Draft Cornwall Council’s Farms Strategy 2019 – 2039

Farming with Cornwall’s Nature
Foreword

Our Council Farms Estate stretches over approximately 1.5% of Cornwall’s land area. In 2018 Cornwall Council undertook a full review and held an inquiry over the future of the Estate concluding it will continue to be an important entry point for new entrants into land based businesses and it will be a major contributor to Cornwall’s Environmental Growth Strategy. Our intention is the Estate will provide a foundation for sustainable agriculture in the 21st Century, improving social, environmental and economic well-being in rural communities in Cornwall.

The Council Farms Estate comprises of a variety of holdings which host a range of farming activity; dairy, stock, and mixed farms as well as a number which also support diversified farming activities.

The Estate has been and will continue to enable farm businesses to make an important contribution to the foundation of Cornish agricultural production and ensure that future generations of new entrants will be given the opportunity to make their living in agriculture and farm based business.

The integration of the Environmental Growth Strategy into Council Farms Estate can be delivered through widespread adoption of integrated farm management and biological farming strategies, working with natural process and natural flood management, including the improved management of environmental and historic assets including Cornish hedges, hedgerows, ponds, orchards, woodlands. This combined with a desire to further diversify, innovate and provide opportunities for social development, combined with a decision to reinvest in our farms infrastructure, provides a progressive and positive outlook for our estate.

Sue James started this review as Cabinet portfolio holder for Environment in 2017 and I am delighted to be able to now take it forward into this Public Consultation. We are both committed to creating a Council Farms Estate fit for the challenges and opportunities the remainder of the 21st century will bring.
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The vision for the Cornwall Council farms estate

Cornwall Council’s Farms will play an important role in supporting local communities by delivering profitable, sustainable agricultural production and rural businesses which are underpinned by the adoption of the very best environmental practices, technology and innovation.

This strategy marks a step change in defining the role and purpose of the estate. The estate will seek to deliver well equipped farm and business opportunities that enable tenants to establish and grow successful business which deliver a holistic approach to economic and environmental growth; including promoting health and wellbeing; and value and enhance the distinctive historic landscape of Cornwall.

Products and Public Goods (including Eco-system) Services provided by the Council Farms Estate

By creating a thriving and progressive Council Farms Estate which supports individual agricultural businesses the Council should be enabling both environmental and economic growth whilst directly supporting the agricultural sector. It will also indirectly support numerous ancillary businesses which support the wider farming businesses, and support industries and deliver multiple benefits to the population of Cornwall through seeking to meet a wide range of strategic objectives.
Our four ambitions

- **Farming Futures**
  - Profitable Production
  - Informed investment

- **Sustainable Estate**
  - Good Governance
  - Measured management

Structure of the Strategy

This Strategy captures our intentions, overarching ambitions and critical focus for enabling actions for the Estate as a whole. The following chapters will provide more detail on the headlines shown below.

Our Ambitions and principles to enable their achievement are:

- **Farming Futures**
  - Profitable Production
  - Informed investment
- **Sustainable Estate**
  - Good Governance
  - Measured management
• Environmental Growth
  o Enhancing environments
• Vibrant Communities
  o Accessible Acres

To deliver the Strategy, every holding in the Estate will be required to play its part in achieving the ambitions, which will require us to take a holistic view of the current performance and potentials of each farm in the Estate Business Plan; and this potential and agreed goals will be captured through a Whole Farm Plan for each holding.

Why do we need this Strategy?

The Council Farms Estate can deliver considerable direct benefits to the agricultural sector and importantly wider benefits for Cornwall, through adoption of a progressive strategy with wide ranging objectives for the general public of Cornwall. It is important to understand the wider public policy landscape, both nationally and locally. Therefore, this strategy sets out the reasons and purpose for Cornwall Council to continue to maintain and invest in the Council Farms Estate and Service.

At the same time it is important to understand the fiscal realities and pressures on both Cornwall Council as Landlord and on our individual tenants growing rural farm businesses. This Strategy restates the inherent responsibilities of the Council to provide units that meet industry and sector standards, such as Decent Homes, SSAFO regulations, Nitrate Vulnerable Zone regulations and animal health and welfare standards, while also providing genuine business opportunities that enable growth and progression opportunities for tenants.

How has this Draft Strategy been developed?

This Draft Strategy document is directly linked to the Farms Inquiry which ran through the summer of 2018. The Inquiry heard evidence from 39 witnesses and produced five recommendations with thirteen supporting components. This strategy document has been built up using the recommendations as a foundation, with further contextual information from national policy and other sources including the relevant local strategic documents and reputable reports from the agricultural industry.
What is the Time Frame?
The Council has recognised the benefits of long term strategies, Cornwall’s Environmental Growth Strategy has a 50 year time horizon and Cornwall Strategic Economic Plan runs to 2030. To create more stability and continuity for the Council Farms Estate a 20 year lifetime for this Strategy has been deemed appropriate, with a refresh at 5 yearly intervals if it is deemed necessary.

To see successful delivery of this strategy it is considered fundamentally important that the Business Plan is revisited after 10 years to ensure that the financial support for the service enables the vision set out in this document to be funded and delivered.

Who is the Strategy For?
There are a number of groups who have a direct interest in the Council Farms Strategy, these are:

- Current and Prospective Council Farm Tenants
- Rural communities in Cornwall where farms on the Council’s Farms Estate are located
- Cornwall Council Members
- Officers of Cornwall Council
- Other organisations within or allied to the agricultural industry
- Other major landowners in Cornwall
- Other publically owned estates in the UK

How will the Strategy be implemented?

Integrated Estate Planning
This Strategy sets out our ambitions for Cornwall Council’s Farms Estate, however, this will only be delivered through more detailed planning for the Estate as a whole and for each holding within the Estate.

- Estate Business Plan

This Plan will set out the approach to the management of the Council Farms Estate over the next 10 years which will see the majority of the holdings going through a renewal of tenancy. The Business Plan will reflect the financial envelope of operation and management frameworks for the Council Farms Estate.
The Whole Farm Plan

The Whole Farm Plan (WFP) is considered to be the cornerstone of the implementation of the strategy on a farm level. The Plans will be produced in partnership with the new / current tenant and the Council’s staff team who will support the exploration of opportunities. External consultants will develop the document led by the tenant and land Agent team. The Plans will include:

- a basic description of the farm including a map, identifying its key environment, heritage and landscape features and assets, liabilities and risks;
- baselining of the business metrics, KPI’s (Key Performance Indicators) so as to be able to plot its performance and benchmarking against industry standards
- Identification of physical output figures included stock numbers, Ha of crops grown and business metrics including turnover, profitability, employment (FTE).
- baseline of environmental performance, and the associated KPIs.
- a SWOT analysis identify the opportunities for business and environmental growth and plot out a route for the tenant achieving the advancement of the business.
- a targeted land management approach that will deliver specific outcomes,
- identify where business support and mentoring may be required,
- where training and CPD would help business and environmental growth
- identify the opportunities for contribution to and integration with the local community

The individual Whole Farm Plans will be aggregated across adjoining holdings to inform the wider Estate Plan and its regular review and Performance Reporting.
Integrated Planning – Estate business plan, whole farms plans, ambitions and enabling principles

Cornwall Council’s Farms Estate

History

Cornwall’s Farms Service was established before the 1st World War (1909) and significantly grew in size and importance after the First World War as they provided opportunities for returning soldiers; at one stage, it is reported that there were up to 400 separate lettings. Developments to keep in line with agricultural economics have seen the number of holdings reduce in number and become larger units; moving to 170 holdings by 1991, the overall size of the Council Farms Estate remains broadly similar.

