

Our Strategy 2021 – 2024



THE PRINCE'S
COUNTRYSIDE
FUND







Contents

2	Introduction
4	Our cause - the countryside
6	Our strategic pillars
8	Enabling family farms to thrive
12	Building confident rural communities
16	Inspiring support
20	Cross cutting themes through our work
22	Glossary of terms
24	Working with HRH The Prince of Wales's charities
25	How we will deliver our strategic plan
26	Our strategy 2021 - 2024

Introduction



Agriculture is facing the most significant reforms in living memory, and rural communities are beginning to absorb the full impact of the Covid-19 pandemic. The combination of agricultural reform and living in a post-Covid world presents massive challenges to the very fabric of rural life. Our family farmers and rural communities need support, not only to survive these seismic shifts in their lives, but also to thrive by making the most of the new opportunities which are being presented to them.

This strategy is The Prince's Countryside Fund's framework for responding to these momentous changes and unprecedented levels of uncertainty.

HRH The Prince of Wales established The Prince's Countryside Fund in 2010 to support those who live and work in rural areas. A decade later, as we embark on the next chapter of The Prince's Countryside Fund's story, there could not be a more important time or need for our work and for locally based programmes of support delivered through our networks and long-established partners across the UK.

We want to make a positive difference through helping those who live and work in the countryside, particularly the smaller family farms. They are the stewards of what makes our countryside so unbelievably special. Our transformational business training, our practical workshops on the environment and our bespoke support for farmers are needed now more than ever.

This strategy is also about how we enable rural communities to become more self-sufficient and viable, particularly to encourage community-led solutions, which we have seen develop in abundance since the arrival of the pandemic. It is also about how we support the innovative ideas for improving community support services which have sprung up in hamlets, villages and small towns.

On a positive note, the Covid-19 pandemic has refocussed the public on the importance of "local" and a sense of community; it has raised



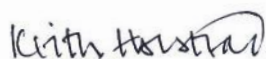


awareness of the support needed by farmers; and it has led to a greater appreciation of the complexities of food production and supply. There is also a heightened awareness of the impact of the climate crisis and how we must respond, plus the increasing fragility of the environment and nature.

It is not surprising that The Prince's Countryside Fund is ambitious in our response to all of these challenges. We want to scale up our work over the next three years to continue to bring HRH The Prince of Wales's vision to life. As a charity, we are dependent on securing increased funding and support to achieve the ambitions described in this strategic plan.

This is not about re-inventing what we do. It is about doing more of what we do well, and about finding new ways of doing it even better.

And with your support, we will.



Keith Halstead
Executive Director, The Prince's Countryside Fund



Our cause – the countryside

The countryside is our most valuable asset. Farmers and rural communities are the lifeblood of the British countryside. They maintain our iconic landscapes – 70% of the land in the UK is under the stewardship of farmers. The countryside forms a vital part of our heritage and the very fabric of our British identity. It is farmers who created this harmony between humanity and nature, and who look after our countryside to ensure it is there for future generations to enjoy.

The countryside – what it does, what it produces and what it offers – has an impact on us all. The Prince's Countryside Fund wishes to see a thriving countryside – a living, breathing, working place which is there for everyone. Working together, we can help those who look after the British countryside to safeguard its future.

Our vision

Our vision is of family farms and rural communities that fulfil their role in creating a sustainable future for the countryside and our whole nation.

Our purpose

We are the only UK-wide charity that empowers family farms and rural communities to survive and thrive.





— Our values

Our work is informed by three values:

PRACTICAL



We draw upon our experience of working in the field; we listen to those we support and respond to their needs.

Our knowledge and impact are gained through our direct work with family farms, local networks of support and rural community organisations.

COLLABORATIVE



All of our work is through collective endeavour.

Whether through our ability to convene where we aim to act as catalyst, through our programmes which provide peer-to-peer support or with our stakeholders and partners where we work together to achieve our vision, we connect people, ideas and opportunities.

EMPOWERING



We encourage others to develop the tools and skills they need to improve and succeed. We seek to inspire all with whom we work.

We care passionately about our purpose; we are thoughtful, confident and progressive; and we wish to provide an uplifting experience for everyone who has contact with The Prince's Countryside Fund. Together we will work hard to resolve the challenges farming and rural communities face.

