

**‘DOING THINGS DIFFERENTLY: GLASTIR COMMON LAND
ELEMENT AND THE LOCAL ACTION GROUPS’**

**AN EVALUATION OF THE COMMONS DEVELOPMENT OFFICER ROLE
USING THE LEADER METHODOLOGY**



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EXECUTIVE SUMMARY

Glastir Common Land Element (CLE) and the Commons Development Officer (CDO) approach have made a strong case for working differently. Across Wales eighteen CDOs were appointed through the three Local Action Groups (LAGs) Menter Môn, Cadwyn Clwyd and PLANED. The LAGs adopted a LEADER-like approach; this is a bottom-up approach valuing local people as the main asset of rural areas, working with Grazing Associations (GAs) to develop their confidence and capacity to go forwards with an application to the Glastir Common Land Element.

This report evaluates the impact of the LEADER-like approach in an agricultural extension context. Information was collected from three sources, (i) the GAs who participated in a telephone questionnaire, (ii) the CDOs and (iii) the Stakeholders who have worked with the CDOs since their appointment in 2011.

Overall, there was a high level of satisfaction amongst GAs for the CDO role with over 90% agreeing that the role was 'very important'. The availability of an informed and knowledgeable CDO was important in enabling Grazing to proceed with the Glastir CLE scheme; this was clear from the survey of grazing associations:

"The fact that they were always at the end of the phone was invaluable. The CDO's were always so helpful, if they didn't know the answer to something you had asked they would find it and usually came back to you within minutes with the answer you needed."

The CDOs were very satisfied with their roles and felt that they were contributing positively to safeguarding the future of common land management in Wales. Similarly, stakeholders, despite initial concerns, recognised and valued the importance of the arms-length, flexible, adaptive approach of the CDOs.

The CDO approach has been advantageous and well received, as reflected by the majority of positive responses from both the stakeholders and GAs. There are opportunities for improvement in the training of CDOs and the consistency of the service offered to GAs and in the collection and use of data.

The CDO LEADER-like approach, building capacity of graziers and GAs has been shown to have significant benefit. This approach should be considered elsewhere in the delivery of Agri-environment Schemes (AES) in Wales.

"The Local Action Groups and the Commons Development Officers bring freshness, enthusiasm and an arms-length approach which is invaluable in working on commons" Geraint Jones, Pembrokeshire Coast National Park.

Summary of Recommendations

Welsh Government - Lessons learnt

- An adaptive approach to Agri-environment policy is formally adopted during the live testing of AES based upon feedback from Officers and recipients
- Act quickly and robustly to address dis-information
- Provide information packs within good time of an application window opening
- Provide in-house training to CDOs on the CLE scheme, especially on facilitation
- Recognise and build upon the value of the 'arms-length' approach, perhaps undertaking a SWOT analysis and feeding this into the thinking for 2014.

Welsh Government - Communication

- Establish a forum for discussion between WG, CDOs and relevant partners to enable an adaptive policy approach
- Establish a quarterly forum for discussion between CDO Project Supervisors, WG, CCW and other special interest groups

Welsh Government - Understanding

- Establish a number of case studies across Wales to monitor the progress of Glastir CLE and the long-term impact of the CDO LEADER-like approach
- Undertake a social audit of the impact of Glastir CLE through case studies
- Undertake a financial appraisal at the community level of benefit and leverage accrued from Glastir CLE
- Understand the values and drivers on common land by undertaking a social marketing study of common land within Wales

Welsh Government - Looking to the future

- Consider extending the LEADER-like approach delivered by the CDOs in enabling agreements within other elements of Glastir
- Consider the role of CDOs in delivering advice and information on the relationship between ecosystem services and commons
- Invest Officer time in maintaining and building upon the GAs formed for the purposes of Glastir to provide a robust future framework for communication to the commoning communities of Wales
- Capitalise on the skills and expertise of the CDO's in the revision of the Common Land Registers for Wales

Recommendations for Countryside Council for Wales

- Make the most of this opportunity to work with representative, constituted GAs
- Beware of undermining the development of a GA by negotiating a S15 agreement with an individual
- Begin to prepare a protocol for communicating with GAs in the longer term
- Be prepared to tackle issues of under-grazing with WG and begin to consider ways of increasing grazing

Recommendations for Local Action Groups

Local Action Groups - Consistency

Develop a broadly consistent approach within a common framework across the LAG areas to be achieved by:

- An agreed programme of pan-Wales training for CDO Officers
- A broadly consistent approach to the collection, analysis and management of data to enhance the value of this data and improve monitoring and evaluation
- Addressing issues of liability and risk and offering similar services to GAs

Local Action Groups - Cooperation

- Develop a strategic working relationship with CCW and its regional officers
- Through discussion with CCW identify existing or pending S15 management agreements and determine how they relate to Glastir CLE and Targeted Elements
- Identify opportunities for joint working with existing initiatives
- Continue to understand, respect and work within existing grazing structures where present
- Engage with existing local partnerships and actors

Local Action Groups -Building future capacity

- Continue to provide advice and guidance to existing agreement holders
- Offer advice on compliance with CLE and assist in problem solving
- Assist GAs in being able to manage change as agreements evolve in response to changing circumstances
- Assist GAs in communication with external stakeholders
- Assist those commons wishing to consider and may be entered into the Targeted Element
- Offer initial advice to those graziers wishing to enter their own farm or enclosed land into the Targeted Element
- Continue to provide advice to commons on request who did not proceed beyond the EOI stage but became constituted

1.0 BACKGROUND

1.1 Background to the commission

Glastir Common Land Element (CLE) is the Welsh Government's sustainable land management Scheme for Wales. Historically, achieving Agri-environment scheme (AES) agreements on common land has been fraught with difficulty. The previous AES's, Tir Gofal (TG) and Environmentally Sensitive Areas (ESAs), managed to achieve agreements on only 2% of the eligible common land area in Wales. In the first year of the Glastir CLE approximately 35% of the area of eligible common land in Wales entered the scheme. This report considers how Glastir CLE has been delivered differently.

1.2 Brief to consultants

Commons Vision (CV) and the Countryside and Community Research Institute (CCRI) were commissioned on the 16th August 2012 to undertake a review of the Commons Development Officer (CDO) role using the LEADER methodology. This consisted of three principle elements:

- (i) A telephone questionnaire of GAs who have engaged with the Commons Development Officers
- (ii) Face-to-face interviews with the Commons Development Officers
- (iii) A meeting of stakeholders who have worked with Commons Development Officers

This document explores the application of the LEADER approach applied through the employment of Commons Development Officers through the 3 Local Action Groups (LAGs) for Wales; Menter Môn, Cadwyn Clwyd and PLANED. It considers the value of this approach in building the capacity of Grazing Associations (GAs) and delivering Glastir CLE.

2.0 INTRODUCTION

Within Wales, registered common land represents some 173,366 hectares covering 8.5% of the land area (CCW, 2012). Commons are agriculturally and culturally important with traditional patterns of management associated with farms operating within economically marginal areas. In Wales, commons are managed for extensive livestock production, with 52% of the rights registered for sheep, 34% for cattle and 26% for horses and ponies (Aitchison, 1997).

Common land is valued for its landscape, natural and historic interest and as such includes National Parks, Special Areas of Conservation (SAC), Sites of Special Scientific Interest (SSSI) and Scheduled Ancient Monuments (SAMs). Extensive agricultural management of common land is fundamental to the management and maintenance of such iconic landscapes and biodiverse habitats.

There is increasing recognition of the role commons and agricultural communities play in providing ecosystem goods and services, from carbon

sequestration, flood defence and habitat, to supplying food and space for access and recreation. Within Wales there is open public access for informal recreation on 99% of common land (CCW, 2012).

Welsh Government recognises the importance of the natural resources of Wales;

'We need to ensure that we are managing our land and water to make the best use of this finite resource and to ensure we are delivering public benefits from its management. The land of Wales is our ultimate resource base.' Economic Renewal Programme (2010)

At the community level, common land is of significant cultural value and a stronghold of the Welsh language and identity. The traditional, seasonal patterns of management practice play a key part in the life of agricultural communities.

Common land, its management and practices are a unique part of the character and landscapes of Wales.

3.0 BACKGROUND INFORMATION

3.1 Agri-environment Schemes (AES) in Wales – Tir Gofal and Glastir

The need to support grazing activity on common land meeting social and economic needs has long been recognised, the principle mechanism for this being Axis 2 of the Common Agricultural Policy (CAP) Rural Development Pillar.

Prior to the inception of Glastir in 2012, Tir Gofal was the WGs AES measure for Wales. The scheme set out to protect environmental, cultural and historic features whilst promoting sustainable agriculture. The scheme was delivered by 43 Full Time Equivalent (FTE) officers employed by the Countryside Council for Wales (CCW) until 2007, when the responsibility for the scheme was transferred to WG (Tir Gofal Wales Amendment Regulation, 2006).

The Common Agricultural Policy Health Check 2008 required that all member states address new risks and challenges such as climate change. A review of Axis 2 schemes in Wales found that existing schemes lacked clear, measurable objectives and did not address the issues identified in the CAP Health Check (National Assembly for Wales, 2008).

In response, the Minister for Rural Affairs Elin Jones announced that from January 2010, a new AES, Glastir, would replace the four existing Axis 2 schemes in Wales, namely Tir Cynnal, Tir Gofal, Tir Mynydd and the Organic Farming Scheme.

The new Glastir scheme would take a different approach to new challenges facing the agricultural sector. It would be open to all farmers within Wales and would consist of an All Wales Entry Level (AWE), an upper level Targeted

Element (TE), a Common Land Element (CLE), Agricultural Carbon Reduction and Efficiency Scheme (ACRES) and the Glastir Woodland Element (GWE).

Applications to Glastir CLE opened on the 1st February 2011.

3.2 Tir Mynydd

Tir Mynydd is a support payment available since 2001 through the Rural Development Plan (RDP) for Wales. The objective of the scheme was to support and maintain livestock production within the Less Favoured Areas (LFA) and Severely Disadvantaged Areas of Wales, much of which is common land. The payment was made to the individual farmer irrespective of whether that individual is exercising rights of common on a collectively managed area. This payment has been an important source of income for farm businesses operating within the 80% of Welsh agricultural land designated as LFA. The scheme closed to new applicants with the announcement of Glastir and payments through the Tir Mynydd scheme will end in 2013.

3.3 Alternative funding sources

Other sources of funding available to commons include, grant funding for targeted activities through Section 15 and Section 16 agreements under the provisions of the Wildlife and Countryside Act (1981) administered by CCW. There are also examples of partnership grant funded activity on commons such as the Gower Commons Initiative and the Abergwesyn Commons Project. Although such projects have an important impact locally they are not part of a wider strategy for commons within Wales.

3.4 Challenges in achieving Agri-environment Scheme (AES) agreements

Historically, achieving AES agreements on common land in Wales, and to a certain extent in England, has been difficult. Before the introduction of Glastir CLE, there was less than 2% of eligible common land within AES within Wales Environment and Sustainability Committee, 2012 (Eligibility criteria for commons to participate within Glastir CLE are set out in Appendix (i))

There are a number of reasons for this:

- **Common land governance**

Within Wales there is a diverse range of governance situations for common land, which include:

- constituted hierarchical organisational structures with many GAs being represented by an executive committee where issues of governance are considered
- individual GAs that have a formal constitution and organisational structure
- un-constituted groups working together on governance issues;
- commons rights holders who may informally meet to discuss commons management
- commons rights holders who meet together as a group to discuss the management of the common but do not actively exercise their rights
- commons under the care of the local authority

- commons managed by the landowner where there are no active rights holders
- no active management or informal group of rights holders
- no active land owner/s or rights holders

In the absence of a lead grazier, constituted body or other clear point of contact it is not possible to bring right holders together to develop a cooperative scheme of management and secure the signing of an AES agreement.

- **Cooperation**

Participation within an AES requires the involvement of active graziers and the cooperation of inactive graziers with registered rights. Under the provisions of the Commons Registration Act 1965, commoners were required to register their grazing rights within their county of residence. As there was no requirement to maintain an active register, many rights holders ceased to exercise their rights, or farms were sold and the rights re-apportioned leading to a situation today where inactive right holders often out-number active graziers. Active graziers have perceived these inactive rights holders as a risk to participation within any AES.

- **Conjecture**

There is a perception that AES are inhibitive to the traditional practices of stewardship on commons and could restrict the ability of graziers to respond quickly to the markets need for livestock. Many graziers also feel that statutory organisations are too far removed to understand the day-to-day management of common land and to interpret the effects that Agri-environment policy has upon individuals and grazing associations.

There is also some misunderstanding regarding AES, which has evolved over successive variant schemes, which may discourage participation. In particular, the evolving nature of the RDP requires that government is able to respond through its domestic arrangements to meet new challenges facing the European Union. The rapidity of change in AES schemes creates uncertainty. Examples of this, in relation to Glastir CLE, include concerns regarding the possible loss of grazing rights, devaluation of the holding and the activation of inactive rights holders.

- **Income**

Within GAs there have been concerns about how AES monies should be distributed amongst the active graziers and inactive right holders. It was feared that the apportionment of money would cause, or further flame, local conflict.

- **Complexity and risk**

Previous AES have been prescription led and therefore by their nature difficult to manage in a cooperative environment (Short 2000). Equally, failure to meet the contractual requirements of the scheme, or a breach of the Codes of Good Agricultural Practice may lead to cross-compliance penalties. A number of different arrangements have been developed to meet local need and circumstances from only paying active graziers with livestock to paying inactive

graziers not to exercise to banking the money to reinvest in the common when required.

3.5 A different approach

In response to these difficulties in achieving AES agreements, it was decided by Elin Jones Rural Affairs Minister that things could be done differently with Glastir CLE by using LAGs. The Rural Affairs Department of the WG issued an invitation to the 18 Welsh Local Action Groups to participate within the Commons Development Officer programme in September 2010.

