

# Yorkshire Dales and Moors Farm Innovation Project

## Summary of Findings

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## 1. Executive Summary

This report summarises the findings of detailed work carried out on 30 farms in the Yorkshire Dales and 20 in the North York Moors between February 2015 and June 2015.

The aims of the project were to:

- Develop and deliver a training programme to the 50 farms, at Level 2
- Enable the participating farmers to produce integrated whole farm plans that focus on analysing their own farm businesses and which identify future needs and actions to improve the profitability of their businesses and the environment in which they operate
- Report the overall business investment and training needs of the sector, with skill gaps identified and training demand predicted
- Indicate how this should be offered and priority areas for diversification

In partnership with Newton Rigg College and the Yorkshire Dales Farmer Network, all four protected landscapes jointly submitted a successful bid to the York, North Yorkshire and East Riding Local Enterprise Partnership for a grant to support development of 50 combined business and environmental plans as part of a pilot project in 2014. This directly contributed to the LEP's Strategic Economic Plan and specifically to Objective 21 'Sustainable growth in the Dales, Moors and Wolds' and Annex C which sets out a Local Growth Plan for the Yorkshire Dales National Park; North York Moors National Park; Nidderdale Area of Outstanding Natural Beauty; and Howardian Hills Area of Outstanding Natural Beauty, which was developed by the four protected landscapes in partnership with LEP officers.

Agriculture in the study area of the North York Moors and Yorkshire Dales National Parks and the Howardian Hills and Nidderdale Areas of Outstanding Natural Beauty is of fundamental importance to the economy of the area, contributing around £328m to the local economy.

The farms in the target area are responsible for the management of some of the most valuable environmental features in the country, many of which are of international importance. Land on many of the target holdings makes a significant contribution to carbon storage and flood risk mitigation, as well as producing high quality food and drinking water for the region.

The farmed landscape in the Dales and Moors contains a network of tourist attractions that are internationally renowned, attracting millions of visitors every year. These environmental attributes are of huge value to the rural economy and underline the importance of upland farming to the economy of York, North Yorkshire and the East Riding.

Current hill farming in the target area is under severe financial pressure with average profits of less than £20,000 per year, despite receiving average payment of over £47,000 per year from the public sector and this forecast to reduce over the next 5+ years.

Farms need to become better businesses with more efficient agricultural enterprises and non-farming enterprises. They need to be more resilient to market price volatility either through relying less on inputs by:

- Making better use of (and not just intensifying) their own farms
- Taking control of costs by collaborating better e.g. for items that are related to the farm enterprises such as feed and also for items that are fixed costs such as fuel and power

Farm businesses need to change but there are many barriers to overcome to enable this to happen and a danger that if not helped through this process, the changes could have a severely detrimental impact on the economy, environment, and iconic landscapes that many other sectors depend on. The most important barriers include:

- A lack of time by farmers to invest in making the changes needed
- The traditional farming systems and a reluctance to change
- A lack of the right skills, especially general business skills such as financial management, business monitoring and business planning, for both the farm and non-farming enterprises, but many do not see the benefits of this. They do also need some advanced farming technical skills, which they are interested in
- Farmers in the target area need help but they do not trust, feel isolated and let down by “Government” and are wary of outside help
- Significant changes to the main agri-environment support packages which will reduce the amount of grant available leading to potential fundamental shifts in farming philosophy and the resulting need to change and adapt

Although a small proportion would respond to training offers in the areas needed, most would not. A more subtle approach is needed to engage farmers using trusted intermediaries to train and support them to help them to become more open to change and provide the new skills they need, working with relevant experts when needed.

Some capital investment on farms would help to stimulate engagement in training/knowledge exchange activity. This would not need to be for large amounts of money per farm but helping to pay for investments such as lime, small investments in equipment and perhaps an occasional building where it is seen as essential to maintaining that farm business in the community.