Scale, Distribution and Classification of Land

The current Council Farms Estate stretches to 10,819.32 acres or 4,489 ha (approximately 1.5% of Cornwall’s land area) and 89 let farm units which are spread across the length of Cornwall and is the third largest local authority owned Council farms service in the UK.
The Estate’s land holding is dispersed across the Cornwall often in pockets of 200 to 300 acre blocks of land. There is limited ownership in the West of Cornwall and the North Cornwall Area. There are concentrations of larger blocks of the Farms Estate near Newquay at Trerice (1,200 acres 6 holdings) and Quethiock near Liskeard (1,600 acres and 8 holdings). Farm units range from 5.2 ha to 91 ha providing a diverse range of business opportunities. The average size of commercial farms in Cornwall are larger (by an average of 14 hectares) than the Council Farms Estate. Although, these farms are likely to be farmed in a more traditional and less intensive way so the difference in output becomes more marginal.

The classification of land on the Estate is shown in Table 1, indicating the majority of the Farm Estate consists of land that is mid-range in terms of quality.

Table 1 Agricultural land classification of the Council Farms Estate

<table>
<thead>
<tr>
<th>Agricultural land classification</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade 2</td>
<td>7.8%</td>
</tr>
<tr>
<td>Grade 3</td>
<td>76.2%</td>
</tr>
<tr>
<td>Grade 4</td>
<td>12.1%</td>
</tr>
<tr>
<td>Non agricultural</td>
<td>3.9%</td>
</tr>
</tbody>
</table>

The Estate as an Economic Asset

Farming activities on the Estate

The size and types of farms found in Cornwall are broadly similar to the South West as a whole and trends seen in Cornwall. The farms in the South West are dominated by three farm types, which represent 68% of the total number of commercial farms. Lowland Grazing Livestock farms make up 38% of the total; dairy farms and Cereal farms 16% and 13% respectively. The same data for Cornwall is broadly similar with 76% of the total from these three farm types and dairy farms 18% of the total, but with more Lowland Grazing farms and less Cereal farms. It should be noted that there are no horticultural holdings or large scale vegetable production (except as break crops).
The economic contribution

The Rural Business School of Duchy College has assessed the role played by the Council Farms Estate in Cornwall’s economy by using estimates of the size, cropping and stocking of the estate and comparing this to Defra and Farm Business Survey regional data of June 2018.

Table Three shows the Defra estimate that the Gross output at basic prices for England, the Government Office South West Region and Cornwall alongside the estimate of the Council Farms Estate. The Gross output at basic prices for Cornwall was confirmed to be close to £594 million using regional estimates used for the other incomes, of which it is estimated £15m or 2.5% can be attributed to the Council Farms Estate.

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1 The estimates of gross output are part of the Defra calculation of Total Income from Farming.
2 Method used - Data on the economic performance of farming at County level (NUT3) is published when Defra calculate their Total Income from Farming. This approach was used to estimate the contribution of the County Farms Estate to the economy using data provided relating to the 2017 calendar year. The gross output from the Estate has been estimated based on the cropping and stocking of the units along with regional estimates for other income streams. The other income includes diversifications which are assumed to be similar in both type and size to the whole of the South West. Standard outputs for cropping areas and livestock numbers were calculated for both the average farm in Cornwall and the County Farms Estate and adjustments made to reflect the 2017 crop year.
Table 3 Gross output at basic prices, 2017

<table>
<thead>
<tr>
<th></th>
<th>Gross output at basic price, £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>England</td>
<td>19,442</td>
</tr>
<tr>
<td>South West</td>
<td>3,296</td>
</tr>
<tr>
<td>Cornwall</td>
<td>594</td>
</tr>
<tr>
<td>Estate</td>
<td>15</td>
</tr>
</tbody>
</table>

**Contribution to employment**

In the South West it is estimated that the workforce per farm holding is 2.45 individuals\(^3\) including part-time and casual workers. This is a higher proportion than for England\(^4\), and it is estimated\(^5\) the workforce on farms in Cornwall is estimated to be a higher percentage of the total workforce than for the South West as a whole; at close to 4% or a workforce of approximately 11,180. However, this number can vary with yields\(^6\), thus from the available information it is estimated that guide the Council Farm Estate with 89 farms would require approximately 230 labour units\(^7\) supplied by 255 individuals.

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\(^3\) The June Survey 2016
\(^4\) Agriculture in the South West region in 2016 contributed 0.85% to the regional economy and employed 2.36% of the regional workforce. In comparison, England overall contributed 0.42% to the national economy and 1.12% of the workforce in 2016\(^4\), indicating that agriculture is more important to the South West region than many areas.
\(^5\) Data from the Office for National Statistics which combine agriculture, forestry, fishing and mining the contribution of agriculture in Cornwall to the county economy is likely to be three times as important as the South West estimate, nearer 4%.
\(^6\) Data from the Farm Business Survey for the 2016 crop year indicates that the average South West farm has 2.21 labour units per farm.
\(^7\) A labour unit is represented by 2,200 hours per unit.
Productivity

In terms of Gross output per labour unit the South West and Cornwall are broadly similar at £52,000 per labour unit, which is lower than for England. The Council Farm Estate has been estimated to be generating Farm Business Income for 2017/18 of approximately £3.4M. This represents a Farm Business Income close to 22% of total output, a figure similar to the average dairy producer in the South West for the same period.

Opportunities on the Estate

Within the preceding 10 year rolling picture, the current Farms Estate shows that 41 holdings have been let or re-let in that period. This has enabled 25 new entrant opportunities and has seen 8 tenants progress into new opportunities either within the Estate or outside of the Council Farms Estate.

The Council Farms Estate as a cultural and historic asset

Within the Council Farms Estate there is great diversity of historic features on the estate. This includes a wide range of assets, including 7 holdings in the Cornwall Area of Outstanding Natural Beauty and number of features included in the globally important UNESCO World Heritage Site as well as nationally important Scheduled Monuments and Listed buildings. There are also a large number of non-designated heritage assets and thousands of crop marks which are not identified in the table below but which have been mapped for which there is a desire to respect, preserve and to study further in order to better understand our history.