Applications for grant support were submitted in October 2010 by each LAG (Menter Môn, Cadwyn Clwyd, and PLANED) for funding from WG through the Technical Assistance Measure of the Rural Development Plan for Wales 2007-2013. The funding amounted to £2,043,411 2011 – 2013 apportioned equally between the 3 LAGs. The funding was to enable the employment of 18 Commons Development Officers including 3 Commons Development Officer Supervisors to cover all of the Welsh Counties. Key to this application was the need to form constituted GAs to enable entry into the Glastir CLE, with the shared LAG objective of:

'Providing the opportunity for all common land to be eligible to participate within the Glastir Common Land Element.' (PLANED 2010)

The three LAGs were successful in securing a two-year contract (January 2011- December 2012) for the delivery for the Glastir CLE on behalf of WG on a pan-Wales basis.

Further information on the three LAGs can be found in Appendix (ii).

3.6 LEADER

The LEADER principles, are fundamental to Axis 4 of the Rural Development Plan, which encourages people to become involved in improving and developing their rural communities. In particular, Axis 4 aims to generate new innovative ways in which to sustain long-term development in Wales (Welsh Government, 2012). This is a bottom-up approach, valuing local people as the main asset of rural areas. Building the capacity of people who live and work in rural areas enables them to discover what is best suited to their environment, culture, working traditions and skills. This approach has not been widely adopted in an agricultural context within Wales, although PLANED and its predecessor SPARC did attempt to embed the LEADER approach within agriculture to some extent (see Short and Powell, 2002).

Of particular importance are the LEADER themes of:

- Building capacity within the local community
- Working with local actors (community champions) and decision makers
- Engendering cooperation

3.7 The Commons Development Officer Role

A role description for the CDOs was agreed between the 3 LAGs, Menter Môn, Cadwyn Clwyd and PLANED (Appendix iii).

The key skills identified as being required included:

- Ability to communicate using non-technical language with excellent presentation and negotiating skills
- Ability to communicate across a wide range of people and organisations and an ability to gain their confidence, trust and respect
- Experience of working in the farming industry and beef/sheep sector in Wales and farming practices on commons
- Experience of encouraging and facilitating cooperative /partnership working
- Willingness to working unsociable hours

Between December 2010 and January 2011, CDOs and CDO Project Supervisors were recruited, in advance of the Expression of Interest Stage (EOI) for Glastir CLE, which opened on the 1st February 2011.

CDOs were arranged in three teams distributed geographically across Wales; west, east and south.

Figure 1.0: Distribution of LAG/CDO regions



- Welsh Unitary Authority Areas**
- 1 Abertawe - Swansea
 - 2 Blaenau Gwent - Blaenau Gwent
 - 3 Bro Morgannwg - the Vale of Glamorgan
 - 4 Caerffili - Caerphilly
 - 5 Casnewydd - Newport
 - 6 Castell-nedd Port Talbot - Neath Port Talbot
 - 7 Conwy - Conwy
 - 8 Merthyr Tudful - Merthyr Tydfil
 - 9 Pen-y-bont ar Ogwr - Bridgend
 - 10 Powys - Powys
 - 11 Rhondda Cynon Taf - Rhondda Cynon Taf
 - 12 Sir Ddinbych - Denbighshire
 - 13 Sir Fynwy - Monmouthshire
 - 14 Sir Gaerfyrddin - Carmarthenshire
 - 15 Sir y Fflint - Flintshire
 - 16 Tor-faen - Torfaen
 - 17 Wrecsam - Wrexham
 - 18 Sir Ynys Mon - Isle of Anglesey
 - 19 Gwynedd - Gwynedd
 - 20 Caerdydd - Cardiff
 - 21 Sir Ceredigion - Ceredigion
 - 22 Sir Benfro - Pembrokeshire

The three LAG CDO Project Supervisors work collaboratively through the CDO Project Supervisor Group on cross-border Commons, coordinating the activities of the CDOs and sharing resources.

3.8 Organisational ways of working

Following the recruitment process the CDOs commenced work on the 1st of February 2011 with the opening of the Expression of Interest (EOI) Stage for the Glastir Common Land Element.

Commons Development Officers were recruited principally from the communities within which they would be working. CDOs being home based provided considerable flexibility within their local areas. This enabled the CDOs to respond quickly to enquiries either by phone or in person. CDO also work

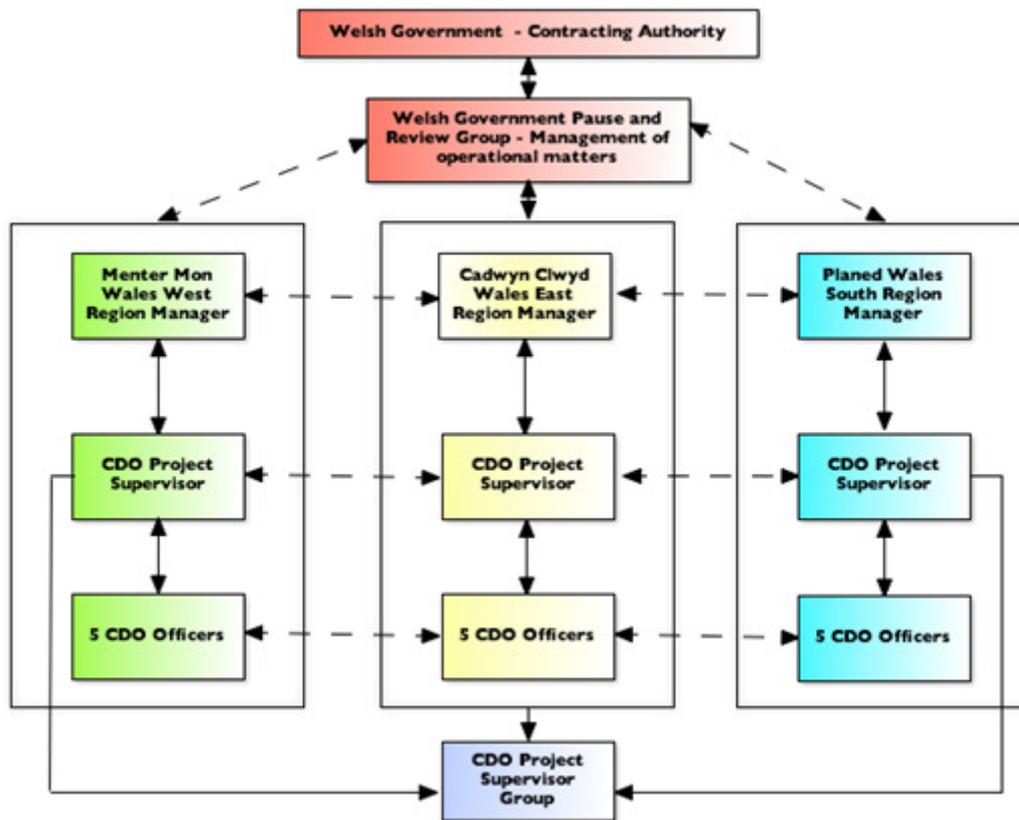
collaboratively and are able to communicate with each other by phone, Skype™ and monthly, regional, face-to-face meetings

The CDO role was not target based, thereby the CDOs were not seen to be selling a product on behalf of WG, but instead an outcome based approach using the LEADER principles of capacity building, cooperation and working with local actors.

CDO Project Supervisors support each team of five CDOs appointed by each of the three Local Action Groups. It is the role of the Project Supervisor to coordinate the activity of the team, to share best practice and experience and to act as the key point of contact for operational enquiries to WG. The Project Supervisors discuss operational matters weekly via Skype™ and have regular face-to-face meetings. A Local Action Group manager supports each Project Supervisor.

'Pause and Review' meetings are held quarterly between the Sustainable Land Management Branch of Welsh Government and CDO Supervisors. The purpose of these meeting(s) is to exchange information on progress in delivering Glastir CLE, discuss identified challenges and consider recommendations as appropriate. This is also an opportunity for WG to update the LAGs on Glastir CLE and other Glastir matters. 'Pause and Review' meetings with WG commenced in January 2012 in response to the need to have regular face-to-face discussions. Prior to 2012 meetings were held with WG as required in response to the needs of the scheme and questions raised by GAs as Glastir CLE was being rolled out.

Figure 2.0: Interrelationships between the 3 LAGs and WG



4.0 BRINGING TOGETHER LOCAL ACTORS

4.1 Telephone survey response

Two representatives from each of the 3 LAGs conducted telephone interviews between the 15th and 30th September 2012. Care was taken to ensure that the CDO did not interview any Grazing Association with which they had any previous contact. Responses were directly inputted into a pre-designed questionnaire pro-forma, which guided interviewers to ask relevant questions based upon an interviewee's responses, thus minimising opportunities for errors. A copy of the full survey can be found in Appendix (iv).

The survey was comprised of five sections, each focusing upon a particular area of the Glastir process and associated role of the CDO. The sections were as follows:

- i. Background information – facts about the common and its management.
- ii. Pre-Glastir activity on the common – information about activities before Glastir and the CDO.
- iii. Initial contact with the CDO – details on initial interactions with the respective CDO and the GAs.
- iv. Evaluation of CDO role – the central part of the research, investigating the impact of the CDO with regard to coordinating and facilitating Grazier Associations in considering and entering Glastir.
- v. Overall assessment of the impact of the CDO – an overall assessment of the CDO in relation to implementing Glastir CLE.

A total of 142 interviews were fully completed, out of a total of a possible 319 Grazier Associations, which the three LAGs attempted to contact. The number 319 is almost certainly an over estimate of the GAs, as each could return with a different name after previously registering their interest. The exact number of commons where there might be a GA, now or in the future, is not known. The most likely reason for this is that once they saw what was required for Glastir CLE, they reformed as either a larger single group or a number of smaller GAs. Each of these was recorded as a new enquiry by the LAG. The following table presents the number and proportion of interviews that were conducted based upon LAG areas.

Table 1.0 Breakdown of telephone survey responses

LAG Region	Number of interviews	Percent	Total sample	Percent of total sample
PLANED	54	38.0%	81	66.7%
Cadwyn Clwyd	38	26.8%	127	29.8%
Menter Môn	50	35.2%	111	45.1%
Total	142	100.0%	319	44.5%

4.2 Location of Graziers Associations (GAs)

The following table shows the location of the Graziers Associations by Local Authority.

Table 2.0 Location of GAs within the telephone survey by Local Authority

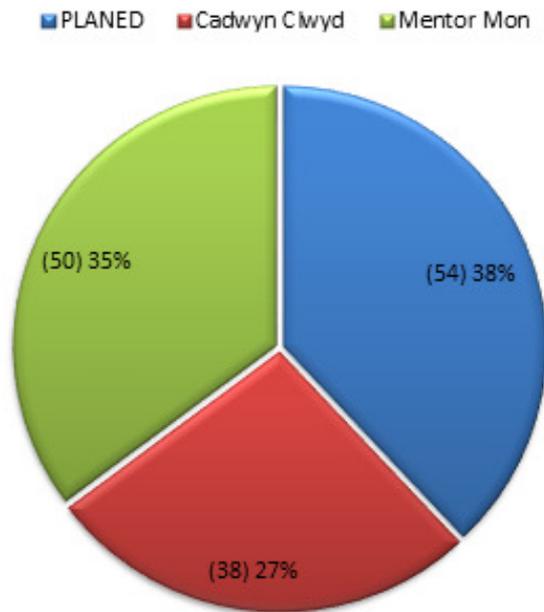
Local Authority	Frequency	Percent
Gwynedd County Council	34	23.9%
Powys County Council	29	20.3%
Carmarthenshire County Council	14	9.8%
Conwy County Borough Council	12	8.4%
Pembrokeshire County Council	12	8.4%
City and County of Swansea	7	4.9%
Ceredigion County Council	6	4.2%
Denbighshire County Council	6	4.2%
Merthyr Tydfil County Borough Council	4	2.8%
Blaenau Gwent County Borough Council	3	2.1%
Bridgend County Borough Council	3	2.1%
Caerphilly County Borough Council	3	2.1%
Neath Port Talbot County Borough Council	3	2.1%
Monmouthshire County Council	2	1.4%
Rhondda Cynon Taf County Borough Council	2	1.4%
Cardiff Council	1	0.7%
Flintshire County Council	1	0.7%
Total	142	100.0%

The local authorities of Gwynedd and Powys accounted for almost half of the responses with 23.9 and 20.3% respectively. Carmarthenshire, Conwy and Pembrokeshire were the next most common with 9.8, 8.4 and 8.4% respectively. The remaining areas had less than 5% each. Responses were not obtained from GA's in the following Local Authority areas:

- Isle of Anglesey County Council
- Newport City Council
- Torfaen County Borough Council
- Vale of Glamorgan Council
- Wrexham Borough County Council

Overall, the division of those surveyed by the LAGs is shown below. The smaller number from Cadwyn Clwyd may be false, as they felt that a large number of their contacts returned the following year with a new name having initially found out about the requirements of the scheme in 2011 as an EOI.

Figure 3.0 Interviews completed by LAG



Part of bringing local actors together also involved determining the existing designations on the common, and thus whether contact was required with CCW or other special interest groups. Identification of the presence of particular land designations on common land highlighted that over one-third (35.9%) of the associations interviewed had no designations at all. The most common designation was Site of Special Scientific Interest (SSSI) (48.6%) with National Park being the second most common (28.9%). Table.3.0 highlights the type of land designation present. Multiple designations could be possible within one area – therefore percentage totals exceed 100%.