## **2. Study Aims**

To develop a training programme to 50 farms across the protected landscapes in the North York Moors and Yorkshire Dales National Parks and the Howardian Hills and Nidderdale Areas of Outstanding Natural Beauty.

To deliver the training at Level 2 to enable the participating farmers to produce integrated whole farm plans that focus on analysing their own farm businesses and identifying future needs and actions to improve the profitability of their businesses and the environment in which they operate.

To prepare a report that summarises the business investment and training needs, with skill gaps identified, training demand predicted and to say how this should be offered and priority areas for diversification.

## **3. Background**

The importance of measures designed to ensure the survival of upland livestock farms has been recognised widely in national policy initiatives based on reports commissioned by successive Governments over the last 30 years. This has been manifested in three Rural Development Programmes, investment in industry-led organisations like the Farmer Network and initiatives by third sector organisations like the Princes Trust, the Farm Crisis (now Community) Network and the Addington Fund. Upland livestock farming makes an especially significant contribution to maintenance of the environmental qualities of Areas of Outstanding Natural Beauty (AONB) and National Parks, which together comprise more than 45% of North Yorkshire. In 2013

Nidderdale AONB and the Yorkshire Dales Farmer Network met to agree priorities for investment in farm business development based on preparation of combined environmental and business plans. The partnership was expanded subsequently to include the Howardian Hills AONB and the North York Moors and Yorkshire Dales National Park Authorities, and in conjunction with the National Centre for the Uplands at Newton Rigg College in Penrith and farming organisations across all four protected landscapes, a successful bid for funding for a pilot project to facilitate 50 Whole Farm Plans was submitted to the York, North Yorkshire and East Riding Local Enterprise Partnership in 2014.

The current project also contributes to and stems from the work done by the Protected Landscapes on the development of a Local Growth Plan for these areas. The project directly contributes to the LEP's Strategic Economic Plan and specifically to Objective 21 'Sustainable growth in the Dales, Moors and Wolds' and Annex C which sets out a Local Growth Plan for the Yorkshire Dales National Park; North York Moors National Park; Nidderdale Area of Outstanding Natural Beauty; and Howardian Hills Area of Outstanding Natural Beauty, which was developed by the four protected landscapes in partnership with LEP officers.

#### **4. Labour Market Intelligence**

##### **4a. Methodology**

The following information has been used to ensure a true representation of the current position in relation to the labour market on farms in the target area:

- 2013 Agricultural Census information, Defra, published 2014
- 2014 Agriculture in the United Kingdom, Defra, published 2015
- 2014 Farm Business Survey
- Data from Farm Environment Plans submitted in support of applications for Agri-Environment scheme agreements, Nutrient Management Plans for farms in Catchment Sensitive Farming areas and SSSI assessments prepared by Natural England were used where appropriate to characterise the environmental value of farms in the target area
- Analysis of 50 individual whole farm plans for farms in the target area
- Analysis of the findings from 6 area meetings in the target area with farmers, environmental advisers and business advisers
- Feedback from partner organisations and business advisers/trainers who participated in the project and who work with farmers on a day-to-day basis in the area

##### **4b. Desk Research Findings**

In England in 2013-14, total income from agriculture fell by 4.4% in real terms and Gross Value Added (GVA) increased by 3.2%. Average income from Less Favoured Area (LFA) livestock farms was £14,500, from lowland livestock farms £15,000, and from dairying £88,000<sup>1</sup>. The average age of farmers was 59 and 58% of farm businesses had an annual income of less than £30,000.

When considering the study area, there are distinct blocks of land that have different characteristics. The Yorkshire Dales and Nidderdale AONB survey area is characterised by many small family livestock farms, dominated by those categorised as LFA livestock units (mainly extensive beef and sheep farms). 82% of farms in the Yorkshire Dales and 61% in Nidderdale AONB (but a much higher percentage in the Upper Nidderdale study area) are classed as LFA

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<sup>1</sup> 2014 Agriculture in the United Kingdom, Defra, published 2015

livestock<sup>2</sup>. The number of commercial farms is reasonably static, with 839 in the Yorkshire Dales National Park and 469 in Nidderdale AONB, with the total labour force being 1,988 and 1,104 in each area respectively.