Historic landscape assessment - Revealing patterns and connections

Characterising landscapes reveals the patterns and connections within a landscape, spatially and through time, for example in relation to buildings and patterns (of fields, streets and routeways). It also enables consideration of inter-relationships between places, and it provides a framework for the recording and

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8 The Farm Business Survey calculates a Farm Business Income. Although Farm Business Income is equivalent to financial Net Profit, in practice they are likely to differ because Net Profit is derived from financial accounting principles whereas Farm Business Income is derived from management accounting principles. For example in financial accounting output stocks are usually valued at cost of production, whereas in management accounting they are usually valued at market price. Results are published on the Farm Business Survey website and specific data can be extracted using a tool called ‘Data builder’. Using this tool the average Farm Business Income before rent for Cornwall and Isles of Scilly was £45,600. Unfortunately the percentage of land rented by these farms is not published but the June Census 2016 indicates that 35% of the land farmed in Cornwall is tenanted. The rent paid on the Cornwall sample was therefore estimated to be £295 per hectare. Using this figure we can adjust the Cornwall average Farm Business Income to reflect a fully tenanted situation, adding an extra £29,700 in rent costs.
9 Care needs to be taken when interpreting data from small samples of farms
evaluation of the views and perceptions of people, such as their experiences and memories. The management of farm holdings play an important role in integrity of our heritage and landscapes over time.

Table Four Historic landscape character assessment of the Council Farms Estate

<table>
<thead>
<tr>
<th>Type</th>
<th>Area/Ha</th>
<th>Area (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban</td>
<td>11.8</td>
<td>0.3</td>
</tr>
<tr>
<td>Upland woods</td>
<td>7.9</td>
<td>0.2</td>
</tr>
<tr>
<td>Upland rough ground</td>
<td>4.3</td>
<td>0.1</td>
</tr>
<tr>
<td>Steep sided valleys</td>
<td>112.9</td>
<td>2.6</td>
</tr>
<tr>
<td>Reservoirs</td>
<td>0.1</td>
<td>0.0</td>
</tr>
<tr>
<td>Recently enclosed land</td>
<td>561.7</td>
<td>13.2</td>
</tr>
<tr>
<td>Industrial (predominantly)</td>
<td>1.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Ornamental</td>
<td>0.1</td>
<td>0.0</td>
</tr>
<tr>
<td>Coastal rough ground</td>
<td>23.8</td>
<td>0.6</td>
</tr>
<tr>
<td>Anciently enclosed land</td>
<td>3545.9</td>
<td>83.1</td>
</tr>
<tr>
<td>Total</td>
<td>4270</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Historic Landscape Character** The farms are predominantly located within Anciently Enclosed Land (AEL) and Recently Enclosed Land (REL). Each character type has different potential to contain important archaeological remains and ancient hedgerow and woodland communities, and provide guide to the different historic landscape significance and environmental growth potentials for each farm.

- Ancient Enclosed Land

AEL is Cornwall’s agricultural heartland, with farming settlements documented before the 17th century AD and irregular field patterns with either medieval or prehistoric origins (rather than the straight-sided fields of later enclosure). Each farming settlement will contain a wealth of historical, architectural and archaeological information. Surveys of field systems yield considerable
agricultural, social and tenurial information. Buried archaeological features can be expected virtually anywhere in this Zone. The educational potential is great with a full and interesting story to be presented, both indoors and in the fields and farmsteads. Its components, rarity, coherence, time-depth, contribution to landscape character, the high regard in which it is held and the potential it holds for historical and archaeological research and presentation combine to make AEL of very great importance.

- Recently Enclosed Land

REL was enclosed in the 17th, 18th and 19th centuries, usually from land that was previously moor or downland and often medieval commons. Settlements are closer together than in AEL as farms' or smallholdings' acreages were smaller. Most are single farms, not hamlets, and the dwellings and farm buildings are usually smaller and more simply built than in AEL. Being exposed, there is relatively little woodland compared with AEL, but more evidence of its previous vegetation in gorse, heather, ling etc. on hedges and in corners of fields.

Specific Historic Buildings and Assets

Table Five  Historic Assets on the estate

<table>
<thead>
<tr>
<th>Designation</th>
<th>Number of assets</th>
<th>Hectares of land within designation of the estate</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNESCO World Heritage Site</td>
<td>3</td>
<td>131 Ha</td>
</tr>
<tr>
<td>Conservation Areas</td>
<td>6</td>
<td>315 Ha</td>
</tr>
<tr>
<td>Scheduled Monuments</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Listed buildings</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Non Designated Heritage Assets</td>
<td>314</td>
<td></td>
</tr>
<tr>
<td>Mines</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Engine houses</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Mine Shafts (known)</td>
<td>82</td>
<td></td>
</tr>
<tr>
<td>Historic Landfill</td>
<td>3</td>
<td>191 Ha</td>
</tr>
</tbody>
</table>
The Estate as an Ecological and Environmental Asset

The Council Farms Estate is home to a diverse range of environmental designations and ecological assets. The table below identifies the number and amount of assets on the estate.

Table Six – Ecological and Environmental Landscape Assets on the Council Farms Estate

<table>
<thead>
<tr>
<th>Designation</th>
<th>Number of Farms within the Estate</th>
<th>Land area within Designation / length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Areas of Outstanding Natural Beauty</td>
<td>7</td>
<td>464 Ha</td>
</tr>
<tr>
<td>Areas of Great Landscape Value</td>
<td>13</td>
<td>964 Ha</td>
</tr>
<tr>
<td>Areas of Great Scientific Value</td>
<td>5</td>
<td>128 Ha</td>
</tr>
<tr>
<td>Ancient Woodlands</td>
<td>22</td>
<td>63 Ha</td>
</tr>
<tr>
<td>Traditional orchards</td>
<td>1 (Trerieve)</td>
<td>1777 metres sq</td>
</tr>
<tr>
<td>Ancient Tree Inventory</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Council wildlife sites</td>
<td>31</td>
<td>96.4 Ha</td>
</tr>
<tr>
<td>Sites of Special Scientific Interest</td>
<td>12</td>
<td>22.2 Ha</td>
</tr>
<tr>
<td>National Nature Reserves</td>
<td>1</td>
<td>0 Ha</td>
</tr>
<tr>
<td>Special Areas for Conservation</td>
<td>3</td>
<td>2.4 Ha</td>
</tr>
<tr>
<td>Special Protection Areas</td>
<td>1</td>
<td>76 metres sq</td>
</tr>
<tr>
<td>Marine Conservation Zones</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Heritage coast</td>
<td>17</td>
<td>272.8 Ha</td>
</tr>
<tr>
<td>Open country access land</td>
<td>2</td>
<td>12.6 Ha</td>
</tr>
<tr>
<td>Public Rights of Way</td>
<td>142 sections on holdings</td>
<td>37.93km</td>
</tr>
<tr>
<td>County Geology Sites</td>
<td>2</td>
<td>2836 metres sq</td>
</tr>
</tbody>
</table>

The table identifies that the Farms Estate is very rich in environmental assets, including nearly 1/3 of the Farms Estate holdings containing a County Wildlife Site and 1/6 of the Estate holdings with parcels of Ancient Woodland.
Why is Environmental Growth on the Council Farms Estate Important?

Agriculture is by far the largest land use in the UK, and makes up 78% of the land use in Cornwall. How we use, manage and utilise our land resource is critical to our ability to deliver a sustainable future for all of us along ide other structural changes in transportation policy, energy generation and industrial production. It has been identified that current standard farming practices are contributing to a number of the problems that are manifesting within our environment such as poor soil management, biodiversity reductions, impacts on water quality and carbon emissions. It is therefore imperative that the Councils Farms Estate is guided and resourced to show leadership and able to catalyse the positive change required in this arena creating the conditions for tenant farmers to successfully deliver the vision outlined.