Table 3.0 Presence of designations amongst GA telephone survey commons

Land Designation	% of commons (n=142) multiple selections permitted	Number of Commons
SSSI	48.6%	69
National Park	28.9%	41
SAC	4.2%	6
SAM	11.3%	16
SPA	0.0%	0
Other designation	1.4%	2
No designations	35.9%	51

Thus, on half of the commons considering Glastir CLE, CCW would also need to be involved in the preparation of the agreement. Discussions with the CDOs and the stakeholders revealed that many GAs were not aware of the SSSI designation. CADW would need to be involved in 16 commons or just over

10% of cases. There was variation between the three LAG areas; these are shown in the table below:

Table 4.0 No designation on common land by LAG areas

No Designation on Common Land	LAG Regions			Total
	PLANED	Cadwyn Clwyd	Menter Môn	
No Land Designation Present on Common	29	13	9	51
% of No Designations	53.7%	34.2%	18.0%	
Total Interviews Conducted	54	38	50	142
% of Total	100%	100%	100%	

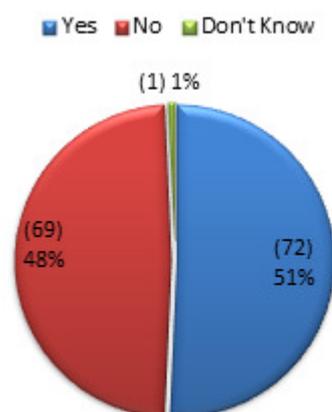
Just over half of the PLANED sample indicated that there was no land-based designation on the commons being considered for Glastir. This is highest of the three LAGs and reflects the nature of the area. Menter Môn has fewest number of commons without any designations, 9 out of the 50 surveyed.

4.3 Timing of initial contact and pre-Glastir CLE activity

All of the interviewees were asked when their GAs first expressed an interest in Glastir CLE, either in 2011 or 2012. Of the 142 surveyed, 133 (94%) made contact in 2011 leaving only 9 who made contact in 2012. Clearly there was a strong initial interest in finding out more information about Glastir CLE.

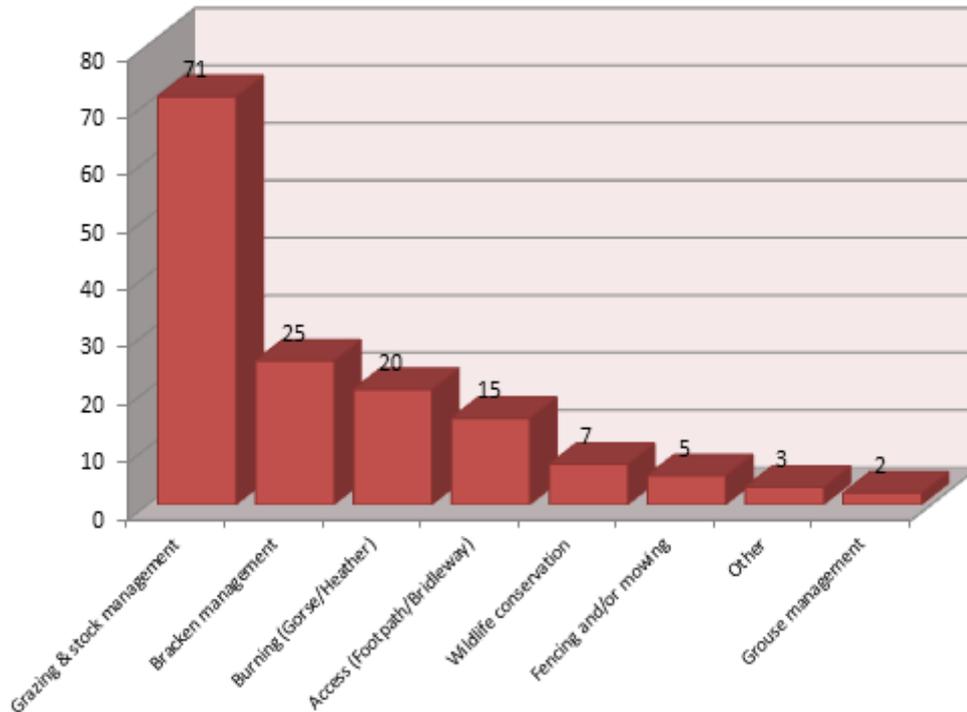
Graziers were also asked about the level of activity before considering Glastir CLE. The first question asked if there was any active management on the common prior to Glastir CLE, and if so what type of activity was taking place. The results of this are presented in Figure 4.0 and shows that just over 50% of the commons were being actively managed.

Figure 4.0 Presence of management before considering Glastir CLE



The following chart considers the frequency and type of management among the 72 respondents who indicated that there was management activity on the common. Respondents were free to indicate any of the activities listed.

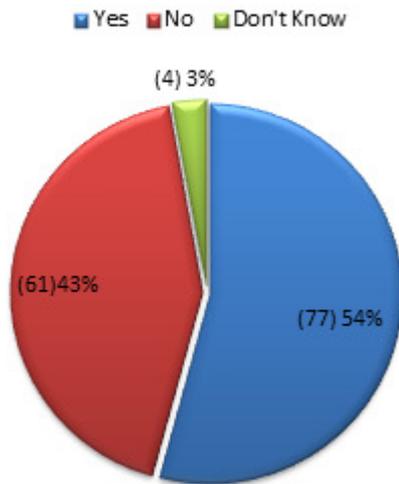
Figure 5.0 Type and frequency of management activity on the common



Grazing and stock management was occurring in all except one of the locations where active management was occurring. Bracken management was the next most common form of management with 25 out of the 72 commons (34.7%) and burning with 20 instances (27.8%).

Crucial to the CDOs was the level of organisation amongst the commons, and the graziers were asked to indicate whether they met, and the nature of these meetings, and for how long they had done so prior to Glastir CLE

Figure 6.0 Whether graziers had met together prior to Glastir CLE



As Figure 6.0 shows just over half (54%) of graziers did meet, whereas 43% did not. Of those that that did meet 64.9% of them were in a formalised GA. The overwhelming majority of these GAs had been formed prior to the year 2000 (46 out of 50) suggesting that they were well established. Of the other 4, 3 had been formed between 2001 and 2004. There was some variation between the three LAG areas as indicated in the table below.

Table 5.0 Graziers meeting by LAG area

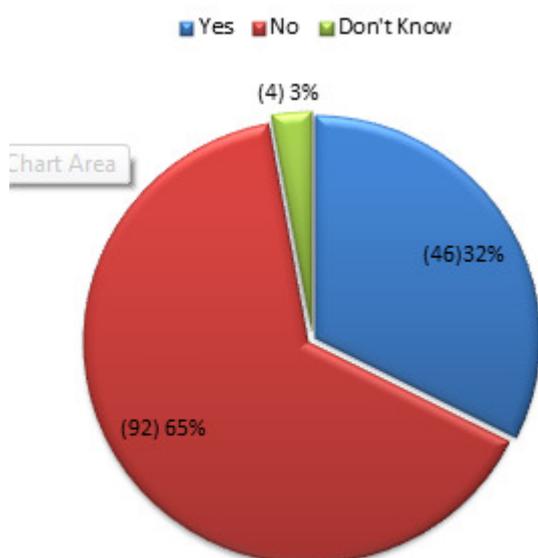
Whether Graziers Met Together?	LAG Regions			Total
	PLANED	Cadwyn Clwyd	Menter Môn	
Yes	39	26	12	77
% of Graziers Who Met	72.2%	68.4%	24.0%	
No	13	12	36	61
% of Graziers Who Did Not Meet	24.1%	31.6%	72.0%	
Don't Know	2	0	2	4
% Don't Know	3.7%	0.0%	4.0%	
Total Interviews Conducted	54	38	50	142
% of Total	100%	100%	100%	

The Grazing Associations within the Menter Môn area would appear to have met far less prior to entry into Glastir CLE based upon the sample size. GAs within PLANED and Cadwyn Clwyd had similar levels of meeting. The CDOs and supervisor confirmed that GAs were far less well developed in the Menter Môn area and the graziers were only in contact for gathering but this level of contact was well established and worked well.

The graziers were also asked about any previous engagement with AES in Wales, either whether they had considered entering or had entered into an AES agreement. If the land had been in a previous AES, details of which scheme were asked. Nearly one-third had either considered or actually joined an AES agreement. Given the low number of AES on commons prior to Glastir

CLE, the high number considering entering a scheme was higher than would have been predicted.

Figure 7.0 Whether graziers had entered or considered a previous AES



Some differences between the LAG areas were also highlighted by the survey.

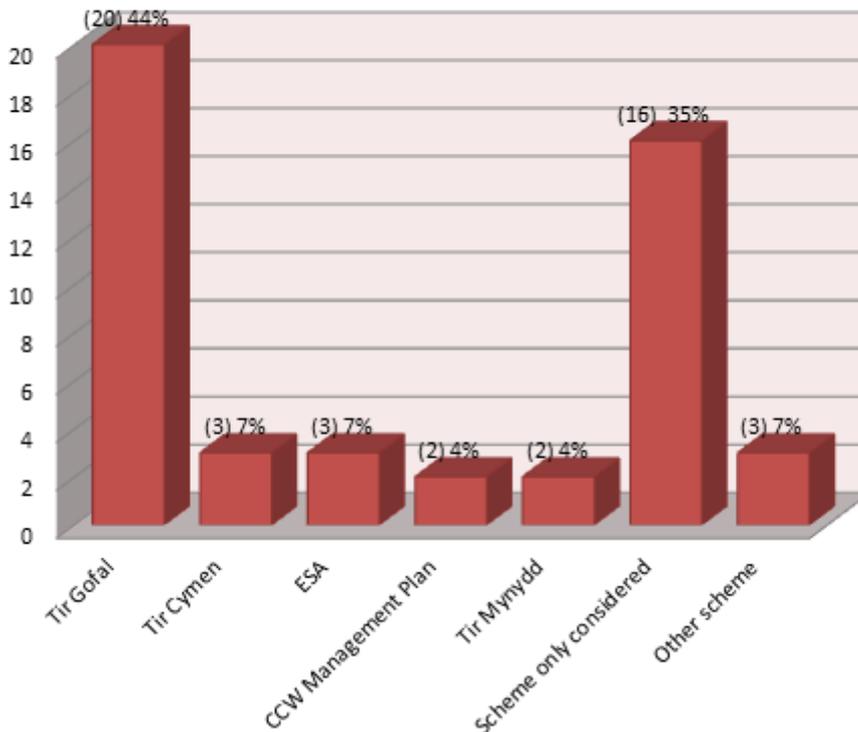
Table 6.0 Entering or Considering other AES by LAG area

Whether Agri-environment Schemes Previously Entered/Considered?	LAG Regions			Total
	PLANED	Cadwyn Clwyd	Menter Môn	
Yes	24	6	16	46
% of Enter/Consideration Given	44.4%	15.7%	32.0%	100.0%
No	29	32	31	92
% of Enter/Consideration Not Given	53.7%	84.2%	62.0%	100.0%
Don't Know	1	0	3	4
% Don't Know	1.9%	0.0%	6.0%	100.0%
Total Interviews Conducted	54	38	50	142
% of Total	100%	100%	100%	100.0%

Agri-environment schemes had been considered by the least number of GAs within Cadwyn Clwyd (16%) compared to 44% in PLANED. This is perhaps a reflection on the presence of nationally recognised flagship Agri-environment and common land management schemes operating within south and west Wales, for example Cefn Bryn Common on Gower was in Tir Cymen, then Tir Gofal before expressing interest in Glastir CLE.

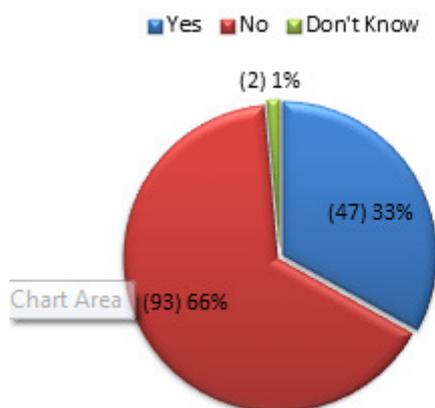
Of the 46 who had been in an AES, Tir Gofal (20) was the most likely scheme to have been entered, with 16 GAs who had considered joining.

Figure 8.0 AES agreements entered into or considered



Another factor in bringing local actors together is the level of existing engagement with organisations outside of the graziers. This might be another interest group (such as land owner, National Park or conservation agency, mountaineering club or heritage organisations). The graziers indicated if they were in any way involved with other organisations the graziers or in the management of the common, with the results shown in Figure 9.0.

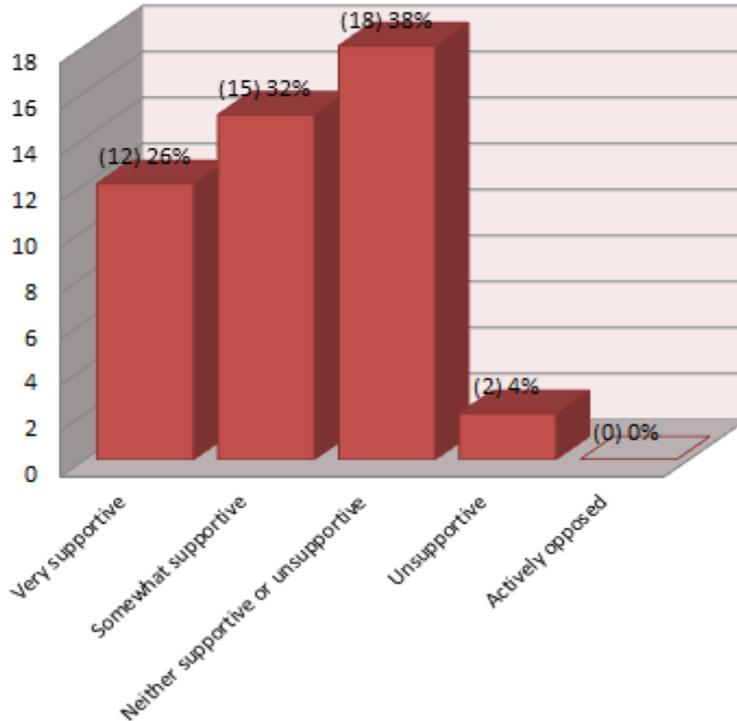
Figure 9.0 Are interest groups involved with Grazing Associations or management?