There is a strong Farmer Network in the Yorkshire Dales with over 100 members. This is run by farmers in the Dales, with 3 local farmer coordinators who help members buy inputs together, support young people to enter the industry and help improve skills and knowledge by organising training, farm trials and knowledge transfer events.

Farms and farming systems in the North York Moors and Howardian Hills are characterised by family farms that still dominate but there is a more varied mix of farm types because of the different soils, topography and climate. LFA livestock farms represent only 44% of total farms in the North York Moors National Park area, and none in the Howardian Hills, and there are a higher proportion of farms that are categorised as dairy, cereals and lowland livestock. The number of commercial farms is 978 in the North York Moors National Park and 142 in the Howardian Hills, with the total labour force being 2,164 and 342 in each area respectively.

The average output on the sample farms in 2014 was £135,094 per farm, with this being re-circulated in the rural economy. Bearing in mind that the total number of commercial farms in the study area is 2,428, they are contributing around £328m to the rural economy per year.

The farms in the study area contain a higher proportion of nationally and internationally important features of conservation value compared to their counterparts elsewhere in the LEP area. Land on many of the target holdings makes a significant contribution to carbon storage and flood risk mitigation, as well as producing high quality food and drinking water for the region. The farmed landscape in the Dales and Moors contains a network of tourist attractions that are internationally renowned, attracting millions of visitors every year. These environmental attributes are of huge value to the rural economy and underline the importance of upland farming to the economy of York, North Yorkshire and the East Riding.

#### **4c. Whole Farm Plan Analysis**

As part of this study, staff within the project have supported farmers and others involved in their businesses to prepare 50 integrated whole farm plans, with 30 being in the Yorkshire Dales National Park/Nidderdale AONB area and 20 in the North York Moors National Park/Howardian Hills AONB area. This process has involved the farmer carrying out an appraisal of the farm business and the environment within which it operates to identify the strengths, weaknesses opportunities and threats. From this analysis, each farmer has then prepared an integrated long term whole farm plan, within which they have identified a list of actions that need to be carried out to enable their businesses to grow, to improve the environment and to identify any training needs, ultimately improving the sustainability of the area as a living landscape that can add value to the rural economy.

An analysis of the information in the whole farm plans is shown in Tables 1 and 2. Key information to take from this is as follows:

##### **Current Position**

- The dominant farm type across the whole of the study area is beef and sheep, with 69% of farms having beef cows and 92% having breeding ewes

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<sup>2</sup> 2013 Agricultural Census information, Defra, published 2014

- Adjusted average farm size at 106.4ha is lower in the North York Moors/Howardian Hills than in the Yorkshire Dales/Nidderdale study area at 415.3ha, partly due to more farms in the Dales having the use of large areas of common land
- 96% of farms are in receipt of public sector funding that assists farm businesses in management of environmental assets on their farms
- Average turnover per farm is £135,000, with 35.1% of this on average from the public sector. This income is almost all circulated in the local rural economy
- 69% of farms have HLS agreements
- The average profits on farms with only ELS/UELS agreements is £9,105, being less than half the average of all farms, which is only £20,311. These farms represent 27% of the farms that prepared Whole Farm Plans
- 36% have profits below £10,000 per year, with 78% having profits below £30,000 (which compares with 58% nationally)
- Average profits are £19,806 (2013/14) with income from public funding at an average of £47,743 per farm. This shows the high reliance on public funding (Basic Payment Scheme and Environmental Schemes) in return for managing their farms for public benefit
- Income from the public sector is reducing, with environmental payments severely reduced. For farms in a current UELS agreement, income forecast under the new Countryside Stewardship Scheme will see payment reductions of more than 75%. Under the new scheme, there are no options available to protect upland semi-improved habitat, the last remaining stronghold for priority species which are in severe decline nationally
- Most farmers rated enjoyment of wildlife as one of their most enjoyable farming activities. However, they would readily accept that they have only a limited understanding of wildlife and its habitat requirements, and there is often a lack of awareness of how wildlife is vulnerable and capable of being adversely affected by farming activities. Many farmers don't have enough knowledge or expertise to implement the detailed but often generic prescriptions contained in agri-environment agreements and this can lead to a build-up of frustration
- Only 11% of surveyed farms are in the top 25% of performance, when measuring profits per hectare
- 50% of farms have income from non-agricultural enterprises
- 96% of farms are operated with at least 1 person working full time