Our strategic pillars

There are three main pillars to our strategy, each of which supports a strategic aim.



These are:

Enabling family farms to thrive

British farming is facing relentless uncertainty, but The Prince's Countryside Fund offers family farms access to immediate, local and practical support and a path to a sustainable future.



Building confident rural communities

Too often, rural communities are without access to transport, jobs, housing, shops and community spaces. The Prince's Countryside Fund powers community-led solutions through our grants and resources to ensure that they flourish – now and in the future.





Inspiring support

The vital work of family farms and rural communities often goes unseen. The Prince's Countryside Fund will ensure their voices are heard and they receive the local support they need to look after our countryside and to thrive.





Enabling family farms to thrive

British farming is facing relentless uncertainty, but The Prince's Countryside Fund offers family farms access to immediate, local and practical support and a path to a sustainable future.



Our ambition is to:

- Extend our reach to support 10,000 family farms in the UK through our life-changing business training and bespoke support to ensure those farms can run as profitable and sustainable businesses.
- Make available a minimum of £150,000 every year to support members of our Farm Support Groups Initiative in their work to ensure family farms can access locally available, practical help, and opportunities to work together across the UK.
- Support family farms through their life cycles of succession and progression, particularly young people and new entrants into farming with growing businesses.
- Ensure our programmes and activities are relevant across the UK, and that we have good engagement with the UK Government and the devolved administrations.





We will do this by:

- Securing funding from government, trusts and foundations to provide new support which draws on our experience and knowledge in delivering The Prince's Farm Resilience Programme over five years. This initiative will be targeted at those family farms that are considered harder to reach and it will be delivered through the Farm Support Groups Initiative and other partners.
- Continuing to offer The Prince's Farm Resilience Programme across the UK as our flagship support programme.
- Securing funding from trusts and foundations to enable us to strengthen our networks of support – the Farm Resilience Network and the Farm Support Groups Initiative – across the UK, so they are ready and able to provide local support to their farming communities.
- Developing a new, targeted programme with key partners to support succession, progression and new entrants into farming, particularly younger people.
- Collaborating with the Farming Help charities to build our partnership and to clearly define The Prince's Countryside Fund's role in supporting their collective impact.
- Building our engagement with governments across the UK to ensure regular dialogue, awareness and support of The Prince's Countryside Fund's work.

Case study

Exmoor Hill Farming Network

“The Exmoor Hill Farming Network supports the farming community through funding, training, grants and advice, and it is the ‘go to’ hub for the farming community. We support farmers through knowledge exchange and transfer, promoting ideas and best practice, grants signposting and access to training. Local training is really important as delivering the training on the moor means it is viable to our farmers in terms of cost and time, and we use market canteens and village halls, which in turn puts money back into the local economy. The Network also facilitates three peer support groups: Women in Farming, Forward Farming and Next Generation. The Women in Farming group is our most successful group to date with over 175 women on our email database its opportunity for the women to escape the farm on a monthly basis, to meet like-minded women who have a general interest in farming. We couldn’t do our work without the support of The Prince’s Countryside Fund.”



“The Women in Farming group is our most successful group to date.”





Margo Wordie, a Farm Resilience Programme farmer from West Aberdeenshire said:

"The Farm Resilience Programme led us to start talking about things more and looking at the figures, which has been very helpful and we really finished on a high with the succession workshop. Change is never easy but this programme will help us move forward."



Anwen and Rhodri Hughes, Farm Resilience Programme farmers from South West Wales said:

"We were really intrigued to learn about our own business. For us, the most important thing was making cost efficiencies and increasing profit. The Business Health Check Tool taught us not to be afraid of the changes required to adapt our business. It's prompted us to sit down once a month and take a look at our cash flow. Not one farm was the same, so we could all learn something from each other, and we did."



Building confident rural communities

Too often, rural communities are without access to transport, jobs, housing, shops and community spaces. The Prince's Countryside Fund powers community-led solutions through our grants and resources to ensure that they flourish – now and in the future.