If there were interest groups that were engaged, as there were in 47 cases, it was asked what degree of support they offered towards any attempts to join

Glastir. Results are shown in Figure 10.0. Most were neither supportive or unsupportive (38%) but over half were supportive.

Figure 10.0 Extent of support offered by any engaged interest groups

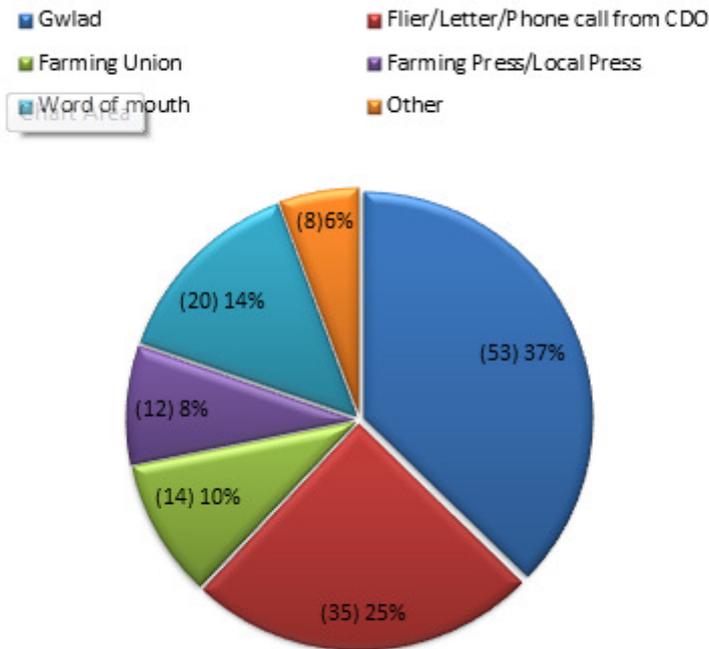


To conclude this section there was a variable level of organisation, management activity and contact with non-grazier organisations. However, broadly the level of activity on commons in this sample reflects the challenges that were outlined in the earlier section.

4.4 Initial contact with the CDO

This section looks at initial interactions with the CDOs and the motivations associated with and progress through the Glastir application process. GAs were asked how they first became aware of Glastir CLE and their main motivator for expressing an interest in the scheme.

Figure 11.0 Where respondent first heard about Glastir

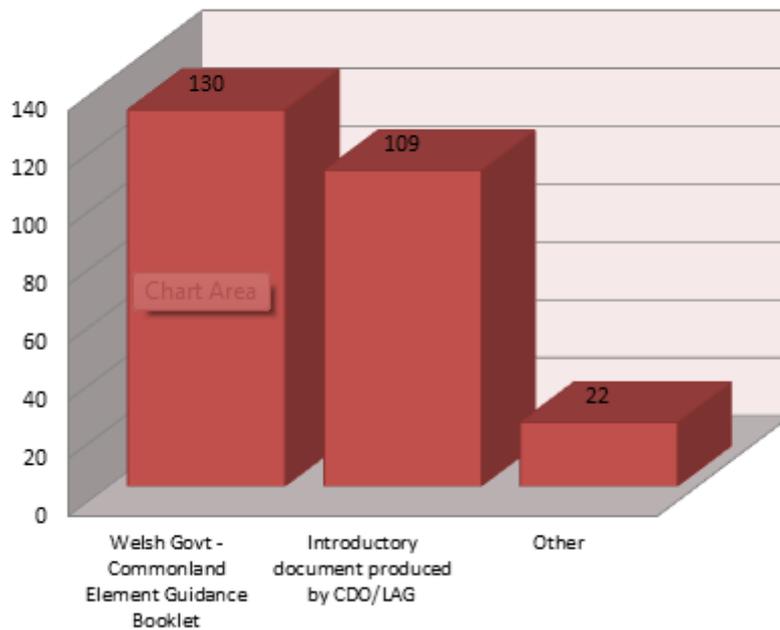


'Gwlad' was the most frequently cited source of information, with over one-third of respondents stating it as where they first heard about Glastir CLE. Communication from the CDO was the second most common (25%) and word of mouth accounting for one-fifth of responses, slightly more than the farming press and farming unions. There was no real variation between the LAGs, except that 'word of mouth' was as important in the Menter Môn region as 'Gwlad' emphasising the importance of livestock markets and other meeting places. Farming and local press would appear to have been most effective within the PLANED region.

The main reason for 119 of the 142 GAs surveyed considering Glastir CLE, was financial consideration (84%). The second most common response was to encourage active management of the common, although this received fewer than 10% of the responses given.

The first stage of the initial contact was for the GA to submit an EOI. The GAs were asked what information was supplied to them by the CDO and could choose from a list read out to them. The responses are shown in Figure 12.0. Of the 142 GAs surveyed, 139 (98%), following receipt of written information from WG or the LAG via the CDO concerned, submitted an EOI.

Figure 12.0 Form of written information provided to GAs by CDOs



Documents originating from the WG were the most widely cited source of information on Glastir CLE with 130 selections, accounting for 91.5% of respondents. Documents produced either by the CDO or LAG were cited by 109 respondents (76.8%) and other forms in the case of 22 respondents (15.5%).

During this first stage, there are a series of activities that are likely to take place and would involve the CDOs. Each GA was asked about the CDOs involvement during this phase. The questions were:

- Did your GA have a meeting to discuss submitting an EOI?
 - If yes, was the CDO involved at that meeting?
- Was the Commons Code discussed with the members of the GA?
- Did your GA submit an EOI?
 - If yes, did this EOI result in a full application being submitted?

Table 7.0 Breakdown of CDO activities with GA during EOI phase

Question / Response	Hold meeting to discuss EOI? (n=142)	Was CDO involved in EOI meeting? (n=131)	Was 'Commons Code' discussed? (n=142)	Did you submit an EOI? (n=142)	Did this result in full application? (n=137)
Yes	92.3% (131)	93.1% (122)	87.3% (124)	96.5% (137)	66.4% (91)
No	7.7% (11)	6.1% (8)	8.5% (12)	2.8% (4)	27.7% (38)
Don't Know	0% (0)	0.8% (1)	4.2% (6)	0.7% (1)	5.8% (8)
Total	100% (142)	100% (131)	100% (142)	100% (142)	100% (137)

Clearly the CDOs were very active during the EOI stage. The vast majority held a meeting (131 GAs out of 142) and the CDO was present at this meeting in all but 9 cases. At this meeting the Commons Code was discussed in the majority of meetings. Again in most cases this led to the submission of an expression on interest. At the time of this project, two thirds of those GAs that had submitted an EOI (137), had gone on to submit a full application (91). This represents significant progress for the majority of GAs within the Glastir process and clearly the presence of the CDO helped.

However some GAs did withdraw from the process, and these were asked for the reasons behind this. These were coded and are shown in the table below.

Table 8.0 - What were your reasons for withdrawing from the Glastir process?

Reason	Number	%
Too complex and stocking rate issues	10	40
Unable to agree amongst ourselves	7	28
Lack of money and fear of penalties	4	16
Not suited to entering Glastir	2	8
Not support Glastir	2	8
Total	25	100

The main reason for withdrawing was the complexity of the scheme and the impact it would have on the stocking rates. One GA said that '*[we were] afraid of penalties due to under grazing issues therefore too afraid to enter scheme*'. This was followed by an inability to secure an internal agreement to proceed with Glastir CLE. Both of these could be resolved in the future but clearly not every GA found entering Glastir CLE straightforward, even with the availability of the CDO. A number also indicated that their withdrawal from Glastir was no fault of the CDO, who they valued very highly. As one GA put it '*CDOs are important but the Glastir scheme will not work*'.

The progress through the system and number of withdrawals varies between the LAGs, as shown in the table 9.0.

Table 9.0 Stage in the Glastir CLE process by LAG

Stage of Glastir Application	LAG Regions			Total
	PLANED	Cadwyn Clwyd	Menter Môn	
Withdrawn interest in Glastir	9	14	4	27
Submitted Expression of Interest	22	0	0	22
Developing full application	8	0	1	9
Submitted full application	5	7	5	17
Have a full Glastir agreement	10	17	40	67
Total Interviews Conducted	54	38	50	142
% of Total	100%	100%	100%	100.0%

The Cross-Tabulation results taken from the question relating to an association's application stage provides some interesting results. This might be best explained by the differences in eligible commons between the 3 LAG regions. Cadwyn Clwyd had the highest number of eligible commons within Wales at 256 and therefore the highest numerical probability of withdrawal, PLANED had 220 eligible commons, whereas Menter Môn had the lowest number at 159. Equally, as the majority of Menter Môn's groups had no existing GA, they were mainly established for the purposes of Glastir with a view to entering the scheme, the speed that they progressed through the process might therefore be quicker.

Within Menter Môn, the notable figure relates to those who have a full Glastir agreement, 80% of the GAs surveyed within this LAG which also accounts for nearly 60% of all respondents. No respondents were at the EOI stage, and only one was in the process of developing a full application.

Within the PLANED region, there are a notable number of associations who are either in the process of developing a full application, or have submitted an EOI. These account for 55% of results within the PLANED region.

Within Cadwyn Clwyd there are the highest number who have withdrawn interest in Glastir. Responses of this nature, from this region, account for nearly 52% of all withdrawals and 37% within the Cadwyn Clwyd region. It might be that these had to reconfigure their management arrangements and have since been back in contact with the LAG about developing an agreement.

The next section looks at the capacity building aspects of the process once the EOI was submitted and accepted.

5 CAPACITY BUILDING

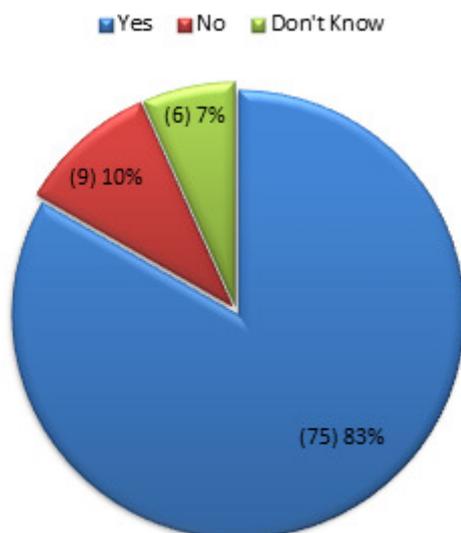
5.1 Developing the agreement

For the 91 GAs that submitted a full application, additional questions were asked regarding involvement of the CDO and subsequent meetings. These questions were:

- Did your CDO assist in consultation with all other relevant parties such as non-graziers, landowners, CCW, National Parks etc. (Table 3.0)
- Did your CDO assist with:
 - Discussions and signing of a (new) constitution and members agreement
 - Finding a legal expert to verify the final version
 - Covering legal fees associated with the constitution and members agreement
 - Finalising an internal agreement to support the Glastir agreement
 - Guiding you through the information required for the application form
- Did your GA have a meeting to discuss the full application to Glastir?
 - If yes, was your CDO involved in that meeting?
- Was your GA successful in its application?

The results to these questions are provided in the following diagrams¹:

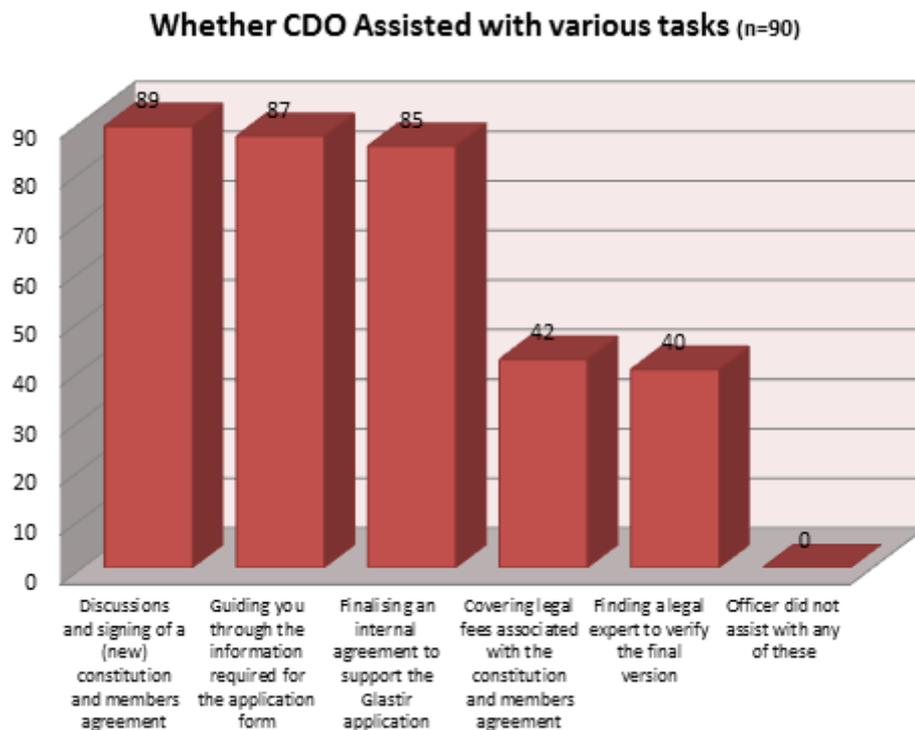
Figure 13.0 Whether the CDO assisted with the consultation



¹ Full applications were submitted by 91 GAs, although 90 responses are submitted for questions/tables in this section.