| Averages from farms surveyed                            | COMBINED AREAS     |
|---|--------------------|
| Number of farms   | 26                 |
| Adjusted Farm Size <sup>3</sup>                         | 344ha              |
| Farms only owned  | 27%                |
| Farms only rented                                       | 31%                |
| Farms part owned, part rented                           | 42%                |
| Farms with beef cows                                    | 47 (69% of farms)  |
| Average cow numbers on farms with dairy cows            | 49 (15% of farms)  |
| Average ewe numbers on farms with ewes                  | 492 (92% of farms) |
| Average livestock numbers on farms with other livestock | 7 (27% of farms)   |
| Farms with HLS agreements                               | 18 (69%)           |

<sup>3</sup> Where common rights, assume 0.75 hectare per sheep common right and 7.5ha/cattle right unless stated

|   |         |
|---|---------|
| Average end date of HLS agreement                           | 2,021   |
| Farms with UELS/ELS only agreements                         | 7 (27%) |
| Average end date for UELS/ELS agreements                    | 2016    |
| Average full-time family labour/farm                        | 1.7     |
| Average part-time family labour per farm                    | 0.4     |
| Average part-time employee per farm                         | 0.2     |
| Number of farms where part-time staff only                  | 4%      |
| Number of farms with a non-farming enterprise               | 50%     |
| Average profits per farm                                    | 19,806  |
| Average profits on farms where UELS/ELS agreements only     | 9,105   |
| Proportion of farms with profit up to £10k                  | 36%     |
| Proportion of farms with profit between £10 - £20k          | 18%     |
| Proportion of farms with profit between £20-30k             | 23%     |
| Proportion of farms with profit between £30 - £50k          | 9%      |
| Proportion of farms with profit over £50k                   | 14%     |
| Average turnover per farm                                   | 135,094 |
| Average income to farms from public funding (BPS, HLS etc.) | 47,418  |
| Public funding as a proportion of turnover                  | 35.1%   |
| Proportion of farms performing in top 25%                   | 11%     |

Table 1 Analysis of the current position on farms in the study area

### **Actions Identified by farmers to Improve Business Growth, Environmental Quality and Sustainability**

Table 2 shows a summary of the main actions that businesses identified within the Whole Farm Planning process where actions are planned. Although there is a wide variation of actions planned across all farms some broad themes can be identified as follows:

| Investment Proposals from Action Plans   | % of farms |
|--|------------|
| Improve soils and grass growth (e.g. application of lime, drainage)  | 73%        |
| Investigate, test and gather information to inform management decisions connected with production and environment (e.g. blood tests, slurry sampling, wildlife surveys, etc)                     | 73%        |
| Invest in infrastructure – buildings, equipment and land for production (e.g. sheep buildings, farm tracks, equipment)   | 65%        |
| Invest in infrastructure to improve wildlife habitat, e.g. woodland planting/felling, hay meadow restoration, improvement of land for ground nesting birds, stone wall maintenance, fencing, etc | 58%        |
| Invest in non-farming enterprises (tourism, renewables)  | 46%        |
| Carry out training (e.g. IT, accounts, technical)  | 23%        |

