

Collaborative Practices for Land Management

Uplands ELM Short Course: Module Session Outline

Prior tasks for students: use of module self-assessment checklist; use of reading resources; familiarisation with online systems

Materials

Fieldwork sessions – two separate four hours sessions – Risk Assessment Required using UoC template

- 1) Visit to a Common to meet with some commoners / their agent and understand their scheme and the challenges they have
- 2) Visit to a Landscape Recovery Scheme Team – and a farmer in the scheme

Workshops – all presentations have been developed and provided

Assessment: Session Notes Reflective Log Template provided

Week #	Session # Type Location Time	Session title	Content	Learning activities & formative assessment	Resources & Reading
Week 1 28 th Jan 2026 11am	Session 1 In person Ambleside 1 hour	Course Introduction	<p>Introduction to the group: motivations, experience, expectations.</p> <p>Introduction to the module & study resources.</p> <p>Introduce the assessed tasks</p>	<p>Group discussion and exercise</p> <p>Tutor presentation</p> <p>Tutor presentation, Q&A</p>	<p>Tutor presentation on key resources. Access to papers, books, webinars, podcasts.</p> <p>Assessment brief</p>

28 th Jan 2026 12.45- 2.45pm	Session 2 In person workshop Ambleside 2 hours	Why collaborate? Introduction to the theory	<ul style="list-style-type: none"> Better Outcomes for Environment, Communities, Businesses Approaches for effective collaboration Legal interests in land and nature Available Financial Incentives Facilitation Techniques 	Group discussion & tutor summary Tutor presentation with whole questioning to draw out participants prior experiences, also small group discussions and feedback to the whole group.	Tutor ppt Any key handouts/reference resources on the theory
29 th Jan 2026	Session 3 Online 1 hour	Governance for Collaboration	Governance for Collaboration <ul style="list-style-type: none"> Special Purpose Vehicles <ul style="list-style-type: none"> CIC / Company / LLP Commons Associations Partnership Approach using an Accountable Body Nesting of Obligations: Contracts and Internal Agreements 	Tutor presentation of case studies	Tutor ppt inc case studies
Week 2 4 th Feb 2026 10am- 2pm	Session 4 In person Site visit 4 hours	Commons Visit	Commons Association site visit	Guided visit, talks with key stakeholders	Site access, site guide/guest speakers, risk assessment
5 th Feb 2026 6.30pm	Session 5 Online Tutor led 1 hour	Successful Collaboration	Ingredients of Successful Collaboration <ul style="list-style-type: none"> Attributes of Successful Management Stepping Stones to Enhancing Environmental Outcomes Role of the Facilitator 	Group discussion and tutor summary	Tutor ppt

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			<ul style="list-style-type: none"> Theory of Change for Collaborative Delivery 		
5 th Feb 7.45pm	Session 6 Online Tutor led 1 hour	Collaboration Toolkit	Tools for Collaboration <ul style="list-style-type: none"> Stakeholder Mapping Land & Environmental Assets Mapping Correspondence & Communication Agreeing Distribution of Funds on Commons Identifying Barriers 	Tutor presentation and whole group Q&A.	Tutor ppt. Reference resources/exemplars for the practical tools.
Week 3 10 th Feb 2026 11am- 12.30pm	Session 7 In person Workshop Ambleside 1.5 hours	Facilitation Workshop	A People Centred Approach <ul style="list-style-type: none"> Pitfalls & Best practice Personal Skills Giving a Voice Managing Change 	Undertaking a series of Role Play tasks and activities to model and practice techniques Practical Tools -Checklists -Spreadsheets / Tables -Resources -Mapping	Role Play tasks and activities instructions cards? Reference resources/exemplars for the practical tools.
10 th Feb 2026 1pm- 2.30pm	Session 8 1.5 hours Workshop Ambleside	Collaborative Contracts & Internal Agreements	Contracts and Internal Agreements <ol style="list-style-type: none"> Nesting of Agreements Elements of: <ul style="list-style-type: none"> An ELM Agreement An Internal Agreement between Multiple Parties 	Take students through an exemplar Internal Agreement A series of Exercises looking at Heads of Terms, MoA and Higher Tier Agreements.	

12 th Feb 2026 7pm	Session 9 1 hour online	ELM	Rewarding ongoing management through ELM <ul style="list-style-type: none"> • Sustainable Farming Incentive • Higher Level Stewardship • Countryside Stewardship pre 2025 • Capital Works • Countryside Stewardship 2026 onwards • Landscape Recovery 	Tutor presentation and discuss examples	Tutor ppt and weblinks for ELM reference resources
Week 4 17 th Feb 2026 1pm	Session 10 1 hour online	Financial management	Capital Works Funding & Managing Cash Flow <ul style="list-style-type: none"> • Distribution of Payments • Capital Works Cash Flow Management • Financial Governance • Reserves for Administration, Breaches & Disputes 	Tutor presentation and examples	Tutor ppt and any template resources
19 th Feb 2026 7pm	Session 11 1 hour online	Conflict management	Conflict Management <ul style="list-style-type: none"> • Disputes with Natural England / Defra / RPA • Disputes with CIC or Commons Association • Disputes between Land Managers / Commoners & Owners • Avoiding Conflicts • Levers and Options for Dispute Resolution 	Group discussion of scenarios, tutor summary	Scenarios cards? Tutor ppt

Week 5 24 th Feb 2026 10.30am	Session 12 In person site visit 4 hours	Landscape Recovery visit	Landscape Recovery project site visit	Guided visit, talks with key stakeholders	Site access, site guide/guest speakers, risk assessment
26 th Feb 2026 7pm	Session 13 Online 1 hour	Reflections	Reflections on Site visits and sharing of case studies by learners <ul style="list-style-type: none"> • What did I learn? • How do I feel about the approaches taken? • What were my take aways? • How can I implement these in my own work? 	Group discussion and sharing, notetaking Assessment recap	Assessment brief
Week 6 3 rd March 2026 10.00 am -12 noon	Session 14 Online Workshop 2 hours	Delivery	Delivering Agreements – key elements of administration and governance <ul style="list-style-type: none"> • Collecting Evidence of Compliance • Managing Breaches • Managing Changes • Capital Works Maintenance • Monitoring Outcomes 	Break Out Groups Tutor summary of key points	Prompts for discussion in breakout groups. Tutor ppt.
4 th March 2026 7pm	Session 15 Online 1 hour		Course Overview and Assessment Review <ul style="list-style-type: none"> • Overview Discussion • What I've learnt • Any Queries for Clarification • Feedback Assessment	Free discussion and support drop-in	Assessment brief
TOTAL	24 hours				