What is Environmental Growth?

It has become increasingly clear that declines in wildlife populations continue to fall despite a range of environmental protection measures being regulated over the last 35 years. Despite this, the frequency of severe weather events are increasing and the global climate is changing and the natural environment being pressured from an increasing number of directions and forces. All of which is contributing to instability of the earth’s ecosystems, which are noticeably becoming dysfunctional as a result of human activity and therefore threatening the security of our long term food supply and our existence. The conventional approach of most governments of relying upon environmental protection is therefore not enough and the acknowledgement that growth of the environment is essential for safeguarding the future of successive generations. Therefore, in Cornwall the Environmental Growth Strategy was developed with our partners and adopted in 2016. The Strategy refocuses our attention on the role of the environment to provide foundational ecosystems goods and services that we are reliant upon. We see that sustainability starts with a healthy ecosystem, which then supports a healthy society and thriving economy. Without a stable environmental base, our social and economic systems become fragile and unstable.
Recasting the model of sustainability with our environment providing the foundation for all our lives

The Environmental Growth Strategy sets out our ambitions and target outcomes for the environment, it also offers a definition of Environmental Growth, which is a new term, purposed to help us think differently about caring for the ecosystems that underpin our lives.

Definition of Environmental Growth

Environmental growth is the net gain of our natural systems – important because protection is not enough.

Environmental growth will be achieved by:

- Securing our natural heritage and enhancing it through better management.
- Increasing our natural capital by increasing the size, number and connectedness of areas where nature thrives.
- Designing existing activities and new developments to enhance and support our natural systems.
The Potential of the Council Farms Estate

The Council Farms Estate has the potential to catalyse and lead the transformational change required within the industry. Farming with nature can be highly productive for food production and other ecosystem goods and services. Actively encouraging methods of production which have this in mind will have a substantial impact on realising the potential of the Council Farms Estate over the next decade. Additionally, the Estate has approximately 500 acres of currently unmanaged woodland which has the potential for a number of potential uses with income potential as well as environmental growth outcomes. The extensive range of ecological, environmental and historic designations equally gives tremendous scope for delivering environmental growth through careful management alongside food production activities Figure one, provides an illustrated example from West Country Rivers Trust on how small changes in land management can provide considerable benefits to the farmer, livestock and nature.

Considering how our larger land holdings can be managed more effectively at a landscape scale to deliver wider outcomes is a key opportunity to deliver environmental growth and the transition to low carbon agriculture through new working practices and uptake of technologies. The collected holdings at Quethiock and Trerice are key opportunities to explore inter tenancy collaboration and environmental growth at scale on the Estate.

The Council Farms Estate can lead the way in identification of priority investments in infrastructure on farms. This will require new tenant selection processes to identify candidates with the skill set to meet the Estates ambition, and require the Estate deliver training and incentives for Tenants that can support land management and business practice and change at farm level. This will enable the Estate to meets it ambitions and set a standard across the County.
The agricultural industry has seen many revolutions of practise and technology, it is anticipated that the 21st Century will be no exception. During the 20th century the agricultural industry has significantly increased in productive efficiency. The industry has seen labour requirements reduce due to mechanisation. Average farm sizes have increased and farms have become highly specialised and less diverse. This can arguably have been driven by the need to feed the nation and more recently by the globalisation of markets for virtually all farm gate commodities. This drive for efficiency has been successful in achieving this aim, but it has unintended consequences on our wider environment.

Correspondingly, the population of the world has also increased from 1.5 billion in 1900, to an anticipated 9 billion by 2060. The percentage of the global population who live in extreme poverty is also increasing and their ability to make provision for elevations in food price is extremely limited.
All of this change is built on the reliance of low cost and abundant fossil fuels sources which is delivered through and serviced by the globalised supply chain. Significant questions now exist about climate change, as well as the other planetary boundaries that are being pushed passed the estimated safe limits for humanity. Therefore, there are foundational questions for land based industries to face in the future to ensure that production is sustainable.

In Cornwall we have seen that during the 20th Century we have observed dramatic increases in farm size, field size and profound changes in our landscape which has impacted on the distinct characteristics of Cornwall which has been farmed for thousands of years. It is rich in heritage and with a unique Atlantic climate an early growing season with a variety of soils and a coastal, rural environment that draws in many visitors here.

The role for agriculture and horticulture is critical in balancing the different requirements on Cornwall’s land, landscape and maritime environment, for Cornwall’s future sustainability, socially, environmentally and economically. The Council Farms Estate has its own role to play as set out in this Strategy.

Key challenges:

- Relationship with the European Union and future international trading agreements.
- Changing financial regime for agriculture.
- Changing regulatory frameworks and enforcement.
- Changing customer preferences and perceptions of agriculture.
- Recovery of nature and natural systems.
- Mitigation of and adaptation to climate change.
- Competing pressures on land.
- Global scarcity of resources.
- Scale of production units in relationship to production costs.
- Need to generate and retain added value locally
- Demography of farming work force in UK and need for new entrants.
- Challenge on public sector, particularly local authority budgets.
- Need for new models of production, finance and supply of products.
- New models for relationships between landlords and tenants.
The Challenge of Climate Change

Climate Change will have increasingly significant impacts in Cornwall in the coming years, our Council Farms Estate will be impacted by many changes but also provides significant opportunities for activities that can help Cornwall mitigate and adapt to a changing climate.

Carbon sequestration in soils, wetlands and trees

The farmed environment provides a substantial opportunity to mitigate carbon emissions through land use practices which enable carbon sequestration, soils, wetland and trees can all absorb carbon from the atmosphere creating a carbon sink or store.

Considering how the Council Farms Estate through the farming practices of the tenants can contribute to Cornwall’s ambitions to reduce substantially carbon emissions will be considered in the Whole Farm Plans.

Organic waste management and anaerobic digestions

Organic waste matter on farms can be a source of pollution if badly managed but when well managed is an important resource. The development of anaerobic digestion plants and slurry management systems can provide sources of bio-energy for on and off farm use. Considering how holdings on the Council Farms Estate can make use of new technologies will be an area for future exploration and potential investment.

Generation of land based renewables – wind, solar farms, solar on farm building roofs

The Council Farms Estate provides a significant opportunity for the generation of renewable energy through onshore wind turbines, should Government policy move towards this source of generation again, solar farms are already widely distributed in Cornwall and farm building roofs can offer large expanses of space for the installation of solar panels. The context for investment in renewables is likely to improve as both Cornwall and the rest of the UK increase efforts to curb carbon emissions.