Clearly the CDO was heavily involved with the majority of the GAs as they developed. The following tables reveal that they assisted with a wide range of tasks, respondents were free to choose those that applied to their GA.

Figure 14.0 Whether the CDO assisted with various tasks



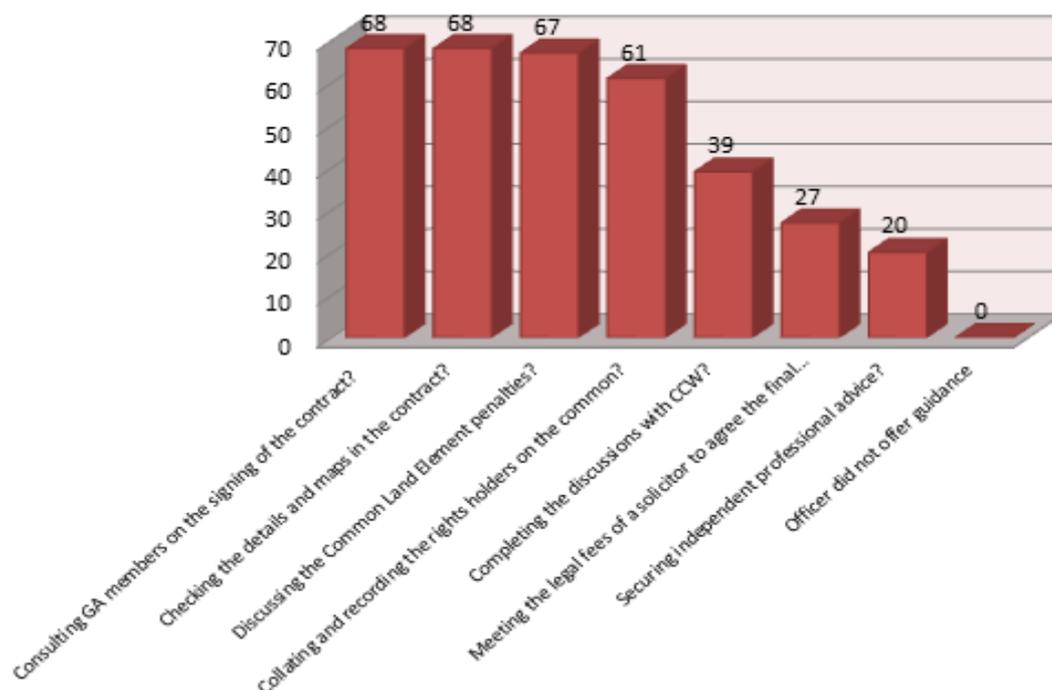
A key area of activity related to the signing of a new constitution and guiding the GAs through the requirements for the application. Both of these aspects figure strongly in the 'most valuable contribution of the CDO' open question at the end of the survey. The LAGs anticipated this and worked with a legal firm to prepare a 'constitution template' thus taking the pressure off the GAs. However, the covering of legal fees and locating a suitable legal expert, in other words someone with knowledge on commons, was also important to some GAs. All of the 90 GAs who answered this question indicated that the CDO was involved in at least one of these areas.

The CDO was also involved in 94% of the GA meetings where this was discussed. In these 90 cases, only 1 GA indicated that their application was unsuccessful with 20 GAs awaiting a decision and the remaining 69 successful.

5.2 Successful applications to the Glastir CLE

The 69 GAs that were successful with their application were asked a series of questions also concerning the involvement of the CDO.

Figure 15.0 Guidance provided by the CDO



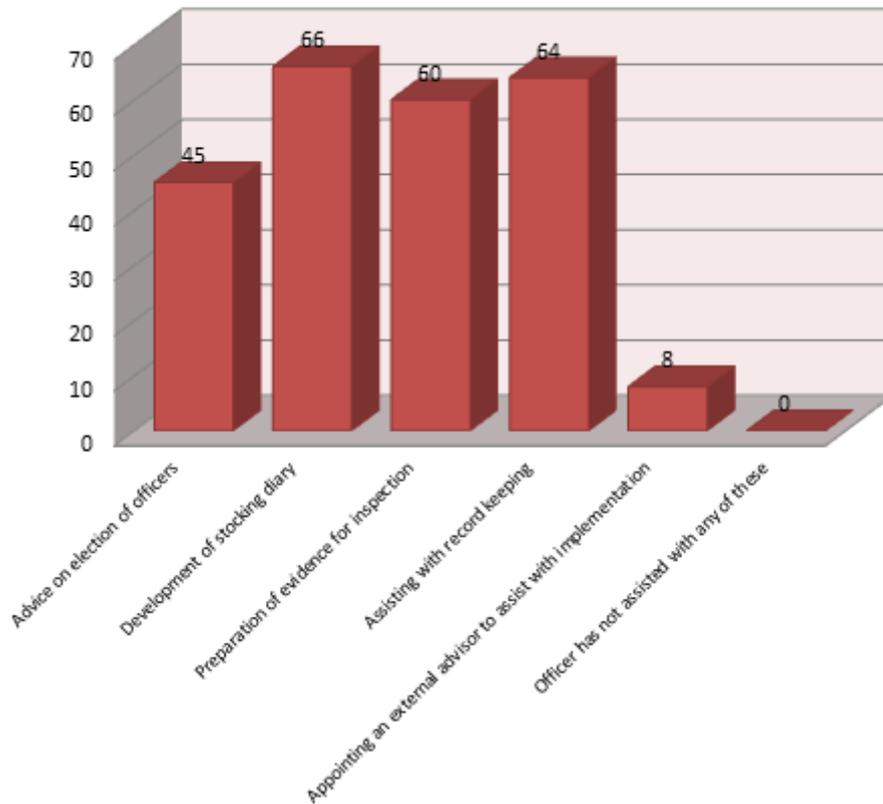
As with the submitting of an application, the CDO was also very involved in those cases that were successful. In particular the CDO assisted the GA in understanding the contract offered by the WG to enter the scheme. In all but one case, the CDO assisted with considering the contract and the checking of maps. The level of the CDO involvement is very comprehensive and none of the 69 GAs indicated that the CDO had no involvement.

Table 10.0 CDO involvement in the contract phase

Question / Response	Hold meeting to discuss Glastir contract? (n=69)	Was CDO involved in EOI meeting? (n=69)	Did the GA sign the Glastir contract? (n=69)
Yes	97.1% (67)	100% (69)	98.6% (68)
No	2.9% (2)	0% (0)	0% (0)
Don't Know	0% (0)	0% (0)	
Pending/no decision made			1.4% (1)

Those GAs who have signed the Glastir CLE contract, were also asked whether their CDO had assisted them with particular tasks within the Glastir CLE agreement. The results are contained in the following chart, again respondents were free to choose those that were relevant to their GA:

Figure 16.0 Tasks the CDO assisted with



Once the contract was signed, the CDO offered some ‘aftercare’ assistance around areas such as the election of officers and preparing evidence for inspection. However, it is clear that this is supporting the GAs, and the process of developing the agreement has increased the GAs capacity. In no case was the CDO acting as chair, secretary or treasurer of the GA as was the case in England.

5.3 The CDO support provision

It is clear from the following table that the facilitation role offered by the CDOs was highly valued by the GAs, followed by their understanding and knowledge of the Glastir CLE scheme. In answer to the question, ‘What was the most important input from the CDO’ the following responses were received.

There were three significant groups, the ability of the CDOs to facilitate meetings and organise the graziers (28%), the guidance and knowledge of the CDOs in relation to Glastir CLE (27%) and the quality of their advice and impartial input into the process (20%). Clearly given the number of comments there is some overlap between the categories.

Table 11.0 - Importance of the CDOs input

Most important input was:	Number	%
Facilitating and organising aspects	38	28
Knowledge and guidance on Glastir CLE	37	27
Advice and impartial input	27	20
Availability and support through the process	13	9
Invaluable throughout in all aspects	10	7
Providing a link to the WG	6	4
Knowledge of the commons and farming	2	1
None/nothing/not applicable	5	4
Total	138	100

The fact that the CDO was there for the whole process was important to some GAs, while a number specifically identified the ability to provide a link to the WG. A number agreed with this sentiment '*without the CDO efforts this application would not even have started*'. Being approachable and enthusiastic were important characteristics as well as flexible and willing to attend evening and weekend meetings.

The GAs were also asked if there was anything that the CDOs were unable to offer. It is worth noting that here there were only 36 responses, and 12 of them said nothing, meaning that only 24 GAs provided a response.

Table 12.0 - what the CDO was unable to offer

The CDO was unable to offer:	Number	%
Precise information	11	31
Information on specific subject/aspect	7	19
Flexibility	3	8
Local knowledge	2	6
Help in the future	1	3
Nothing, offered all that was needed.	12	33
Total	36	100

Table 12.0 shows that for some GAs the provision of precise information was most lacking, most likely because this was not forthcoming from the WG. As one GA put it '*answers to questions that were not yet resolved by WG*'. Interviews with the CDOs suggested that these responses did reflect the paucity of information during the initial roll out of Glastir CLE. During those initial months the scheme was to some extent adaptive to questions being raised by the CDOs, and some changes were made by the WG. The small number of other comments is largely positive for the role of the CDOs, but it is a reminder that this is a relationship between farmers and an adviser and this is occasionally unfulfilled, but rarely in the case of the CDOs. One GA was concerned about the 2-year duration of the CDO post saying '*due to the CDO contract expiring [he/she] could not guarantee that officer would be able to follow through with all the concerns of the association*'.

6.0 REVIEW AND RECOGNITION

6.1 Overall assessment of the impact of the CDOs and other areas of involvement

The final section of the survey allowed respondents to evaluate the quality and value of assistance provided by the CDO during the application process. It also enabled them to offer more general feedback, thoughts and opinions that had not been addressed in the preceding sections.

The following table presents the results to questions investigating the importance of particular roles of the CDO with regard to the GAs.

Table 13 Overall impact of the CDO

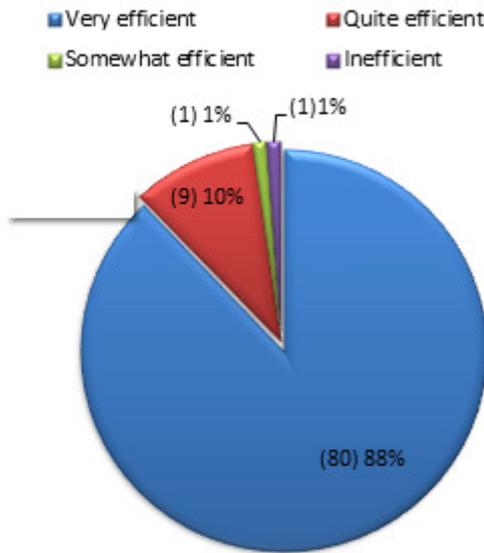
Role of CDO	Response					Total
	Very important	Quite important	Not that important	Unimportant	Irrelevant	
Input into developing the Glastir agreement	90.1%	7.7%	0.0%	1.1%	1.1%	100%
Checking the details of the Glastir application	81.3%	14.3%	2.2%	1.1%	1.1%	100%
Their knowledge in relation to the Glastir agreement / application ²	76.1%	12.7%	2.1%	1.4%	7.7%	100%
The internal partnership developed for the Glastir agreement / application	70.3%	22.0%	3.3%	0.0%	4.4%	100%

The results are a strong endorsement of the important role played by the CDOs in introducing Glastir CLE and converting the EOI into Glastir agreements. The 91 GAs who submitted a full application were also asked how efficient they felt the input was from their CDO and the results are presented in the following chart, Figure 17.0.

Nearly 90% of respondents felt that their CDO was 'very efficient' and a further 10% thought their CDO was 'quite efficient'. This means that all but two GAs, 89 out of 91, placed the efficiency of the CDOs in the top 2 categories.

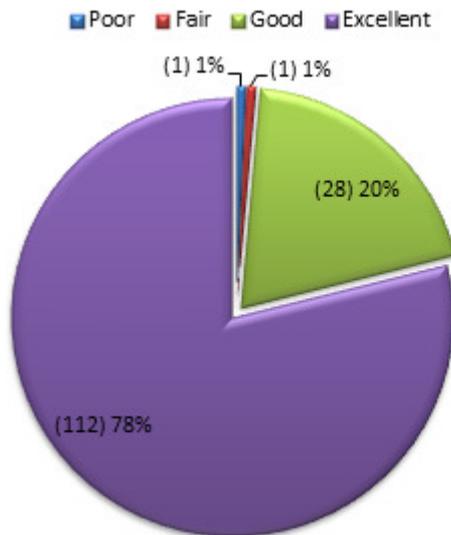
² Results for this role are based on all respondents (n=142), whereas the others relate only to those who submitted a full application (n=91)

Figure 17.0 Efficiency of input from the CDO



All interviewees were asked to give an overall rating of their CDO in relation to the efficiency of the role that they played in providing assistance with the Glastir CLE application process. This was irrespective of whether they merely expressed an interest, or went on to join the scheme after submission of a full application. The results of the ratings are presented in the following chart:

Figure 18.0 Overall rating of the CDO



Nearly 79% of interviewees stated they felt that their CDO was 'excellent', and a further 20% responded with 'good'. These two ratings account for nearly 99% of responses, suggesting that nearly all interviewees held a very positive opinion of their CDO.

This positive opinion is further reflected when interviewees were asked whether their CDO had assisted them with advice other than that associated

with Glastir. Whilst the majority (62%) had not received such advice, one-quarter had (25%) – a not insignificant proportion. The table below shows the coding of these responses.

Table 14.0 What other advice has the CDO offered the GA

Information regarding:	Number	%
The commons registers	8	25
On common rights and illegal graziers	7	22
Other common land issues	5	16
Boundary and mapping issues on commons	4	13
Other Glastir issues	3	9
A link with a CCW officer	2	6
Other non-common issue	3	9
Total	32	100

Much of this advice was commons related, concerning the register or mapping issues. The GAs were clearly very grateful for this help as a number indicated that they had not been able to locate this knowledge, or link to expert advice from other sources.