Table 2 Analysis of actions planned on farms in the target area

- Improving the productive capacity of the farm through better use of resources such as soils, nutrients, slurry and grassland means that the farm businesses are able to reduce their costs of production, which makes the enterprises more profitable. Improving efficiency through better management of soils was considered to have considerable environmental benefits too, for both biodiversity and water quality
- The farmers need access to the science that will help them identify where production and environmental improvements can be made. Soil testing, manure testing and forage testing are all really important but with low labour levels (only up to 2.3/farm including part time staff), time is more limiting than the desire to improve understanding



- Farm infrastructure improvements are needed to improve efficiency and to meet regulatory standards. There are farms operating with sub-standard infrastructure that does not meet requirements under legislation such as the SSAFO<sup>4</sup>. Because the regulations have exemptions for installations built before 1981 the farmers are not obliged to meet the standards but would if they were to erect new structures or make substantial changes to existing structures. Again, improvements to infrastructure would lead to environmental improvements such as improved water quality and reduced environmental risk
- Other farm infrastructure projects that require investment include items that could be within the scope of an environmental scheme, such as tree planting or fencing. These items aren't supported through UELS/ELS nor are they currently available in HLS in all but the most limited situations. National Parks historically offered their own grant schemes for items that were particularly important to deliver landscape and habitat benefits, but these are now no longer generally available either
- Investment in unusual kit or pieces of machinery is required for tasks on-farm and also to offer diversification opportunities. Items such as mobile saw benches, mobile livestock handling facilities and EID readers can be used on-farm by individuals to benefit their own businesses and also by the operator to offer the service to others. The investment may be small and not meet the eligibility criteria or specification for nationally available funding such as the grants available under the Countryside Productivity Scheme
- Investment in non-farming enterprises is required for projects such as renewable energy generation and on-farm tourism ventures. The farm appraisals were not always able to fully explore the opportunities presented by on-farm but non-farming activities. We can only report that previous funding programmes that have provided funding for on-farm but non-farming enterprises have had a positive impact on the rural economy<sup>5</sup>
- A small but significant proportion of farmers (23%) are interested in formal training. Although the business advisers did identify that the farmers in general have good technical skills but poor business/entrepreneurial skills, they did see the need to also strengthen the more advanced technical skills that relate back to improving production including interpreting and acting on results of soil test pits or silage test results, etc

#### **4d. Area Meeting Analysis**

Six area meetings were held in June 2015; these focussed on common issues that arose through the whole farm planning process and on how to improve both business growth and the farmed environment in the longer term.

Key points from these meetings were:

- Concerns about the longer term financial prospects as a result of several factors outside farmers' immediate control, including:
  - Reductions in environmental payments

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<sup>4</sup> Rules are based on the Water Resources (Control of Pollution) (Silage, Slurry and Agricultural Fuel Oil) (England) Regulations - known as the 'SSAFO' regulations and related legislation— applies to all farmers who store silage, slurry or agricultural fuel oil

<sup>5</sup> EUROPA 2003 Evaluation ex post des programmes de l'objectif 5B pour la periode: 1994-1999 (ex-post evaluation of Objective 5b programmes)

- Falling prices partly from supermarket competition, currency rates and world prices
- Increasing input prices
- Concerns about future damage to the environment through increased intensification when public funding for environmental benefits reduces
- Actions identified to counteract this included:
  - Add value by improving quality and branding/marketing
  - Diversify, including into renewables/tourism
  - Help needed to access mid-tier Countryside Stewardship Scheme and other grants
  - Be more efficient at producing food, particularly by improving soil/grassland management by drainage, use of lime, testing, etc
  - Sharing more information in groups
  - Working together more to buy services and inputs cheaper e.g. lime, equipment, sharing secretarial support
  - Supporting farm apprentices
  - Setting up a farmer network in the North York Moors

#### **4e. Conclusions from LMI findings**

Review of Whole Farm Plans, Area Meetings and Feedback from Partners/Business Advisers:

- Farming makes a significant contribution to the rural economy of the Yorkshire Dales, Nidderdale, North York Moors and Howardian Hills areas, with over £241m per year being spent by farmers on goods and services
- Farming is of key importance in maintaining wildlife/landscape and the cultural heritage of the area that other sectors depend on
- There is a good potential to improve profits across full and part-time farms in the area
- Investment in the implementation of their whole farm plans will result in a growth in profits, with a return on investment where this is needed of approximately 13%. It will also speed up the pace of change in a sustainable way, if designed and delivered in a way that best meets local needs
- Farming in the area is facing a period of significant change as the impact of reduced public funding is combined with increased financial pressures on production
- Improving efficiency of the existing farm enterprises is unlikely to be sufficient to cover the reduction in public funding from agri-environment schemes that pays for public goods in the long term, especially in areas without protected sites
- The farmers in these areas have opportunities to generate payments for ecosystem services from developers, energy companies, corporates and water companies but this option may take too long to tackle the immediate problems of low profitability
- Visitor payment schemes may offer an income stream in areas that are well visited
- Farm enterprises will need to be more efficient, with more group working to help each other to change, and more group buying and selling
- There will be an increase in low input/easy-care systems in the study area
- Farm families will continue to require income from a wide variety of sources, requiring a wider range of skills
- Farmers need to be more entrepreneurial i.e. more open to change, more independent, taking decisions based more on facts and less on emotion

- Business solutions are more individual than in the past, requiring more individual thinking and not simply following the example of neighbours
- The people involved in general have good technical skills but poor business/entrepreneurial skills
- The future land use pattern is likely to include more part-time farms (important to allow young people into the sector) and increased farm size through more amalgamation
- Product quality and efficient use of inputs will be improved on most farms, new products will be developed by some farms and niche marketing opportunities will be realised for a small number of businesses

### **Barriers**

- People find it difficult to make fundamental changes, generally responding best to sudden changes or shocks. The current stimuli for change are gradual and all contribute to farmers finding it very difficult to make fundamental changes
- Past public support in the form of grants, subsidised advice and training has not been effective at tackling the structural issues facing the farmers in the study area or enabling them to become more sustainable in the long term
- Most farmers feel let down by Government and do not trust initiatives delivered in a top-down manner, many of which they perceive do not meet their needs
- Few people understand **how** to best use public funding to help hill and upland livestock farmers change
- The people who make the decisions in these businesses have been brought up with a free trusted adviser helping and supporting them to make changes to farm policy, so few developed the skills and confidence to respond quickly to new business opportunities or challenges. This free advice from a known, independent local business adviser was stopped over 20 years ago, and the alternative cannot be afforded
- Although free environmental advice is still available from National Park/AONB staff, few beef and sheep farms use them to make their business decisions, instead making fundamental changes to business policy after speaking to other respected farmers, or by following their example
- There are an increasing number of young people aged under 35 who are interested in farming but who have very few opportunities because the older generation cannot afford to retire, or do not want to, and the younger generation have too few assets to start
- Little research is carried out in England on improving LFA livestock systems and what there is does not find its way easily to local farms in the study area
- Many farms have low profits and a significant proportion have low liquid assets, making investment difficult
- Farmers have little spare time to think of and invest in making changes. Both require time input

## 5. Skills Gaps

Skills gaps have been identified by the farmers themselves in carrying out the whole farm plans (see Table 1) and by partners and business advisers who have participated in the project; these are summarised below:

| Subject  | Identified as <b>wanted</b> by farmers |            |                 | Identified by partners/advisers as needed |            |                 |
|--|--|------------|-----------------|---|------------|-----------------|
|  | Most people                            | Few people | Very few people | Most people                               | Few people | Very few people |
| Financial management including management recording, understanding accounts  |  |            | ✓               | ✓   |            |                 |
| Business analysis and planning   |  |            | ✓               | ✓   |            |                 |
| Marketing  |  |            | ✓               | ✓   |            |                 |
| Improving IT skills – computer use, social media,  |  | ✓          |                 | ✓   |            |                 |
| Technical knowledge – soil management, crop management for production and wildlife, new crop and animal husbandry developments | ✓                                      |            |                 | ✓   |            |                 |
| Technical training – safe use of pesticides, hedge laying, chainsaw use, ATV use, etc.   | ✓                                      |            |                 | ✓   |            |                 |