Plastics management

Agriculture and horticulture industries are a large consumer of plastics, ensuring these plastics are carefully and efficiently used and disposed of to prevent plastic pollution on land and at sea, will be an important aspect of sustainable...
farming in the 21st century. Ensuring our Council Farms Estate is equipped and managed to use plastics responsibly will be a future focus in Whole Farm Plans

**Climate change adaptation actions – farming with nature through change**

As the climate change the risks to the natural systems we rely on will increase, the way land is managed through this change can either exacerbate or mitigate these impacts. Considering how the holding on the Council Farms Estate can play a role in managing water through catchments, using natural flood management techniques or how ecological corridors can be preserved throughout holdings will substantially increase the resilience of Cornwall’s environment to climate change. By planning land uses with natural systems and acting to enhance them, the Council Farms Estate can demonstrate how we can successfully adapt to climate change and minimise environment impacts on human and wildlife communities.

**Changing macro and micro climates opportunities and threats**

Climate change will bring different weather patterns to the UK, Cornwall is already famed for its early and long grow season. It is likely the predictability of our seasons will change, this will present challenges and opportunities as new micro climate patterns form. This may be consequential for some early grown crops that fill a niche in the market; or new conditions may be suitable for new or novel crops unsuitable for previous conditions.

**Enabling development thought the provision of alternative green space**

The provision of additional recreational space is required when new development creates pressures on sensitive environmental areas, increasing access to greenspace through the Council Farms Estate can offer deliverable opportunities to distribute recreational pressures into new and less pressurised areas.

**Enabling access to land**

A key aspect of the return to low carbon lifestyles will be the ability for communities to access the resources they need locally, this includes food, but also, other resources such as wood and space for community activities. The Estate and Farms Service can be managed to support the emerging needs for space to enable this critical change, either through making small parcels of land available through the adjustment to tenancies or through supporting
Communities to acquire land. This can play an important role in re-localising a number of forms of production.

The Policy Landscape

UK policy is evolving, the environment as a subject area is accelerating up the agenda. There are elements that are included in realm or topic area, including climate change, wildlife and habitats, pollution sources and many, many more. All these elements impact or influence on land use and farming practices or commodity markets. As such it is important to be aware of them as it will influence opportunities and behaviour.

National Policy and Strategies

1. **Emerging national position in relationship to EU withdrawal**

In 2018 the Government launched the White Paper titled: A Green Future: our 25 Year Plan, and published its Industrial Strategy. At present the UK Government is drafting the Agricultural Bill as well as an Environmental Bill. These key pieces of national legislation will set the scene for the post Brexit policy landscape for food and land use, and the Government’s approach towards key pieces of UK policy including the future Environment Land Management Scheme (ELMS). These are considered key structural legislation and policies all are or will be critical to understand when considering the future for the Council Farms Estate.

2. **Role of County Farms Services in the Rural Economy**

These recent policy developments appear to support the findings of Defra’s Future of Farming Review, undertaken in 2013, which recognised the value of County Farms to the agricultural industry in the UK and as a critical entry route for young farmers. Thus, the Government is supportive of see the continuation of publically facilitated Statutory Smallholdings Estates in order to provide the first rung on the farming ladder. Section 39 of the Agricultural Act 1970 states:

‘The statutory aim of smallholding authorities is that in performance of their functions they shall, having regard to the general interests of the agriculture and of good estate management, make it their general aim to provide opportunities for persons to be farmers on their own account by letting holdings to persons who satisfy the requirements set down in law.’
The review concluded:
- County Council smallholding estates are an important, strategic, national asset that should be retained.
- More effort should be made to support existing and future tenants on these estates to sustain their businesses either on the smallholding estates or in actually encouraging moves in the future into the private sector.
- There should be greater collaboration between individual County Farms Estates to help effective management.

To enable this review the Government observed that:
- Local Authorities should carry out strategic reviews of their estates so that policy decisions on the retention, disposal or acquisition of land take a longer-term view seeking to maximise revenue from development whilst not undermining the principal objectives of the estates.
- Local Authorities should make greater effort to develop the wider benefits that their land holding could provide particularly in regard to renewable energy, local food, public access, education, employment and the broader rural economy.
- Local Authorities should seek to manage their disposals of land from estates in a more patient and thoughtful way to maximise revenue from development sales whilst not undermining the principal objectives of the estates. Some of this development profit should be used to re-invest in the estate.
- Local authorities should pay greater attention to the wider benefits derived from owning and managing their estates and should regard County Council Farms as a vital part of the wider regional economic strategy.

Thus the ambitions of this Strategy for the Council Farms Estate go far beyond the need to fulfil those of a statutory small holding authority of offering farm business units. Cornwall Council has the potential and responsibility to contribute benefits across a wider range of social, economic and environmental activities.

Local Policy and Strategies

The well-established Cornwall and Isles of Scilly Local Enterprise Partnership (CIOS LEP) and Cornwall and Isles of Scilly Local Nature Partnership (CIOS LNP) draw together important partners and stakeholders to provide insight, leadership and support for the future direction of Cornwall and the Isles of Scilly. Cornwall Council has adopted the Environmental Growth Strategy (2015 –
2065) and Cornwall Strategic Economic Plan (2017 – 2030), which were both developed in conjunction with the CIOS LNP and CIOS LEP respectively. Both documents have long term time frames and both have a common theme of sustainable land management and food production.

The Cornwall Local Plan (2016-2030) sets out ambitions targets for housing growth and infrastructure needs; the Council Farms Estate has the potential to provide direct and indirect spatial capacity to enable the delivery of this plan if deemed strategically beneficial for the Council and the communities we serve. In addition, the County Farms Estate could be seen as a vehicle to help deliver the Cornwall’s Sustainable Energy Action Plan through adopting and installing appropriate renewable electricity and heat generation technologies and or encouraging the growing of energy crops such as Miscanthus or Short rotation coppice.

The Council Farm Estate could also support the Resources and Waste Strategy, through sites for anaerobic digestion units or as a land bank for the spreading of the digestate which is produced as a by-product of the process and is an excellent source of nutrients and acts as a soil conditioner.

It is also acknowledged that the other environmental initiatives such as the management of our heritage assets and canopy cover through our tree and hedges can be delivered on the Farms Estate. The Health and Wellbeing Strategy, Cornwall Educational Strategy and the Children and Family Service plan are all deliverable through the Council Farms Strategy and will be adopted to guide future land use, land management and decision making on the Council Farms Estate in Cornwall.

As such the Council Farms Estate in Cornwall is uniquely well positioned to be a mechanism for the delivery of an ambitious range of economic, social and environmental outcomes, and contribute to the solution of a range of challenges and opportunities that Cornwall Council and rural farm business face.
Draft Cornwall Council’s Farms Strategy 2019 - 2039

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Telephone: 0300 1234100
www.cornwall.gov.uk

County Farms Estate Strategy

- Cornwalls Environmental Growth Strategy
  - Pollinator Action Plan
  - Canopy Action Plan
- Cornwalls Historic Environment Strategy
- Cornwalls Resources and Waste Strategy
- Cornwalls Health and Wellbeing Strategy
- Cornwalls Sustainable Energy Action Plan
- Children and Family Service Plan
- Cornwall Education Strategy
Four Strategy Ambitions

Farming Futures

Ambition Intent: To provide a ‘gateway’ into agriculture for new entrants to farm on their own account and provide a platform for them to progress and grow their business.