“Impartial advice, clear explanation and assisting with control/leadership at meetings without which the application process would "not have got off the ground"

Overall this is a very strong endorsement of the role of the CDO.

6.2 Economic leverage

CDO activity working with GAs in securing Glastir CLE agreements has brought Rural Development Plan investment into the Welsh economy at the local level.

During the 2011-2012 Glastir CLE round, 106 Glastir CLE agreements were issued involving 947 active graziers which equates to 67,500ha of common land. Over the five years of the scheme this would be a maximum total income of £11,475,000 before any deductions/penalties. In addition administration payments to GAs totalled £132,874. This represents a total investment into Wales of £11,607,874.

During the 2013 Glastir CLE round, provisional figures suggest a further 26,000ha entering the scheme which equates to a maximum over £4,420,000 over a five year period. With forecasted administration payments to GAs of £88,719. This represents a total estimated investment into Wales of £4,508,719. A combined investment of £16,116,593 into the Welsh economy. This was achieved by an investment of £2,043,411 (approximately 8:1).

7.0 THE STAKEHOLDER PERSPECTIVE

A meeting of stakeholders was held on the 3rd October 2012. A representative group attended the meeting including local officers and senior staff from the Countryside Council for Wales, Farmers Union for Wales National Farmers Union, Upland Forum, Pembrokeshire Coast National Park, Brecon Beacons National Park and Welsh Government.

The approach adopted was a facilitated meeting with a number of set questions for discussion. The following section summarises key messages from that process. The questions and their responses are considered below.

The first set of questions concerned ascertaining the views of stakeholders on the situation on commons prior to Glastir CLE being launched. There was agreement that many GAs did not have organised and constituted GAs. Tir Gofal had not been effective in bringing commoners together to work cooperatively towards shared outcomes. There were a few pre-existing examples of GAs working together with external organisations, although these were limited and often short term, being linked to 3-5 year grant funded projects and a small number of Environmentally Sensitive Areas (ESAs) agreements.

It was felt that there was enthusiasm now for Glastir CLE but this may be in part due to the loss of Tir Mynydd in the LFA and SDA areas of Wales. Equally, the mixed messages on the release of Glastir CLE combined with circulating misinformation had a negative effect on graziers perceptions of risk in relation to participation within the scheme.

It was recognised by the stakeholders that there are significant challenges facing common land graziers, not least in the ageing demographic and the generational migration of skills from the uplands. Common land was seen by all of the stakeholders to be more than an agricultural system, providing tangible benefits for access, recreation and other ecosystem services. The stakeholders acknowledged that this presented significant challenges to graziers and agencies alike.

Under stocking was identified as a critical issue that was not being adequately recognised by all stakeholders. It was felt that on commons there was a minimum critical mass of graziers below which there are too few graziers left to maintain the hefts. With the cessation of such grazing practices there would be increased pressure on the Ffridd (in-bye land) as a result, which may affect the habitat and species interest of these agriculturally marginal areas.

Despite this, there was agreement that common land management in the uplands could be restored through investment into marginal agriculture, a re-evaluation of the services provided to the community as a whole by GAs and the re-introduction of an entitlement system within the LFA and SDA areas of Wales.

Stakeholders were asked what their aspirations and expectations of the CDO role were. Here the majority felt that the most important role was enabling GAs

to access Glastir CLE agreements and disentangling the terminology and process that was required for the application. It was felt that the CDO had a tough challenge to introduce and explain a new AES that had not been tested prior to launch and any issues would have to be resolved with WG as the agreements progressed - a process of adaptive policy.

There were some concerns that the CDO process may be divisive on commons where there were pre-existing relationships with stakeholders. These concerns were unfounded. In fact, it was stated that no one could recall any meaningful negative comments being made locally or nationally with regard to the performance of the CDOs. There was also initial concern that LAGs would not have sufficient experience in working with commons graziers. This was not found to be an issue for stakeholders.

The CDO recruitment process was praised. Candidates had been well selected and it was welcomed that stakeholders had the opportunity to participate in the interview process. The importance of locally based officers, operating within their local communities with an understanding of local circumstances was recognised as a strength.

The next question asked stakeholders about the ways in which they had interacted with the CDOs. It was felt that the strength of the CDO role was in the fact that they didn't carry any 'baggage' in relation to the GAs. Some stakeholders took the approach of being helpful and supportive, responding to requests for information without getting involved in the CDO work. A 'fresh to common land' approach was considered a considerable strength, without the 'usual suspects' directing from the background.

At the outset of the scheme, the CDOs were able to distance themselves operationally from the WG. At the same time, they were able to support the GAs and WG in acting as a conduit for questions, concerns and adaptations to Glastir CLE. CDOs provided transparency for the GA and also gave impetus to the need to find solutions to questions from GAs as they arose.

There was some discussion about the parameters of the CDOs role as they were not, and perhaps could not be accurately defined. Providing too much support to GAs was negative, as it didn't allow them to build their own capacity. Despite this, it was agreed that allowing different solutions to develop in response to the varying needs of commons was a better approach than the prescriptive one size fits all of past AESs.

In terms of sharing information, stakeholders felt that they had largely been kept informed of the activities and progress of the CDOs, although there was some variation across Wales. In the main, liaison had been good and the CDO/stakeholder experience positive.

Stakeholders were then asked about the use of the LEADER approach and whether this was integral to the CDO role. The LEADER principles were felt to be the correct approach to galvanize an existing group or to act as a catalyst for new groups and approaches. It was felt that it was not LEADER in its true sense but the principles had transposed well within the structure of an AES.

The approach had enabled dialogue, grazier-to-grazier and grazier-to-stakeholder and had helped people to see the commonalities and challenges. The success of this approach should be tempered against the removal of Tir Mynydd payments leaving many graziers with no other option but to consider Glastir CLE.

The stakeholders expressed concern about how successful the approach would be with the Targeted Element, as landowners would be required to participate in the Targeted Element negotiations, which was not necessary for CLE.

Despite this, it was felt that the CDO provides an important link between the various interests on the common and could broker a compromise where there are varying or conflicting interests.

The stakeholders were then asked how important the CDOs offer of support had been in enabling GAs to go forwards with Glastir CLE.

The offer of support with legal costs was felt to be a strength of the LEADER-like approach. Many GAs would not have been able to defray such expenditure until such time as the first payment was received. Lack of funding would have prevented many GAs from proceeding beyond the EOI stage. The costs of applying for Glastir CLE were considerable; these costs included advertising costs and legal notices, legal fees, venue hire and administration.

The provision of funding and organisational support was felt to be of value to the GAs and that the provision of funding for legal fees, room hire and administration had removed a possible barrier to application.

Stakeholders were asked if the definition of an 'active grazier' had caused them any problems. This was identified as a divisive area, principally because of the terminology used. The intention within the Glastir CLE scheme was to allow the graziers themselves to decide what an active grazier was. This, however, has created inequalities in definition and approach across Wales. It was felt that a better definition could have been based upon the proportion of livestock on the common. It was felt that the definition made the CDO role harder in providing advice on internal agreements. The situation was made more complicated in situations where CCW were paying graziers to keep livestock off the common as part of a S15 management agreement.

Problems were also identified where CCW were negotiating a S15 agreement with an individual on a common and the CDO a Glastir CLE agreement

Stakeholders were asked whether they felt the cooperation displayed amongst GAs could be sustained in the long term.

It was felt that there would always be the need for a lead grazier or individual willing to act as the contact and organisation point for the group. The provision of a secretary with funding would help, but momentum would only continue if there was a purpose to meeting. It was felt that it was important to nurture

those people who are locally important and this could be a future part of the CDO role.

Stakeholders felt that the establishment of a constituted group is a small but significant step for many GAs, as once the framework is established it will remain. Even, if the groups do not meet regularly, the framework is there should it be needed. There was concern that some GAs may have been formed too quickly in response to Glastir CLE and therefore would not be sufficiently robust to survive in the longer term without on going support.

The creation of constituted groups could enable new opportunities for working with others on commons governance issues such as stopping off-roading, fly tipping, burning, abandoned livestock, working with the Police, road traffic accidents involving livestock and campaigning for lower speed limits. Cooperation and peer pressure within a constituted group may also be important in controlling non-compliant members of the GAs. Rules of behaviour or codes of conduct contained within the internal agreement could support such action and provide internal regulation. Equally the stakeholders recognised the independent nature of the CDO role in this context'

To conclude, stakeholders were asked if the approach had been a positive one for common land. All agreed that it had provided a positive framework to deliver for common land. It has provided a framework and network of people with whom others can communicate and discuss the governance of the common, habitat conservation, access issues and recreation. It has brought the majority of commoners together in an environment where they can work towards a shared goal and for each other's interests. Previously commoners would not come together unless there was a vested interest. Enabling such a group was felt to be a positive nucleus to build upon for the future.

At the strategic level, it has highlighted the need for practical support with Agri-environment funded schemes. A human face is felt to be required and it emphasises how important it is to have the right person on the ground, with the right skills, knowledge, expertise and tact to enable schemes such as Glastir CLE and GAs to develop positively.

Overall, the stakeholders welcomed the CDO LEADER-like approach as a positive enabling step for the Grazing Associations of Wales.

8.0 CONCLUSION AND RECOMMENDATIONS

The first conclusion is that the CDOs, and the approach they adopted has challenged misinformation and misconceptions that have circulated around commons and their ability to enter into management agreements in Wales. It is well known that common land is legally complex and that reconciling the requirements for entry into AES with traditional management and localised approaches to commons management has proved problematic. How the CDOs managed to achieve this has been the focus of this report.

It is clear that the CDOs and the approach adopted by the LAGs has worked at a number of different levels. Firstly, the process functioned effectively at the local level, as the survey of GAs revealed. Despite small variations between the LAGs, and the individual CDOs, the level of approval remains very consistent. This enabled the graziers to work through the requirements of the scheme and organise themselves with the support of someone seen as largely neutral but with a link to the WG and very knowledgeable about the scheme.

Secondly, CDOs appear to have been successful with outside organisations at both local and national levels. The stakeholders meeting indicated the wide spread of support for the role of CDOs and their approach. Even those who were sceptical at the start agree that their fears were ill-founded and that the results have provided some stability in the management of commons and a framework within which they can be easily and equitably engaged.

The LEADER approach adopted by the LAGs has proved to be a very effective and successful mechanism for engaging with graziers. However in the view of the stakeholders in particular, as well as the CDOs themselves, it was not a pure LEADER approach. In other words, whilst there was facilitation and local level capacity building the reason for the engagement was not 'bottom up' as it had already been pre-determined as 'considering entry into Glastir CLE'. Thus we would suggest that it was a hybrid model of LEADER, where it meets traditional agricultural extension advice services. The offer of impartial and responsive advice and guidance worked well for graziers. The graziers were also responding to changes in agricultural support payments with the loss of Tir Mynydd in the near future. The only option to replace this entitlement-based scheme was to consider entry into Glastir CLE.

The benefits of the 'arms-length' service provided by the CDOs can be seen from the comments from the GAs. According to the GAs the most valuable aspects were the facilitation and organisational abilities of the CDOs in bringing the graziers together and assisting them in the process of applying for Glastir CLE. The CDOs themselves liked the fact that they had no targets, although the WG did have a nominal target for Glastir CLE, this was not known by the LAGs even if they were the vehicles for meeting this. However, the combination of distance and knowledge enabled the CDOs to provide the graziers with an informed choice about how to enter the scheme.

The survey of GAs and the stakeholder meeting confirmed the views of the CDOs that the process of entering Glastir CLE had not only organised the graziers, sometimes re-introducing a management structure that had been

eroded over the past 20 years or so. It had also increased the capacity of the graziers with several of them taking on roles such as chair, secretary or treasurer. The external stakeholders, notably CCW and the farming unions, also feel that there is a stronger and more equitable framework for them to work with in the future. Therefore there is evidence of both horizontal (graziers to grazier) and vertical (grazier to national agency) capacity building.

During the process of guiding a GA through Glastir CLE the CDOs worked with a number of local graziers and this has increased the level of cooperation between them and increased their contacts. As 93.1% of GAs involved the CDO in their Glastir CLE EOI meetings and 83% in developing the CLE submission, key to this was the CDOs knowledge and understanding of the Glastir CLE scheme.

Moreover, Glastir CLE has resulted in investment into the Welsh Economy at the local level at a ratio of 8:1 investment to cost.

8.1 Suggested changes

Whilst the approach by the LAGs and the work of the CDOs has been successful on many levels, we do offer some adjustments for the LAGs to consider:

There are some inconsistencies between the three LAGs, in terms of what they are willing to fund during the preparation of a Glastir CLE agreement. For example, PLANED and Menter Môn offered some financial support that covered venues for meetings and the placing of adverts in the local press, where as Cadwyn Clwyd was able to do but did not promote this. Given that no one raised this as an issue, we suggest that the LAGs note the areas where their delivery differs, and look to review this, so that they are not open to suggestions amongst graziers that there is a 'post code lottery' as to what support is available.

In order to get up to speed with the commons in their respective area, each LAG spent time gathering data from the common land registers held in the respective Commons Registration Authorities. Whilst this proved extremely useful in discussions with the GAs, it was not guided by WG in terms of a consistent approach that would yield data useful outside of this exercise. Given the effort across the LAGs to update the registers this seems to be a missed opportunity for the WG. Nevertheless, we still feel that the work undertaken by the LAGs on the registers has value to the WG and the implementation of Part 1 of the Commons Act 2006, and should be more fully explored.