Our ambition is to:

- Increase our help to those rural communities across the UK that wish to become more self-sufficient and viable, by focusing our support on community-led solutions, and illuminating their success so that others can follow.
- Invest at least £500,000 each year through our grant programmes for rural communities to make projects happen, particularly in hamlets, villages and small towns.
- Build a stronger relationship with those rural community organisations that we already support, evaluating the impact of our investment in their work, and promoting collective community effort which addresses local needs.
- Endeavour to make rural communities affected by emergencies more resilient, while also continuing to help in times of crisis when the need is greatest.



We will do this by:

- Establishing a framework for our work with rural communities for the next three years, which will define the focus of our activities and grant programmes.
- Securing at least £350,000 every year from trusts, foundations and corporates to increase the amount of funding available through our grant programmes.
- Initiating and driving key strategic collaborations with partners who share our deep commitment to supporting rural communities.
- Developing a new rural grant programme with a major corporate partner.
- Launching a Confident Rural Communities partnership scheme with all of our 400 existing grant recipients.
- Commissioning a project to capture work which rural communities have undertaken to ensure improvement and better connectivity in their own digital development.
- Reviewing past recommendations of the PCF's research projects and, where relevant, incorporating them into our current work and programmes of support.
- Relaunching The Village Survival Guide with a corporate partner.
- Establishing a new framework for how the PCF will respond to communities affected by emergencies, building on our work to date related to the impact of the Covid-19 pandemic and previous initiatives in response to adverse weather-related events.

Case study

Linda Clarkson, Dry Stone Walling Association Project Manager said:

"With the funding we created the Training & Education Coordinator role. We've now provided full time bursary opportunities for 14 young people to work with professional dry stone wallers and the Bursary Trainees are enjoying their new careers. It is from the little acorn of getting The Prince's Countryside Fund's grant in the first place that all this has grown."

"We've now provided full time bursary opportunities for 14 young people."



Sandra Allen, Secretary and Treasurer, The Thorold, Lincolnshire said:

"The grant from The Prince's Countryside Fund paid for a complete refit of the kitchen at The Thorold. The building had been empty for four and a half years and now it is a community hub. The Thorold sits in the centre of Marston, opposite the school. It has put life back into the village, and it is so nice that people can say 'we are going to our pub!'"



Les Eastlake, Treasurer of St Tudy Community Shop, Cornwall said:

"Support from The Prince's Countryside Fund allowed St Tudy Community Shop to expand into a community hub where people can drop in and meet. This was all part of our campaign to ease loneliness, make people feel more included, and strengthen our community."

"The shop, with 60 volunteers, forms the centre of a very active community, which has in turn created energy that has been passed on to the other enterprises in our community."

"We provide a welcome pack for newcomers to the village with key local organisations and contact numbers, including a £5 voucher for the shop to encourage them to come and get involved with the opportunity to become a volunteer. The pack is to say, 'you are part of this community from Day One!'."

"This was all part of our campaign to ease loneliness, make people feel more included, and strengthen our community."





Inspiring support

The vital work of family farms and rural communities often goes unseen. The Prince's Countryside Fund will ensure their voices are heard and they receive the local support they need to look after our countryside and to thrive.



Our ambition is to:

- Achieve greater visibility of our work to increase awareness as we develop new ways of engagement which lead to active support.
- Fully embrace digital opportunities to ensure that we have an effective, relevant and versatile engagement platform, and that we manage our data in new ways to help us achieve strong relationship management.
- Extend our charitable activities by doubling our income to £3.3m each year by 31st March 2024.



We will do this by:

- Building new opportunities through our corporate partnerships to increase our visibility and achieve a higher profile for our work.
- Ensuring that we fully value, develop and acknowledge our relationship with our corporate supporters.
- Relaunching our website and developing the effectiveness of Salesforce, our new customer relationship management system.
- Introducing a new Friends of the Countryside programme, which will add another strand to our supporter scheme and gain 1,000 new supporters by 2024.
- Launching a regional profiling pilot in Norfolk and Suffolk to give people in those counties more opportunities to get involved and support our cause.
- Developing and implementing a Communications Plan for our work to optimise support through our social media and online activity, and to refresh our brand and associated marketing.
- Committing to the development of our annual awareness campaign, National Countryside Week, during the three years of this Strategy.
- Implementing our new fundraising strategy by building support from corporates, philanthropists, trusts and foundations, members of the Friends of the Countryside programme and through regional activity.

