and control across all the effected farms within the catchment was essential and has necessitated the determined drive of the co-ordinator. The activity involves all of the, approximately, 30 holdings within the catchment. An annual meeting is held in spring; committee members walk the catchment to identify areas requiring management; and a catchment tour with social event is run in Summer.

The project has been funded predominantly by the catchment's riparian owners as well as small local area grants. These include a one-off payment from SNH at the inception of the project and a small, annual grant from East Lothian Council.

The annual grant is distributed by the co-ordinator to the land managers proportional to their area and effort.

Type of Collaboration:

Collaborative / ~~Co-ordinated~~
The activity is collaborative involving all of the 30 land owners/occupiers within the catchment

Each owner/occupier is responsible for control on their land: this is to maintain widespread "ownership" and responsibility for the activity.

The project is co-ordinated by one very active farmer.

The combination of collaboration, engagement and strong co-ordination is essential for the control to be effective.

Bottom-up ~~/~~ ~~Evolved~~ **/** ~~Top-down~~
The collaboration was bottom-up with action initiated by the local farming community.

Motivation of participants:

- Personal interest/Concern - aware welfare issues.
- Social – peer involvement/pressure – neighbours encouraged and co-ordinated action, "reluctant/dormant" neighbours persuaded and supported by others
- Complexity/practicality –– essential to get co-ordinated action.
- Operational – essential to get co-ordained action.
- Awareness/ Public interest/Curiosity – benefit to local community; strong local community engagement.

What worked:

- Significant control of giant hogweed (80%) across catchment but needs to be sustained.
- Individual motivation resulting in co-ordinated action.
- Influential, pro-active local leader.
- Strong local relationships.
- Small catchment.

- Local community driven.
- Small –scale adaptable funding for a local initiative.
- Efficient, low bureaucracy with targeted capital activity.
- Strong social element/engagement and group ownership.
- Sustained, long term project (more than 10 years)
- Group now started to target Japanese Knotweed and Himalayan Balsam involving other land managers

What didn't work:

- One resistant owner occupier at the bottom of the catchment
- Funding through SRDP doesn't work under the current structure
- Loss of funding from local sources with the introduction of the "one-stop" SRDP.
- Risk that a co-ordination of the project will not be taken-on by another member of the group, and the co-ordination stops.

Lessons learned:

- Strong co-ordinator/project officer is essential whether from within the group or from "outside". The issue of "Bottom-up" or "Top Down" or collaborative is much less significant than the project being strongly co-ordinated.
- Don't take over responsibility for control – individuals loose ownership/engagement in the project.
- Demonstration of success/results to other land managers essential to build/maintain engagement.
- Maintain social/group engagement through meetings, events and visits.
- Small-scale and focussed. - Need one co-ordinator for every 10 miles of watercourse
- Provision for time and resources for co-ordination essential
- Knowledge of plant distribution/ownership essential
- Funding needs to be on-going and based on annual capital costs/time rather than area payments. These costs are variable from year to year. In the early years the greatest cost is for treatment, whilst in later years monitoring becomes the main cost.
- Funding/support needed for more than 5 years for any chance of success – should be 10 year agreement.
- SRDP RP funding not eligible to non-farmers/roadsides, etc
- Maintain local, flexible, funding.
- Local pro-active drivers/interest should be identified and nurtured.

Landscape-scale Management of Lowland Habitats - RSPB Corn Buntings

Background:

The objective of the work was to encourage uptake of management options designed to benefit corn bunting in the East of Scotland.

As part of a collaborative effort, RSPB and several agricultural consultants ran a series of workshops for agents in 2008 promoting the range of options available under SRDP.

RSPB have been involved in a large number of RP applications throughout the duration of the SRDP. This has included involvement in advising farmers on the development of applications and helping Case Officers assess applications. RSPB have also provided SGRPID staff with training and maps showing areas where corn buntings are present to ensure applications are sufficiently targeted.

Many farmers who have applied to SRDP for funding corn bunting management have used the collaboration criteria to increase the application points score.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
Applications have generally been submitted in isolation without groups of farmers working together to submit landscape scale plans.

Bottom-up / Propagated / ~~Top-down~~
Impetus has tended to come from land managers and their agents with RSPB encouragement and support for applications.

Motivation of participants:

Financial incentives are a significant motivating factor, particularly where management options fit more easily with the farming system. Farmers are significantly more motivated where monitoring feedback shows results, especially if these are positive.

What worked :

- Collaboration between farmers, agents and RSPB staff is very important to delivering successful outcomes.
- Good information on species distribution allows management to be targeted reasonably effectively
- Collaboration for scoring applications is relatively easy to assess for farmland birds.

What didn't work:

- Low uptake in areas where incentives are insufficient to compensate for income foregone
- Inconsistent / variable engagement from Case Officers.
- Lack of clearly defined targeted local priorities.
- Lack of land manager awareness of conservation priorities in their area.

Lessons learned:

- A facilitator / knowledge broker role is essential where targeted intervention is required. This could be linked to generalist advisory support / project officers who are able to advise on key priorities in particular areas (eg diffuse pollution, waders, corn buntings)
- Important to get the right options on a landscape scale but is not essential to provide all habitats on every holding.
- Clearly defined priorities for collaborative management should be identified at a local scale.
- Scope for increasing awareness of conservation priorities in specific areas.

Landscape-scale Management of Lowland Habitats - Balmacara and Achintraid Cattle Clubs

Background:

Two west coast crofting townships have aspirations to jointly fund and manage cattle herds to maintain activity in the townships. This will sustain continued hay and silage making practices and maintain grazing on the common grazings.