There also appears to have been a different approach to training amongst the three LAGs and a limited amount of collaboration on this aspect generally. Admittedly it was not always clear what training was required, and the budget was limited, however all of the CDOs indicated that some (or more) facilitation training would have been beneficial. Only PLANED delivered facilitation training via Pembrokeshire Association of Voluntary Services (PAVS). However, some training and documentation was shared between the LAGs and this was welcomed by the CDOs. Nevertheless, a more coordinated

approach at the outset would have allowed costs to be shared across the LAGs.

Assuming that the role of CDOs continues as we propose, in future there should be more communication between CCW and the CDOs. In particular there seem to be situations where Section 15 management agreements were being negotiated by CCW officers on the same common where a CDO was discussing entering Glastir CLE. In some cases these parallel discussions either delayed or undermined the GA entering Glastir CLE.

Wider issues raised by Glastir CLE

The ability of the CDO to ask questions of the WG via CDO Supervisors was critical, particularly as there were areas of genuine concern to the GAs. However the initial lack of literature from the WG was clearly unhelpful and put the CDOs in a difficult position. Equally critical was the WG's willingness to listen and make minor adjustments to the scheme in response to these questions. There were three consequences of this process:

- (i) It strengthened the CDOs position with the GAs as it indicated to the graziers that they had the 'ear of the WG'.
- (ii) The GAs felt listened to by the WG, and that their questions and concerns were taken seriously.
- (iii) The scheme itself was improved and became more robust and suitable to the needs of common land as a result.

The lack of clarity early within the scheme was also an issue. This was most pronounced around the definition of an 'active grazier'. Whilst this was an issue that needed to be resolved and the GAs viewed it differently, the lack of a specific definition was possibly a blessing in disguise. This enabled the CDOs to take a more flexible approach that reflected the situation on the common, whilst also meeting the requirements of the scheme that 80% of those with the ability to exercise rights on the common were included in any agreement. The uncertainty this created was not helpful and could have been avoided. There were concerns that by contacting inactive graziers they may have been 'activated' but this only seems to have been an issue on a handful of commons.

The key aim of the 'active grazier' definition should have been to enable and assist GAs in determining what the right arrangement was for the long-term management of the common on which they grazed. It is clear that a single definition does not fit all commons but more guidance for the CDOs on what is acceptable within this element would have been beneficial.

The sequence of events described here involving the CDO and Glastir CLE might be considered as adaptive policy, because it responded to the needs of graziers rather than being imposed from the top-down. However, it should be acknowledged that this was by accident rather than design and the CDOs, particularly the supervisors, were the conduit to enabling change by engaging with and gathering the questions from the GAs and passing them on to the WG for their response. The number of questions asked by the GAs and passed to

WG was an important driver of change within Glastir CLE during the first 12 months of the scheme.

Future role

After 2 years of the Glastir CLE element it is clear that a significant difference has been made in the local governance of commons and in the meeting of Glastir CLE targets. However, the task is only partly done. There are still a few eligible commons looking to join Glastir CLE and these are likely to be those who will require the same level of support, perhaps more. Also the implementation of the agreement is important and there are issues around stocking diaries and acting as a bridge between the GAs and external agencies that the CDOs are well positioned to undertake or commission. The LAGs have already identified areas of 'Aftercare' for the CDOs. It is clear from this research and the general feedback received that the CDOs filled a vacuum in terms of impartial and knowledgeable guidance to farmers.

For the next year we would suggest that the CDOs focus on:

- Enhancing existing agreements so that they fulfil the scheme requirements and the GA is functioning effectively.
- Assist those commons that are considering the Glastir Targeted Element with entry into this part of the scheme. This will require discussion with the landlord/landowner to take place.
- Continuing a 'hands-off' role but advising on compliance and problem solving.
- Assist with any GA going through a process of change, perhaps in negotiations with an external stakeholder.

There are wider implications for the Glastir scheme as a whole. The CDO role might be considered for the Glastir All Wales Element. The presence of an impartial but knowledgeable person who can guide a farmer through the application process is beneficial and would build up the capacity of the farming community to respond to change with more confidence.

For commons in particular, there is a cultural benefit from the CDO role and achievements. It has addressed a complex challenge for the WG and to some extent addressed the decline in traditional management on commons. The process of entering Glastir CLE has provided a framework, often by re-introducing an existing framework, and this can be used for both internal and external communication.

Given the huge importance of common land in Wales both in terms of agricultural area, proportion that has environmental designation and the ecosystem services that these areas provide (e.g. clean water, carbon sequestration and flood alleviation) there are multiple benefits from an increase in local organisation and governance.

It will be important to monitor the change in these GAs over time, to see how they function and whether they are able to make effective decisions. The ability of local associations to self-regulate those who do not follow the requirements of Glastir CLE will be important. It would be very interesting to

also monitor the changes in behaviour and motivations within these groups over time through case studies across a representative sample of Welsh commons.

8.2 Recommendations for Welsh Government

Local Action Groups - Lessons learnt

- An adaptive approach to Agri-environment policy is formally adopted during the live testing of AES based upon feedback from Officers and recipients
- Act quickly and robustly to address dis-information
- Provide information packs within good time of an application window opening
- Provide in-house training to CDOs on the CLE scheme, especially on facilitation
- Recognise and build upon the value of the 'arms-length' approach, perhaps undertaking a SWOT analysis and feeding this into the thinking for 2014.

Local Action Groups - Communication

- Establish a forum for discussion between WG, CDOs and relevant partners to enable an adaptive policy approach
- Establish a quarterly forum for discussion between CDO Project Supervisors, WG, CCW and other special interest groups

Local Action Groups - Understanding

- Establish a number of case studies across Wales to monitor the progress of Glastir CLE and the long-term impact of the CDO LEADER-like approach
- Undertake a social audit of the impact of Glastir CLE through case studies
- Undertake a financial appraisal at the community level of benefit and leverage accrued from Glastir CLE
- Understand the values and drivers on common land by undertaking a social marketing study of common land within Wales

Local Action Groups - Looking to the future

- Consider extending the LEADER-like approach delivered by the CDOs in enabling agreements within other elements of Glastir
- Consider the role of CDOs in delivering advice and information on the relationship between ecosystem services and commons
- Invest Officer time in maintaining and building upon the GAs formed for the purposes of Glastir to provide a robust future framework for communication to the commoning communities of Wales
- Capitalise on the skills and expertise of the CDO's in the revision of the Common Land Registers for Wales

8.3 Recommendations for Countryside Council for Wales

- Make the most of this opportunity to work with representative, constituted GAs
- Beware of undermining the development of a GA by negotiating a S15 agreement with an individual
- Begin to prepare a protocol for communicating with GAs in the longer term
- Be prepared to tackle issues of under-grazing with WG and begin to consider ways of increasing grazing

8.4 Recommendations for Local Action Groups

Local Action Groups - Consistency

Develop a broadly consistent approach within a common framework across the LAG areas to be achieved by:

- An agreed programme of pan-Wales training for CDO Officers

There are others areas as well however, any move towards consistency should also recognise the differences in organisational structures and cultures that exist between different LAGS. This is understandable given the LEADER approach of developing bottom up organisations. We suggest that current discussions between the three LAGS continue and are extended to include issues such as:

- a broadly consistent approach to the collection, analysis and management of data to enhance the value of this data and improve monitoring and evaluation
- issues of liability and risk and offering similar services to GAs

Local Action Groups - Cooperation

- Develop a strategic working relationship with CCW and its regional officers
- Through discussion with CCW identify existing or pending S15 management agreements and determine how they relate to Glastir CLE and Targeted Elements
- Identify opportunities for joint working with existing initiatives
- Continue to understand, respect and work within existing grazing structures where present
- Engage with existing local partnerships and actors

Local Action Groups - Building future capacity

- Continue to provide advice and guidance to existing agreement holders
- Offer advice on compliance with CLE and assist in problem solving

- Assist GAs in being able to manage change as agreements evolve in response to changing circumstances
- Assist GAs in communication with external stakeholders
- Assist those commons wishing to consider and may be entered into the Targeted Element
- Offer initial advice to those graziers wishing to enter their own farm or enclosed land into the Targeted Element
- Continue to provide advice to commons on request who did not proceed beyond the EOI stage but became constituted

9.0 REFERENCES

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10.0 GLOSSARY

ACRES	Agricultural Carbon Reduction and Efficiency Scheme
AES	Agri-environment Scheme
AWE	All Wales Element -Glastir
CAP	Common Agricultural Policy
CCW	Countryside Council for Wales
CDO	Commons Development Officer
CLE	Common Land Element - Glastir
EOI	Expression of Interest
ESA	Environmentally Sensitive Area
GA	Grazing Association
GWE	Glastir Woodland Element
LAG	Local Action Group
LFA	Less Favored Area
PAVS	Pembrokeshire Association of Voluntary Services
PLANED	Pembrokeshire Local Action Network for Action and Development
RDP	Rural Development Plan
SAC	Special Area of Conservation
SAM	Scheduled Ancient Monument
SDA	Severely Disadvantaged Area
SSSI	Site of Special Scientific Interest
TE	Targeted Element - Glastir
WG	Welsh Government

11.0 APPENDICES

Appendix (i)

Glastir All-Wales CLE Common Element Land eligibility

Glastir All-Wales CLE Common Element Land eligibility requirements from the Glastir All-Wales Common Land Element 2012 Explanatory Booklet and How to Complete Guide

Eligibility requirements

- i. Have registered the Grazing Association with the Welsh Government as a customer and have been issued with a Customer Reference Number (CRN).
- ii. Have submitted an Expression of Interest for the Glastir All-Wales Common Land Element.
- iii. All eligible land must be registered with the Welsh Government's Land Parcel Identification System (LPIS).
- iv. Have a minimum of 3ha of eligible land. See paragraphs regarding eligible and ineligible land below.
- v. Form a grazing Association, which must have legal status prior to signing the Glastir All-Wales Common Land Element contract.

Important Note: The Welsh Government will only enter into a Glastir All-Wales Common Land Element contract with a legally constituted Grazing Association.

- vi. The Grazing Association must comprise a minimum of 80% of the active graziers on the land entered into the Glastir All-Wales Common Land Element.
- vii. Submit a valid All-Wales Common Land Element application Form by no later than 26th August 2011
- viii. Must not have caused any environmental damage of a type that would contravene the objectives of the scheme prior to the Glastir All-Wales Common Land Element contract start date.

Eligible Land

The following land is eligible for entry into the Glastir All-Wales Common Land Element:

- Land legally registered as common land under the Commons Registration Act 1965 and used by multiple graziers.
- Unenclosed land used by multiple graziers concurrently which has the characteristics of common land (e.g. unenclosed upland, rough grazing etc) and not registered under the Commons Registration Act 1965.

Inclusion of these areas will be determined on a case by case basis following technical assessment by Welsh Government.

Ineligible Land

- Developed land, permanent caravan sites, golf courses and areas used for permanent storage etc.
- Common land managed by a sole active grazier. For example, there may be some areas of registered common which are used and claimed by a single grazier who holds sole 'active grazing rights. In such circumstances, this land must be included within the Glastir All-Wales Element.
- Part field parcels.
- Land located outside Wales.
- Land with less than 5 years management control.
- Common land in a Tir Gofal agreement which is active on the 1st January 2012.
- Land in another management agreement which constitutes double funding. For example, a Section 15 Management Agreement with the Countryside Council for Wales which is active on 1st January 2012.

Appendix (ii)

Welsh Local Action groups

Summary information on the three Welsh Local Action Groups.

Menter Môn was established in 1995 to deliver EU rural development programmes on Ynys Môn. It is a third sector company with a board of directors made up of the private, voluntary and community sector. Its primary aim is to facilitate rural economic regeneration on Ynys Môn. In order to achieve this, Menter Môn recognise the importance of preserving and celebrating the islands unique and valuable resources, from the Welsh language and Red Squirrels, to our stunning coastline and able young people. The company has attracted in excess of £40 million of grant funding from various sources for a range of activities since it was established almost twenty years ago. It has funded projects as diverse as establishing a Youth Theatre, renovating community buildings, graduate placements in local businesses and most recently a FAB LAB (Fabrication Laboratory) and Recording Studio. Further information on the current projects and Menter Môn activities can be found on our website www.mentermon.com.

Cadwyn Clwyd Cyfyngedig is a Rural Development Agency, which provides guidance and support to develop and diversity the rural economy in Flintshire and Denbighshire through European Union funds, UK domestic funds and private sector funds. The Company focuses on actions, which stimulate grass-root participation, partnership working and innovation to support projects for rural communities and sector groups. It works directly with local communities to assist in the development and implementation of projects, which benefit the area's local economy. Further information about Cadwyn Clwyd and project activities can be seen on the web-site: www.cadwynclwyd.co.uk

PLANED, Pembrokeshire Local Action Network for Enterprise & Development, (www.planed.org.uk) is a community led local development partnership, which brings together communities, supporting agencies and networks for the benefit of local people. PLANED's role is to encourage the wide participation of local people in improving their quality of life, whether culturally, socially, environmentally and/or economically. PLANED plays an important role in empowering and enabling local communities to be full and equal partners in the development of their area, through EU programmes, and Welsh Government initiatives, including the Rural Development Programme. More information about PLANED can be found on our website www.planed.org.uk

Appendix (iii)

An example of a Commons Development Officer role description

Cadwyn Clwyd

Job Description: Glastir Common Land Development Officer

6 Posts to cover the following operational areas

- North East Wales - Denbighshire, Flintshire & Wrexham
- Mid Wales – Powys
- South East Wales - Monmouthshire & Newport

One of the above posts will act as Team Supervisor whose remit will involve the management of the Development Officers within the operational areas (in addition to delivery on the ground with commoners / graziers).