The range and scales of full and part time opportunities will reflect the diversity of Cornish agriculture with all holdings being equipped with an appropriate range of facilities and infrastructure that enable tenants to farm in a sustainable, efficient and business-like manner, while also promoting the integration of good environmental, farming practices and social cohesion. The Estate will be managed to support changes in the wider context for agriculture in Cornwall and the UK.

Enabling Principles

1. Fair Rents and Profitable Production

Profitable farm businesses are the foundation of the Council Farms Estate. It is essential that the opportunities offered provide appropriate levels of land and buildings at a fair level of rent so that all tenants can develop their business plans without unreasonable constraint. Equally all tenants need to understand the market place for both niche and commodity markets, for both goods and services to enable responsiveness to opportunities if and when they arise. As well as ensuring their businesses and future plans are compliant with national and local regulatory frameworks, such as Cornwall’s Local Plan.

Healthy, well managed soils are a key underpinning component of the estate achieving profitable production and a long term sustainable estate. Without good soil husbandry that promotes the conditions for nutrient cycling through biological systems bacterial and fungal life does not have the ability to achieve long term profitable production will be compromised and ultimately prevent the achievement of an enhanced environment.

- The Council Farms Estate will work to provide farm units with efficient and compliant infrastructure and to create opportunities for new entrants to expand their business based on sound business planning. The Council Farms Estate will support the expansion of tenants businesses to grow and facilitate moves off the Estate or through agreed investments which generate additional employment on their existing holdings.
• New Opportunities will include bare land, bare land with buildings and fully equipped holdings to facilitate new Entrant and progression opportunities across the estate.

• We will make available capital and revenue resources over the duration of the Strategy to undertake planned buildings work to ensure all residential properties meet the Decent Homes. The majority of these works will be undertaken at the same time as tenancy change / renewal. Buildings and other critical farm infrastructure should be functionally safe and efficient and fit for purpose.

• The Council Farms Estate will seek to support and encourage tenants who seek to adopt diversification opportunities (subject to appropriate permissions such as Planning), adding value to farm products to meet market needs and expectations, of local consumers.

• The Council Farms Estate will seek to make and support sensible and viable investments in energy efficiency and renewable electricity and heat energy as well as novel crops and innovative farming techniques and technologies to work towards a sustainable estate.

• We will work with tenants to prepare and deliver Whole Farm Plans that enable them to be resilient to changes in market prices and ensure that investment generates a return and create employment.

• As part of the Whole Farm Plan the Estate will also provide support in the form of business mentors and directions towards training and Continuous Professional Development opportunities for tenants.

• The Council Farms Estate will work to provide sound farm units with robust infrastructure. The that are let will be units will provide business opportunities that business growth and the estate will support expansion of tenants to grow and facilitate moves on to other estates or through agreed investments which generating additional employment on their existing holdings.
2. Informed Investment

The development of “smart agriculture”, changes in funding streams and fast moving market prices require a flexible and reactive Landlord when faced with innovation at farm level. Investment must be built on sound business plans which have been challenged and tested. We will ensure sound business planning is in place for both landlord and tenant and that diversification and growth come out of strong agricultural production and rural businesses by:

- Creating partnerships and participating in applied research initiatives with local and national academic partner organisations
- Encouraging good decision making by supporting tenant access to business mentors, advisors and academic institutions to carefully build their plans ensuring good long term decision for landlord and the tenant businesses.
- Utilising the data arising from effective monitoring and evaluation of the Estate\(^{10}\), to enable trends and patterns to be noted and accounted for in planning processes.
- The key performance indicators noted in this Strategy will be collated into an annual report to help inform long term investment decisions on the Council Farms Estate.

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\(^{10}\) More information in Sustainable Estate Ambition under the Measured Management principle.
Farming futures KPI's

<table>
<thead>
<tr>
<th>Indicator</th>
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<tbody>
<tr>
<td>Number of FTE hosted on the Council Farms Estate</td>
</tr>
<tr>
<td>Number of different products produced on the estate</td>
</tr>
<tr>
<td>Number of businesses hosted in the estate and actively growing</td>
</tr>
<tr>
<td>Turnover of businesses on the estate</td>
</tr>
</tbody>
</table>

Ambition: Environmental Growth

Ambition Intent: To enhance and extend high quality habitats, valuing, maintaining and conserving heritage assets and landscapes, optimising the performance of soils, adopting opportunities to improve water quality, increasing canopy cover, create pollinator networks, create sustainable energy and circular economy opportunities, and thus delivering all aspects of ecosystem services.

Enabling Principle - Enhanced Environment

The Council Farms Estate offers the most significant opportunity for Cornwall Council to demonstrate leadership in the agricultural sector through the delivery of the Cornwall’s Environmental Growth Strategy within a sustainable farming estate. This will enable the Council Farms Estate to substantially contribute to the ecological benefits of a healthy environment in Cornwall which include:

- Resources are replenished so there is more food, fuel and medicine and pharmaceutical products are available.
- Nature is revitalised so there is an abundance of wildlife and green spaces.
- Natural regulation is restored so that climate, hazards, disease and pests remain within safe limits.
- Food webs are rebuilt so that people, plants and animals thrive.
- Natural cycles are repaired to improve air, water and soil quality and a mechanism to help tackle the climate emergency.

Future management of the Council Farms Estate will seek to incentivise tenants to deliver 'public goods' in support of the Environmental Growth Strategy through the use of Management Agreements and Whole Farm Plans by:
• Working with tenants in partnership, to identify areas requiring protection, maintenance and enhancement (Environmental Growth) on individual holdings within the Council Farms Estate.

• Identify opportunities for and provide support, training and guidance and assistance in gaining access to schemes and systems as well as mechanisms to deliver environmental growth and decarbonise the farming system.

• Working in partnership with adjoining land owners to establish links and supporting connected habitats, delivery of ecosystem services, sustainability and conserving historic assets and features.

• Encouraging, providing active support and considering financial incentives to tenants who manage and deliver:
  • Healthy biologically functioning regenerated soils.
  • Improved water quality.
  • Increased high value habitats and enhanced biodiversity.
  • Natural Flood Management.
  • Working With Natural Processes.
  • High Nature Value Farming.
  • Certified Organic production systems.
  • Land in Agri-Environment Schemes.
  • Certified land under Pasture Fed Livestock Association (PFLA).
  • Certified land under Linking Environment and Farming (LEAF).
  • Energy Efficiency and Renewable Energy.
  • Biodiversity net gain opportunities resulting from development within Cornwall.
  • Carbon offsetting and delivery canopy action plan.
## Environmental Growth KPI’s

<table>
<thead>
<tr>
<th>Indicator</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Ha certified as organic</td>
<td></td>
</tr>
<tr>
<td>Tonnes of organic matter on the estate</td>
<td></td>
</tr>
<tr>
<td>Tonnes of Soil Carbon on the estate</td>
<td></td>
</tr>
<tr>
<td>Ha of productive farm land P (phosphate) indices of 2 or higher</td>
<td></td>
</tr>
<tr>
<td>Ha of productive farm land K (potassium) indices of 2 or higher</td>
<td></td>
</tr>
<tr>
<td>% Broadleaf Canopy cover of the Estate.</td>
<td></td>
</tr>
<tr>
<td>Ha of open water on the estate</td>
<td></td>
</tr>
<tr>
<td>% of land delivering environmental growth</td>
<td></td>
</tr>
<tr>
<td>Number of Ha under positive environmental management certification (e.g. LEAF, PFLA, under an Agri-Environment Scheme etc.)</td>
<td></td>
</tr>
<tr>
<td>Kwh of renewable energy generation capacity on the estate per annum</td>
<td></td>
</tr>
<tr>
<td>Condition of heritage assets (Scheduled Monuments, listed buildings, Historic Environment Record sites, traditional farm buildings etc)</td>
<td></td>
</tr>
</tbody>
</table>