Case study

Jordans Dorset Ryvita

Jordans Cereals and The Prince's Countryside Fund have joined together to create the 'Sustainable Agriculture Bursary', an initiative that provides funding, networking opportunities and mentorship to agricultural students with a passion for sustainable farming.



“PCF enables us to give back.”

“Jordan Cereals is all about protecting nature but we couldn't do it without the farmers that are guardians to our British countryside. Working with the PCF enables us to give back to those farmers who do so much. Together, we are also helping the next generation of Sustainable Agriculture pioneers through our joint bursary scheme.”

**Verity Wilks, Head of Packaging and Sustainable Procurement,
Jordans Dorset Ryvita.**

Morrisons

“At Morrisons, we've been working with The Prince's Countryside Fund since 2015 in a variety of ways from supporting The Prince's Farm Resilience Programme which has such an important impact on the lives and businesses of participants, to working on apprenticeship levy sharing programmes and financially supporting farmers directly affected by the Coronavirus pandemic.”

Sophie Throup, Head of Agriculture, Fisheries and Sustainable Sourcing



“We're looking forward to continuing to grow our relationship with them.”





Berry Brothers & Rudd

"We are delighted to be partnering with The Prince's Countryside Fund with the donation of 10% of our annual profits of The King's Ginger. Both The King's Ginger and The Prince's Countryside Fund are committed to the sustainable future of our beautiful English countryside. The PCF's impressive and honourable work maintains and strengthens the UK farming sector and helps secure future viability of small family farms and rural communities."

**Mathilda Hill Smith, UK Customer Marketing Manager,
Berry Brothers & Rudd**



Friends of the
Countryside

Friends of the Countryside is The Prince's Countryside Fund's supporter scheme; friends donate £3, £7 or £12 to receive the quarterly Friends newsletter, curated communications about our work, and invitations to meet the team and those we empower at events across the UK. The people who live and work in our countryside, maintaining and protecting our rolling hills and beautiful landscapes, face economic, environmental, and social challenges. They need your help to ensure the countryside can flourish for the benefit of us all; lovers of the countryside can become a Friend of The Prince's Countryside Fund and join our mission to create a real future for rural Britain at www.princescountrysidefund.org.uk/friends



Cross cutting themes through our work

There are two cross-cutting themes which run through our direct programmes of support:

Encouraging productive agriculture that works in harmony with nature

The Prince's Countryside Fund will encourage farmers, land managers and owners to produce high-quality food whilst maintaining a focus on Nature-based solutions which support productive and resilient agriculture, the restoration of biodiversity and rebuilding our Natural Capital. The pace and scale of the climate crisis is a fundamental consideration in our work.

We will do this by:

- Ensuring, where practicable, that all our work programmes build in an environmental component.
- Working in collaboration with other key stakeholders, such as water companies and our existing networks, to develop new approaches to water and land management which benefit the environment.
- Illuminating our environmental focus by producing information for farmers and landowners which captures the PCF's practical work and helps them to care for the environment.
- Developing the PCF's ability to understand how family farms can become involved in the emerging market of biodiversity credits, or participate in landscape-wide schemes to access funding.



— Sharing our learning and impact

We wish to learn from our activities and we will target our evidence-gathering at national, regional and local levels to enable us to share our impact.

We will do this by:

- Introducing an evaluation strategy for the PCF.
- Ensuring that evaluation is built into all our programmes and the impact of our activities is promulgated more widely.
- Developing our mapping and impact reporting on a UK-wide, national and regional level.
- Assessing the impact of our grant programmes over the last ten years and sharing our learning from them.
- Ensuring launches in the English regions and in Northern Ireland, Scotland and Wales for any research to gain wider understanding from such work.





Glossary of terms

The following summary provides a definition of some of the key terms used throughout our Strategic Plan:

The Prince's Farm Resilience Programme



The Prince's Countryside Fund's flagship initiative, The Prince's Farm Resilience Programme offers free business skills training to family farms across the UK. Held in 15 locations annually (changing each year) it creates vital local support networks, and since 2016 it has supported nearly 1,000 farming families to learn the tools to evaluate their viability and long-term sustainability enabling them to make informed business decisions on their future direction.