Job Title	Glastir Common Land Development Officer
Base	Mainly home based (with office support in Cadwyn Clwyd Office, Ruthin)
Hours	Full time post, to include evening and weekend work
Contract	Posts will be funded under the EU Rural Development Plan and the Welsh Assembly Government, for a period of 2 years

Background	<p>Common land plays an important role as an agricultural, environmental, recreational and cultural resource in Wales, It forms an important element of the farming tradition, particularly as a grazing resource, and plays a key role in the management of key landscapes and habitats. There are around 1,550 registered commons in Wales, covering approximately 175,000 hectares, which is about 8% of the total land area.</p> <p>Glastir, the new Sustainable Land Management Scheme for Wales, has identified common land as an important area which could deliver environmental and public benefits on soils and soil carbon management, water management, and the management of biodiversity.</p> <p>Funding is available to appoint Common Land Development officers in Wales, under the Technical Assistance measure of the Rural Development Plan for Wales 2007-2013, to support commoners and graziers establish grazing associations, for the purpose of entering Glastir.</p>
Purpose of post	<p>The Glastir Common Land Development Officers will work with existing members of Grazier Associations / Commons Associations and, where necessary, help to establish new formal groups.</p> <p>The post holder will be responsible for the co-ordination and facilitation of co-operative and partnership working amongst commoners, to achieve the aims of Glastir and wider common land stakeholders.</p>

	<p>Delivering this will require liaising with local Common Registration Authorities and, where permissible under the regulations governing the Statutory Register of Common Land, provide information and support commoners in making applications to make amendments to the registers. The officers will work with commoners to establish formal groups, with legal status, and to agree processes which formally deal with agreements and covenants, trustees and management committee, finances, successors, warranties and agreements & declarations.</p>
Key Duties	<ul style="list-style-type: none"> • Outline the issues to be addressed, and broad management aims of the commoners' group • Engage with stakeholders to get their perspective – those with legal interest, local communities, other relevant interested groups • Examine the range of management options to address the issues • Select the most appropriate management option(s) to meet group aims that fit in with the aims of Glastir • Facilitate and encourage commoners to establish a formal group, with legal status • Identify active commoners, non-participating right holders, landowners, tenants, grazing licences, commoners' associations • Be the main point of contact for Glastir Officers, and assist in co-ordinating all relevant information/data sets required for Glastir Common Land application process • Seek and engage with any technical, legal or other professional advisers • Ensure that commoners and grazier/commons associations are aware of changes to common land policy, and encourage their active participation • Disseminate information about changes to legislation governing common land and rights of common, and assist commoners in understanding the changes and how they will affect them • Encourage management practices, including any improvement works, so that the aims of the group and Glastir are implemented. This could include identifying closed periods, establishing sustainable grazing levels, improvement works to enhance access, habitat condition, grazing management • All of the above are for the lifetime of the programme (i.e. to 31 December 2013). It should not be assumed that the programme will continue beyond this date
Person Specification	<p><i>Essential Skills</i></p> <ul style="list-style-type: none"> • Ability to communicate using non-technical language, with excellent presentation and negotiating skills • Ability to communicate across a wide range of people and

	<p>organisations, and able to gain their confidence, trust and respect</p> <ul style="list-style-type: none"> • Experience of working in the farming industry and beef/sheep sector in Wales, and farming practices on commons • Experience of encouraging and facilitating co-operative/ partnership working • Possession of a full driving licence, have the use of a vehicle, and be willing to work unsociable hours <p><i>Desirable</i></p> <ul style="list-style-type: none"> • Excellent team player, with flexibility in approach and role • Good project management skills, and working knowledge of business management • Strong self-motivation and self-discipline, and ability to work under his/her own initiative • Ability to identify and pursue opportunities, and meet deadlines • Ability to communicate through the medium of Welsh (this will be an <i>Essential Skill</i> in areas that are predominantly Welsh-speaking)
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Appendix (iv)

Graziers Association Survey Questionnaire

Evaluation of Commons Development Officers

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Welcome to the Data Entry Form for the Evaluation of the Common's Development Officers

This form will be available until October 10th 2012.

If you have any questions about this data entry form please contact Nick Lewis on nlewis@glos.ac.uk or 01242 714125/714122.

Evaluation of Commons Development Officers

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Part 1 - Background Information

Part 1 - Background Information

Basic facts about the common and its management - to be completed for all interviews.

1. Grazing Association Name

2. Contact name *(Optional)*

3. **PRIOR** to entering Glastir what was the total area of land managed by the Graziers Association

Hectares Acres

a. Area:

b. **PRIOR** to entering Glastir please identify whether the commonland was: *(Optional)*

Single Common Land Unit

Multiple Common Land Units

c. Please provide Land Unit Codes (e.g CL123/CL789)

4. What is the name of the Local Authority where the **GRAZIERS ASSOCIATION** is located

5. What designations apply to ALL OR PART of the common?
(select all that apply)

Site of Special Scientific Interest

National Park

Special Area of Conservation

Scheduled Ancient Monument

Special Protected Area

Environmentally Sensitive Area

...or NO DESIGNATIONS ON COMMON

Other (please specify):

6. What year did your Graziers Association first express interest in the Glastir Common Land Element?

7. What was the total area of land **ENTERED INTO GLASTIR** in either:

Hectares

Acres

a. Area:

b. Please identify whether the commonland **ENTERED INTO GLASTIR** was:

Single Common Land Unit

Multiple Common Land Units

c. Please provide Land Unit Codes (e.g CL123/CL789)

Evaluation of Commons Development Officers

Part 2 - Pre-Glastir Activity on the Common

This section looks at the management of the common before Glastir Common Land Element and before the Commons Officers were available

8. Was your common actively managed by the Graziers Association prior to Glastir Common Land Element?

Yes

No

Don't Know

If yes, what management was conducted (*select all that apply*)

Grazing

Grouse management

Wildlife conservation

Bracken management

Burning (Gorse/Heather)

Access (Footpath/Bridleway etc)

Other (*please specify*):

9. Did the graziers meet together?

Yes

No

Don't Know

If yes, was this a formal:

Graziers Association, or

Informal Meeting

i. What year was your association formed?

10. Did the graziers ever enter **OR** consider entering an Agri-environment scheme prior to joining Glastir Common Land Element?

Yes

No

Don't Know

If yes, what scheme was entered? (*select all that apply*)

Tir Gofal

Tir Cymen

ESA

SCHEME NOT ENTERED, ONLY CONSIDERED

Other (*please specify*):

11. Are other interest groups (such as nature conservation/recreational/heritage) involved in the Graziers Association or the management of your common?

Yes

No

Don't know

If yes, in general how supportive are they of the Graziers Association and its attempt to join Glastir

Very supportive

Somewhat supportive

Neither supportive or unsupportive

Unsupportive

Actively opposed

Evaluation of Commons Development Officers

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Part 3 - Initial contact with the Commons Officer

This section looks at the initial interactions with your Commons Officer

12. Where did you first hear about Glastir Common Land Element?

Gwlad

Flier/Letter/Phone call from Commons Officer

Farming Union

Farming Press

Word of mouth

Other (*please specify*):

13. What would you say was the **MAIN** reason you and the other graziers expressed an interest in Glastir?

Environmental improvement

Financial support
Provide/extend access
Encourage active management of the common/s
Received Letter from Commons Officer
Other (*please specify*):

14. Can you confirm what stage your Graziers Association is currently at with the Glastir application?

Withdrawn interest in Glastir
Discussing internally following initial contact with Commons Officer
Submitted EOI
Developing full application
Submitted full application
Have a full Glastir agreement

a. If your Graziers Association withdrew from the scheme, please explain reasons why:

Whatever stage you are currently at (i.e. withdrawn, in progress or entered Glastir) please continue to provide some feedback on the Commons Officer role

Evaluation of Commons Development Officers

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Part 4 - Evaluation of Commons Officer role

This is the central part of the research and aims to assess the impact of the Commons Officers in coordinating and facilitating Graziers Associations in considering and entering Glastir

15. Did your Commons Officer provide you with written information on Glastir?

Yes

No

Don't Know

(select all that apply)

Introductory document produced by CDO/LAG

Welsh Govt - Commonland Element Guidance Booklet

Other

Other *(please specify)*:

16. Did your Graziers Association have a meeting to discuss submitting an Expression of Interest to Glastir?

Yes

No

Don't Know

If yes, was the Commons Officer involved in that meeting in any way?

Yes

No

Don't know

17. Was the Commons Code discussed with members of the Graziers Association?

Yes

No

Don't Know

18. Did your Graziers Association submit an Expression of Interest?

Yes

No

Don't Know

Did this Expression of Interest result in a **full application** being submitted?

Yes

No

Don't Know

i. Did your Commons Officer assist in consultation with all other relevant parties such non-graziers, landowners, CCW, National Parks etc?

Yes

No

Don't Know

ii. Did your commons officer offer assist with: *(select all that apply)*

Discussions and signing of a (new) constitution and members agreement

Finding a legal expert to verify the final version

covering legal fees associated with the constitution and members agreement

Finalising an internal agreement to support the Glastir application

Guiding you through the information required for the application form

...OR OFFICER DID NOT ASSIST WITH ANY OF THESE

iii. Did your Graziers Association have a meeting to discuss the full application to join Glastir?

Yes

No

Don't Know

Q18 iv ONLY RELEVANT IF 'YES' TO MEETING (Q18 iii)

iv. If yes, was your Commons Officer involved in that meeting?

Yes

No

Don't Know

QUESTION NOT RELEVANT

v. Was your Graziers Association successful in its application?

Yes

No

Pending

Evaluation of Commons Development Officers

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Successful applications for Glastir

These questions are **ONLY** for those whose applications were approved, and moved to the contract signing stage

Although the following question may be a repeat, it is necessary to facilitate the subsequent questions

19. Was the Grazing Association successful with its application to Glastir?

YES - SUCCESSFUL APPLICATION

NO/PENDING - OR QUESTION NOT RELEVANT, NO APPLICATION SUBMITTED

a. Did your Commons Officer guide with regard to: *(select all that apply)*

Consulting GA members on the signing of the contract?

Checking the details and maps in the contract?

Completing the discussions with CCW?

Collating and recording the rights holders on the common?

Securing independent professional advice?

Discussing the Common Land Element penalties?

Meeting the legal fees of a solicitor to agree the final constitution and members agreement?

...OR OFFICER DID NOT OFFER GUIDANCE

b. Did your Commons Officer signpost the Graziers Association towards: *(select all that apply)*

Determining the impact of grazing activities from those who were not going to be members of the scheme?

Securing the services of a solicitor to agree the final constitution and members agreement?

...OR OFFICER DID NOT SIGNPOST GRAZIERS ASSOCIATION

c. Did your Graziers Association have a meeting to discuss the contract to join Glastir?

Yes

No

Don't Know

**PLEASE ONLY ASK THE FOLLOWING QUESTION IF 'YES' WAS
SELECTED IN Q19 PART C**

d. If your association **DID** have a meeting, was your Commons Officer involved in any way?

Yes

No

Don't Know

...OR QUESTION NOT RELEVANT-NO MEETING

PLEASE ASK ALL RESPONDENTS QUESTION E

e. Did your Graziers Association sign the Glastir contract

Yes

No

Pending/no decision made at present

...OR QUESTION NOT RELEVANT

**ONLY ASK QUESTION 'F' IF RESPONDENT DID NOT SIGN
GLASTIR CONTRACT**

f. If your Graziers Association did NOT sign the Glastir contract, why was this:

(Box requires text - type NA if Not Relevant)

**ONLY ASK THIS QUESTION TO THOSE WHO HAVE SIGNED A
GLASTIR AGREEMENT**

g. Since signing the contract, has your Commons Officer assisted you with the following tasks of your Glastir agreement? *(select all that apply)*

Advice on election of officers

Development of stocking diary

- Preparation of evidence for inspection
- Assisting with record keeping
- Appointing an external advisor to assist with implementation
- Officer has not assisted with ANY of these
- ...OR QUESTION NOT APPLICABLE

Evaluation of Commons Development Officers

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Part 5 - Overall Assessment of the impact of the Commons Officer and other areas of possible Commons Officer involvement

These questions relate to the role of Commons Officers in the implementation of Glastir agreements

20. Please rate how important the following roles of your Commons Officer to your Graziers Association:

	Very important	Quite important	Not that important	Unimportant	Irrelevant
a. Input into developing the Glastir agreement					
b. Checking the details of the Glastir application					
c. Their knowledge in relation to the Glastir agreement/application					
d. The internal partnership developed for the Glastir agreement/application		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. How efficient was the input from your Commons Officer in relation to the Glastir application and agreement?

- Very efficient
- Quite efficient
- Somewhat efficient
- Inefficient
- Very inefficient
- NOT APPLICABLE

22. Taking everything into consideration, how would you rate the involvement of your Commons Officer in assisting your Graziers Association with the Glastir process?

- Poor
- Fair
- Good
- Excellent
- NOT APPLICABLE

23. From the experiences of your Graziers Association, what was the **most important input** from the Commons Officer? *(Optional)*

24. From the experiences of your Graziers Association, was there anything that the Commons Officer was **unable to offer you**? *(Optional)*

25. Did your Commons Officer assist with other advice provision relating to Commons **other than Glastir** that has not been covered here? *(Optional)*

- Yes
- No
- Don't Know

Please provide details

26. Are there any other comments or feedback regarding the role of your Commons Officer that we have not covered? *(Optional)*

Evaluation of Commons Development Officers

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Closing details of interview

Information regarding the interview

27. Interviewer *(Optional)*

28. Date of interview *(Optional)*

(DD-MM-YYYY)

29. How interview conducted *(Optional)*

- Phone
- Face to face

Evaluation of Commons Development Officers

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Thank you & closing comments

[Thank interviewee for their time](#)

Remind them that their answers will remain confidential and that any quotes etc will not be attributed to any individual

The interviews are being conducted on behalf of Siôn Brackenbury at Commons Vision and the Countryside and Community Research Institute

www.commonsvision.com

www.ccri.ac.uk