## Ambition: Vibrant Communities

**Ambition Intent:** To sustain and build rural communities, by supporting, aiding employment and business opportunities in the countryside and providing opportunities for greater public access. The Council Farms Estate will also develop opportunities to grow public understanding of food production through initiatives such as Forest Schools, community orchards, provision of community growing spaces and enjoyment of the natural environment and the delivery of the health and wellbeing agenda and supporting pioneering, innovative business models.
Enabling Principle - Accessible Acres

There are a number of important social functions that the Council Farms Estate can perform in delivering wider public benefits to the population of Cornwall. This Strategy is seeking farm businesses hosted on the Council Farms Estate to maximise the provision of education, health and wellbeing and recreational opportunities through a greater connection to our natural and cultural heritage. Considering how the sense of identity, community, place and belonging can be strengthened through work with local communities, voluntary and social enterprise sectors to expand the experiences local resident communities, children, young people and their families.

Enabling access to the Council Farms Estate to extend beyond the community of tenants to a wide range of users can be facilitated by:

- Actively contributing to the Council’s wider aims and priorities by maximising social benefits by exploring options for diversified activities of care farms, forest schools, eco schools, educational visits and training, allotments and community support agriculture.
- Offering extra support, including introduction to Cornwall Council’s Social Services referral teams where there may be opportunities to make provisions for children and young people with Special Educational Needs and Disabilities (SEND) and their families.
- Recognising the social value and benefits of recreational space by exploring ways to encourage and maximise this use including the connection of habitats and access routes and extending the public rights of way network.
- Actively considering opportunities for appropriate development or supporting land management initiatives, such as delivery of ‘biodiversity net gain’ on Council Farms Estate land to support delivery of the Cornwall Local Plan.
- Favourably considering opportunities to deliver Suitable Alternative Natural Greenspace (SANG’s) which can arise as a result of developments which impact on areas designated as a Special Areas of Conservation and Special Protection areas through the delivery of the Cornwall Local Plan.
Vibrant Communities KPI's

<table>
<thead>
<tr>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of cross holding collaborations on the Estate</td>
</tr>
<tr>
<td>Number of holdings offering a social benefit (Community space, Education, Access)</td>
</tr>
<tr>
<td>Number of care farms or social prescribing opportunities</td>
</tr>
<tr>
<td>Number of farms holding community open days</td>
</tr>
<tr>
<td>Inclusivity and diversity supported by activities on the Estate</td>
</tr>
<tr>
<td>Public rights of way open and unobstructed</td>
</tr>
<tr>
<td>Extension of Rights of way (permissive and dedicated )</td>
</tr>
</tbody>
</table>

Ambition - Sustainable Estate

Ambition Intent: To grow financially and environmentally sustainable businesses on the Council Farms Estate, underpinned by principles of integrated farm management; creating employment and sustaining dynamic rural businesses, encouraging opportunities to add value, meet local market needs, adopting innovative practices and delivering high animal health and welfare standards.

Enabling Principles

1. Good Governance

As a publically owned Council Farms Estate, the approach to governance must ensure we consider the public interest in the management of the estate. This occurs through the decision making about the Council Farms Estate being distributed through a number of levels in the Council's structure.

The Portfolio Holder for the Environment and Public Protection and Portfolio Holder for Resources are jointly responsible for the Council Farms Estate. A clear remit and regular pattern for conversations about the Estate is required to ensure joined up decision making and reports are made to Cabinet and Council as needed.
The ongoing performance of the Council Farms Estate will be monitored by the Council Farms Panel, made up by elected Members with an interest in and experience of rural businesses and farming in Cornwall. The Farms Panel will scrutinise the delivery of the farms service against this Strategy and on matters of interest to the Estate. The Panel will be presented with a six monthly update against the aims of this Strategy. This will include progress report on the delivery of outcomes and KPI’s stipulated within this document.

An annual report will be made to the Farms Panel and the Neighbourhoods Overview and Scrutiny Committee (NOSC), with recommendations for management made to the operational Service Director as required.

This Draft Strategy proposes the following changes to Governance arrangements:

- A revised Terms of Reference for the Council Farms Panel will be drafted to enable the monitoring of the Council Farms Estate in line with the Strategy and Business Plan.
- A process of six-monthly reporting to enable the Farms Panel to measure performance against Cornwall Council’s Farms Strategy 2019-2039 will be implemented.
- Revisions to the tenant selection process to reflect the outcomes of the Inquiry will see Officers undertake this role and report to the appropriate Director for approval to the selected tenant.
- We will implement a tri-annual performance reporting mechanism at holding level, measuring against baseline data, to inform KPIs and supporting investment decisions as well as monitoring the progress and growth of tenants businesses, their delivery of environmental growth and wider public goods.
- A revised framework for maintenance, repairs and renewals will be prepared to include reviewing options for enabling tenants to undertake minor repairs and ensuring major works are carried out by specialist contractors to ensure a value for money balance between quality and price.

2. Measured Management

The core tool for the delivery of this Strategy and the Council Farms Estate Business Plan is the Whole Farm Plan which will set out the agreements between landlord and tenant of the expected performance of the farm. Monitoring and evaluation is an important management tool and requires careful planning to ensure it does not create management burdens without outcome. Therefore, the Strategy has set out Key Performance Indicators for each of the four Ambitions. These ambitions will be monitored in the following way (Table seven), annual financial and compliance performance figures will be
recorded and reported, while the wider ambitions set out in this Strategy which will take longer to show progress will be measured on a triennial basis on each holding.

Table Seven

<table>
<thead>
<tr>
<th>Ambition</th>
<th>Method and frequency of assessment</th>
<th>Year of full implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profitable production</td>
<td>Tri annual review of each holding via a Farm Business Survey and reported in a rolling annual report.</td>
<td>2023/24</td>
</tr>
<tr>
<td>Environmental growth</td>
<td>Six monthly reporting via Farms Service to Council Farms Panel and annual reporting to Neighbourhoods Scrutiny Panel</td>
<td>2020/21</td>
</tr>
<tr>
<td>Vibrant communities</td>
<td>Six monthly reporting via Farms Service to Council Farms Panel and annual reporting to Neighbourhoods Scrutiny Panel</td>
<td>2020/21</td>
</tr>
</tbody>
</table>

To deliver this approach effectively it is intended the Farms Service will be supported to produce the Tri-Annual Reviews through a partnership with a local organisation\(^\text{11}\) to undertake the Farm Business Surveys needed to gather the performance indicators needed for the Strategy’s wider ambitions. The review will assess:

1. Measuring performance against baseline data across the four ambitions providing economic, social and environmental data.
2. Condition of key farm assets, the built infrastructure and the environmental infrastructure of the farm including soils (examining physical, chemical and biological features) high value and quality habitats, features including hedges, ponds, orchards, riparian land, copses and woodlands and an assessment of the historic features on the estate.
3. Needs and opportunities for investment in infrastructure or appreciation of assets which could attract fiscal recognition in line with agreements made in the Whole Farm Plan

\(^{11}\) Duchy College currently support the delivery of the Defra Farm Business Survey and have business mentors who can actively support businesses and provide a recommendation where innovative funding may be required when undertaking surveys. Utilising a existing mechanism such as this could be effective and efficient.
4. Opportunities and needs for skills development and training opportunities for tenants and signposting to opportunities for Continuous Professional Development (CPD).