Balmacara investigated the cattle reintroduction option available under the RSS and approached an adviser directly with a proposal to develop applications.

Achintraid approached the Crofter's Commission who provided funding for a facilitator within the township and the production of a feasibility study (SAC). This identified the cattle reintroduction option in RSS. The township facilitator then approached an adviser.

In both cases once the RSS applications were successful cattle were bought collectively and managed collectively. In addition to collaborating on funding and management through the RSS both townships collectively funded handling facilities through the common grazings committee.

Type of Collaboration:

Collaborative / ~~Co-ordinated~~

In both cases the projects involved crofters working together, meeting and maintaining a dialogue. Advisers / facilitators were subsequently brought in.

Bottom-up / Evolved / ~~Top-down~~
In both cases the idea came from within the townships and was taken forward without external prompting.

Motivation of participants:

In the case of Achintraid the motivation was a desire to see the crofts worked rather than abandoned and to use the abandoned common grazing. In the case of Balmacara this project followed the creation of new crofts and the new tenants were actively looking for efficient ways to manage their crofts.

In both cases crofters viewed keeping cattle keeping as environmentally and culturally positive but were concerned about financial viability and the time involved in individual management. The motivation to collaborate was to find funding sources to support the purchase of cows and to collaborate on their management to reduce time commitments.

It is clear that in both cases private interest was the primary driver.

What worked :

- RSS provided funding for 5 years
- Cattle were bought and collectively managed where individuals would not have progressed the idea
- Abandoned grazings were brought back into use

What didn't work?

- The inability of the system to treat either as a collaborative project meant that there were 12 separate RSS applications where there could have been two. This meant high application costs.
- Due to the need to "score " applications there were lots of inappropriate options used which led to non compliance issues during the contracts and a loss of faith in the system

- The SRDP failed to address the collaborative issue and, due to the much increased bureaucracy attached to applications and the likely cost, neither project transferred to RP when the RSS contracts ran out
- Both projects are likely to fragment

Lessons learned:

- The collaborative "capital" of a group which has come together spontaneously is a valuable asset.
- Considerable scope to simplify the process for collaborative crofting applications.
- Not necessary to have lots of management options on individual crofts. Sufficient to get a range of options over the township.
- Facilitation is the key to making these small groups work.
- Projects like these which involve business commitments and collective investment need to be planned on a longer term than 5 years.

Landscape-scale Management of Lowland Habitats - East Lothian Great Crested Newt

Background:

Great crested newt have declined drastically over the past 20-30 years due to habitat loss and fragmentation. There are approximately 100 known breeding ponds in Scotland, with about 6 present in East Lothian. In 2010 a new sighting was made by a farmer in the south of East Lothian.

In 2011 SAF supported a project to identify the status and distribution of GCN in the area and support the production of a landscape-scale habitat management strategy as well as individual farm plans which may provide the basis for accessing SRDP funding. The SAF funding also supported workshops and promotion.

Type of Collaboration:

~~Collaborative~~ / **Co-ordinated**
The Farm Environment Ltd (TFE) co-ordinated the project. Survey work was carried out by the partner bodies.

~~Bottom-up~~/ **Evolved /** ~~Top-down~~
The collaboration was propagated from an initial farmer enquiry and interest. Word of mouth was a significant driver for promoting the initiative and encouraging awareness.

Motivation of participants:

- Personal interest/pride in having a rare species
- Awareness/ Public interest/Curiosity – GCN and ponds considered positive and benign
- Relationships - TFE adviser contact and trust with owner occupiers was a major factor in progressing the project, both in terms of access to land and encouraging participation.
- Operational wider habitat management opportunities
- Social – peer involvement/pressure – neighbours discussed the project.
- Financial inducement (reward) – there was no reward to the owner-occupiers for implementing the work under the current scheme. Advisory time was supported by the project which facilitated plans, so were at no-cost reduced cost.

What worked:

- Knowledge of GCN distribution in the area; one new site identified.
- Awareness of GCN, pride and interest, spread by word of mouth.
- Strategic plan identifying key features and opportunities for habitat management to target resources.
- Individual motivation, interest and activity – four ponds were created and one restored without public funding.
- The Advisor's local knowledge and relationship with land mangers and agencies was vital in gaining engagement.
- TFE provide a point of reference for contact re sightings and other queries.
- SAF funding, project management and development – straight-forward, efficient and flexible.

What didn't work:

- Lack of access to quick and easy funding for practical management; particularly creation of potential breeding ponds;
- Lack of funding for pond creation and management within woodlands;
- SRDP rules specifically prevent practical activities being funded through other means, such as the SAF funding.

- No further provision for on-going support, monitoring or co-ordination, including arranging the meetings (which were highly valued).
- Rigidity of RP doesn't allow management activities to evolve or to be "bolted on" to existing schemes as opportunities arise.

Lessons learned:

- Interest and involvement can be generated by good land manager, adviser relationships.
- Be able to respond to opportunities.
- SAF funding should continue and/or similar simple and responsive mechanism should be made available.
- Strategic plans/overviews essential for targeting resources.
- Meetings, workshops and training essential in promoting and facilitating collaborative landscape scale activity and interest.
- On-going support is needed to maintain impetus, and encourage further ownership of the project.
- Influence of neighbouring farmers/land managers very important.
- Modular RP plans would have enabled small scale activities to be bolted-on in response to the project. Most participants either already had farm-scale RP schemes or were not in a position to apply due to lack of funding.

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