Farming Help



Farming Help is a collaboration between The Addington Fund, The Farming Community Network, R.A.B.I, RSABI and Forage Aid and is supported by The Prince's Countryside Fund.

Farm Support Groups Initiative



A community of UK-wide groups, initiated by The Prince's Countryside Fund, supporting people working in agriculture and rural communities who work together to further knowledge of agriculture and rural matters, share experiences and resources. These groups seek to address issues around health and well-being and promote sustainable economic, social and community development.



Family farms



The Prince's Countryside Fund considers a family farm to have a standard labour requirement of two full-time workers. The extent of the decline of use of hired labour in agriculture is such that many farm businesses are family farms in terms of being family-owned businesses worked both managerially and largely operationally by family members. The majority of small farms are family farms in these terms, but not all family farms are small.



Natural Capital

The world's stock of renewable and non-renewable natural resources (plants, animals, freshwater, soils, minerals, the air and oceans) that combine to provide benefits to people.



Rural Community

Rural community: a hamlet, village or small town with a population size of less than 3,000 people.



Working with HRH The Prince of Wales's charities

Through this strategic plan, we will continue to work closely with our parent charity, The Prince of Wales's Charitable Fund. We will also seek to work with other charities of which HRH The Prince of Wales is Patron to realise his vision for rural Britain.





How we will deliver our strategic plan

Each year we will present an annual implementation plan to our board of trustees for approval. This will inform our workstreams for 12 months from the 1 April for each of the three years of this strategic plan. Alongside this, we will continue to demonstrate the impact of our work to our Patron, HRH The Prince of Wales.

While our strategic plan looks outward to deliver our charitable purpose, it is complemented by a resources plan, which looks inward and captures the investment we need to make in our own organisation. We wish to be a charity that is fit for the future and to embrace a culture of efficiency and continuous improvement, enabling our staff team to perform at the highest possible level with strong oversight through our governance.

Beyond our direct programmes of support, the PCF fulfils its charitable purpose through convening and collaborating with key stakeholders and building strong relationships with other organisations. The PCF aims to further develop this catalytic approach during the next three years of this strategic plan.

At the end of each year of this strategic plan we will evaluate our programmes of activity and examine our performance under each of our three strategic pillars, and across our two cross-cutting themes.

The PCF's board of trustees and staff team wish to bring this strategic plan to life and to ensure it is well executed and embraces the innovation, commitment and passion of all in the PCF and the many organisations and supporters with whom we work. We are equally reliant on the generosity of our corporate partners, trusts, foundations and individual donors to continue our work. To them, we wish to acknowledge our appreciation and express our sincerest thanks.

Our strategy 2021 - 2024

Our vision

We are inspired by our vision:
Our vision is of family farms and rural communities that fulfil their role in creating a sustainable future for the countryside and our whole nation.



Our purpose

We are defined by our purpose:
We are the only UK-wide charity that empowers family farms and rural communities to survive and thrive.



Our values



PRACTICAL
We draw upon our experience of working in the field; we listen to those we support and respond to their needs.



COLLABORATIVE
All of our work is through collective endeavour.



EMPOWERING
We encourage others to develop the tools and skills they need to improve and succeed. We seek to inspire all with whom we work.



— Our strategic pillars

Our work coalesces around three pillars to our strategy which are designed to guide us in setting our priorities and assessing how we are performing against our vision.

Our strategic pillars are:



Enabling family farms to thrive



Building confident rural communities



Inspiring support

— Cross cutting themes

Our programmes of direct support are informed by two cross-cutting themes:

- Encouraging productive agriculture that works in harmony with Nature.
- Sharing our learning and impact.

“Ensuring a thriving and sustainable countryside for all.”







A real future for rural Britain

The Prince's Countryside Fund
105 Victoria Street, Westminster, London, SW1E 6QT

www.princescountrysidefund.org.uk

The Prince's Countryside Fund Charity No. England and Wales 1136077
and Scotland SC048055. Company No. 7240359