Table 3 Skills gap analysis

Table 3 highlights the difficulty of how any public support to improve the skills which are of key importance to improving the growth and profitability of this sector should be offered. Most farmers when challenged will acknowledge that they need better business skills but most are not interested in the detailed financial management, or more importantly in the gathering of management information and record keeping that goes with this. They have been brought up in an environment where this was of much less importance than in the present, where business solutions are now more individual than in the past.

There is evidence that this attitude can be changed by working with farmer groups who are expertly facilitated by a trusted person who remains as part of the community and continues to be accessible. The Farmer Networks are an excellent example of this approach. The objective of the group events is to build the group and individual capacity to make better business decisions. This starts with technical issues with which the farmers are comfortable and gradually moves to sharing best practice in the desirable management techniques that can then help to make large changes to business operations and strategy. The groups can work well over shorter periods of time too. The Teesdale Business Group that was funded through RDPE Uplands skills Spec 26 did just this for a period of three months (facilitated by AHDB Beef and Lamb) and linked production efficiencies with business management to really get the trust and engagement of the farmers.

Other options include offering conditional grants to make sure farmers participate in training of the right sort, especially because farmers do respond to offers of grant. Sometimes very small grants can be sufficient to ensure behaviour can be changed.

## 6. Recommendations

In order to meet the needs and overcome the barriers the following actions are needed:

- Design support schemes by taking the advice of people who do understand the target people and the communities they live in
- Build flexibility into funding streams to optimise the opportunities available
- Investment in implementing whole farm plans, placing conditions on capital grants to secure participation in training schemes, knowledge transfer activities and improving the environment
- Investment in undertaking more whole farm plans and the associated learning process across the protected landscapes and to expand and refine the process based on the findings of this pilot phase.
- Seeking funding to improve investment in:
  - farm infrastructure and non-farm enterprises; to improve efficiency, generate extra income and improve the environment
  - improving the efficiency of production systems; to encourage a lower reliance on purchased inputs e.g. funding for more measuring and testing, use of lime etc. to stimulate changes in management practices
  - opening attitudes towards change and improving existing/developing new skills (especially business skills); to deliver training through trusted intermediaries to ensure continuity and build the capacity of the community so it becomes more self-sustaining, rather than being so reliant on external people
  - young people; to encourage them into the industry
  - share farming initiatives; to incentivise older farmers to set up agreements with young people
- To help and invest in the existing trusted networks/start new networks to develop new services, improve the skills of their staff (including their facilitation and business skills) to help the “slow to change” farmers to improve efficiency and increase output
- To support farmer groups to invest in farm trials and link with external research organisations, etc.

## 7. Glossary

|      |   |
|------|---|
| AHDB | Beef and Lamb is part of the Agriculture and Horticulture Development Board   |
| AONB | Area of Outstanding Natural Beauty  |
| ATV  | All-Terrain Vehicle (commonly known as quad bikes)  |
| ELS  | Entry Level Scheme, part of Defra's Environmental Stewardship Scheme  |
| HLS  | Higher Level Scheme, part of Defra's Environmental Stewardship Scheme   |
| LFA  | In the European Union, less-favoured area (LFA) is a term used to describe an area with natural handicaps (lack of water, climate, short crop season and tendencies of depopulation), or that is mountainous or hilly, as defined by its altitude and slope |
| RDPE | Rural Development Programme for England   |
| UELS | Upland Entry Level Scheme, part of Defra's Environmental Stewardship Scheme   |