5. Plans for succession of the tenant on to internal or external opportunities to ensure the Estate is generating a turnover of innovative and environmentally aware farmers into the farming community in Cornwall.

In order to gather data and assess the progress and performance of the Council Farms Estate, the Service and tenants will have:

- Dedicated resources in the Farms Service to support the preparation of Whole Farm Plans, providing new tenants a partnership approach over 12 months to formulate and verify Whole Farm Plans for environmental growth, increasing public access, education and/or care farming over the period of their tenancy using support and specialist input or training as required.

- Access to services using remote sensing and new technology to provide data efficiently and cost effectively across the Council Farms Estate in partnership with academic counterparts.

- Opportunity for an annual conversation for a ‘business health check’ and production of a dashboard report, designed to support business planning and investment justifications.

- Monitoring by the Farms Service to identify any trends in needs or opportunities for joint training or learning sessions between tenants where there is good practise and innovations within the Council Farms Estate that can be shared.
### Sustainable Estate KPI's

<table>
<thead>
<tr>
<th>Indicator</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Number of homes on the estate meeting decent homes standards</td>
<td></td>
</tr>
<tr>
<td>Number of buildings or structures in disrepair</td>
<td></td>
</tr>
<tr>
<td>Number of farm buildings and infrastructure unsafe and / or causing a heightened risk of pollution</td>
<td></td>
</tr>
<tr>
<td>Number or percentage of tenants in rental arrears</td>
<td></td>
</tr>
<tr>
<td>Number of tenants in rental arbitration</td>
<td></td>
</tr>
<tr>
<td>Number or percentage of positive succession tenancies</td>
<td></td>
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<tr>
<td>Total annual rental value of the estate.(^{12})</td>
<td></td>
</tr>
</tbody>
</table>

\(^{12}\) The total rental value should not target to be maximised. Concessions on rental value for environmental and social functions should be recognised for its delivery of wider public goods, therefore this should be seen as a function of buying good value for money. This indicator will require comparative analysis – for example against capital value.
## Council Farms Strategy 2019 - 2029 Action Plan

<table>
<thead>
<tr>
<th>AMBITIONS</th>
<th>ACTIONS</th>
<th>ENABLERS</th>
<th>YEAR</th>
<th>SUCCESS MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good Governance</td>
<td>Create and implement a six-monthly reporting process to enable us to present the Council Farms Panel with an Annual Strategy report which will include a review of new tenants</td>
<td>Good Governance</td>
<td>2019 - 2020</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Evaluate the tenancy selection process and upgrade the selection criteria and scoring to reflect the Ambitions of the Strategy</td>
<td>Measured Management</td>
<td>2020 - 2021</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Revise the Terms of Reference for the Council Farms Panel to enable them to be responsible for the monitoring of the management strategy once implemented as business-as-usual</td>
<td>Informed Investment</td>
<td>2021 - 2022</td>
<td></td>
</tr>
<tr>
<td>Environmental Growth</td>
<td>Design and implement a framework for maintenance, repairs and renewals which includes a review of options for enabling tenants</td>
<td>Accessible Acres</td>
<td>2022 - 2023</td>
<td></td>
</tr>
<tr>
<td>Sustainable Estate</td>
<td>Set robust KPIs to evidence how the Council Farms Service is working to deliver the 2019 Farms Strategy</td>
<td>Profitable Production</td>
<td>2023 - 2024</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhanced Environment</td>
<td>2024 - 2025</td>
<td></td>
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<td>2025 - 2026</td>
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<td>2026 - 2027</td>
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<td>2028 - 2029</td>
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<td></td>
<td></td>
<td></td>
<td>2029 - 2030</td>
<td></td>
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</tbody>
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**Farming Futures**

**Environmental Growth**

**Vibrant Communities**

**Sustainable Estate**
Establish the processes we will use to capture the key data that evidences that the Farms Service is delivering on its key objectives through the KPIs that we have identified.

Devise and implement a tri-annual performance reporting mechanism at holding level which will measure against baseline data to inform KPIs and support investment decisions.

Identify and set out ways we will work with tenants to support their entrepreneurial business plans, to enable them to be resilient to changes in market prices and ensure that investment generates a return.

Design and introduce Whole Farms Plans, working with tenants in partnership, to identify areas requiring protection, maintenance and enhancement (Environmental Growth) on individual holdings within the estate.

Specify the ways we will incentivise tenants to deliver ‘public goods’ in support of the Council’s Environmental Growth Strategy through the use of Management Agreements and Whole Farm Plans.

Formulate a formula and guidelines which will offer incentivised rent to support a flexible approach to rent-setting.

Design and implement a training, CPD and mentoring programme for tenants.
| 1. | Put in place a dedicated resource to support Whole Farm Management planning in the Council Farms Estate team |
| 2. | Model and apply a formula for flexible rent-setting which will enable us to charge new tenants only 50% of the agreed rent over the first three months of their tenancy, in order to help establish their businesses and support the development of their Whole Farm Plan |
| 3. | Put in place processes which enable us to provide new tenants with 12 months to formulate verifiable Whole Farm Plans for environmental growth, increasing public access, education and/or care farming over the next 10 years |
| 4. | Define and establish the practices we will adopt to enable us to cultivate and engage with local academic partnerships, to benefit from collaborative opportunities and sharing of good practice |
| 5. | Research and evaluate the ways funding can be used innovatively to advance new technologies to review and improve the condition of whole farm assets |
| 6. | Appraise the ways we can offer extra support, including introduction to Cornwall Council’s Social Services referral teams, to applicants with a particular focus on care farming, educational provision. |
Investigate and explore the ways we can encourage and maximise the use of recreational space in recognition of its social value and benefits.

Invest resources to understand the ways we can maximise social benefits, such as care farms, forest schools, allotments and community supported agriculture, to support the provision that is available for children and young people with Special Educational Needs and Disabilities (SEND) and their families as part of Cornwall's Local Offer.

Invest resources to understand the ways we can maximise opportunities to work with the community, voluntary and social enterprise sector to contribute to aspirations within communities for children, young people and their families to strengthen a sense of identity and belonging, in ways which also support the ethos of One Vision Partnership Plan.

Set out how we will work in partnership with adjoining land owners to establish linked 'environmental ribs' and support connected habitats, delivery of ecosystem services, sustainability and conservation of historic assets and features.