



Key factors determining the long term success of CSA projects in Wales

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CSA projects

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Better Organic Business Links – Gwell Cysylltiadau Busnes Organig

Organic Centre Wales has secured nearly £2 million for The Better Organic Business Links (BOBL) project, to deliver sustainable growth to the Welsh organic sector over three years: 2009-2012.

Opportunity to promote sustainability

The BOBL project gives the organic sector in Wales a unique opportunity to:

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- Innovate in farming, processing and product development.
- Promote sustainable practices on farms, in abattoirs, in cutting rooms and kitchens and along the food chain.
- Raise market awareness among producers and increase sales across the range of outlets.

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The BOBL project is working in partnership with a range of specialist providers to deliver these opportunities by focusing on:

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3. Disseminating up to date market intelligence, by commissioning detailed, focused consumer attitude surveys.
4. Addressing key structural problems within the sector, such as imbalances in organic horticulture supply and demand, and the availability of organic pullets.
5. Cross cutting issues: Sustainable Food Communities and Secure Alternative Markets.

6. Running an integrated communications campaign to help the sector deliver clear messages about the benefits of organic food and farming.

By strengthening the sector at all points along the supply chain, the project aims to leave a legacy of a more robust, responsive and sustainable organic industry in Wales.

The project is funded under the Rural Development Plan for Wales 2007-2013, which in turn is funded by the Welsh Assembly Government and the European Agricultural Fund for Rural Development.

For further information on the project please see:

<http://www.organiccentrewales.org.uk/business-bobl.php>

Or contact The BOBL Project, c/o Organic Centre Wales. Phone 01970 622248

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Executive Summary

The objective of this report is to produce a 'survival guide' for Community Supported Agriculture (CSA) schemes in Wales based on a review of CSA developments in other countries and an examination of existing Welsh schemes.

CSA schemes are understood as schemes where the community shares the risks and rewards of food production. A number of different types are identified ranging from producer-led schemes to community-led schemes with various hybrids in between.

Schemes in countries such as Japan and France have tended to follow a set model sometimes described as consumer-producer partnerships. These are often associated with population centres and existing producers. In the US and the UK there has been a much greater proliferation of types and sub-types although the detail is difficult to quantify in the available figures. As the movement in the US has matured producer-led schemes have come to dominate the sector.

The number of schemes in Wales is relatively small but there is almost as much variety as seen in England. Four schemes were visited and key personnel interviewed to evaluate progress in achieving the objectives of the schemes. These included producer and community-led schemes. All are surviving but the security of future development varies between the schemes.

Success can be defined in many ways but financial stability and viability are necessary first steps regardless of CSA type. Once this is achieved then the wider social and environmental objectives can be addressed – these are usually seen as more important in the community-led models.

The four Welsh schemes are all successful in the sense that they are continuing to survive and they are maintaining a degree of stability. The potential for future stability varies between the schemes. It is difficult to draw firm conclusions from such a small sample but it is clear that a good structure is important as well as the presence of the necessary expertise.

Between the experience of the Welsh schemes and the wider review a number of common survival factors have been identified including:

- Clear structure of the organisation (legal and actual)
- Good communications
- Realistic pricing and pragmatic forecasting
- Suitable site for the production of the intended crops and/or livestock
- Secure land tenure
- Access to an appropriately large population
- Able and competent workers of the land according to the system

1 Introduction

This report is primarily concerned with the current situation with respect to Community Supported Agriculture (CSA) in Wales. Its prime objective is to produce a survival guide for CSAs projects to help them secure a long term future for themselves. It is also intended to

give guidance to funding bodies supporting CSAs on the characteristics that are likely to ensure lasting dividends from the money invested. This will be done by evaluating the causes of potential failure and by providing guidance on how to avoid the pitfalls once identified.

The approaches used in gathering the information included a literature review, visits to Welsh CSA schemes including interviews with key individuals and attendance at workshops. There were time limitations so the literature review so only a proportion of the considerable literature on the subject could be considered.

A brief background to the general development of CSAs is provided to illustrate some of the more common types of project and some of the problems that they have faced. It is clear that the CSA approach has many potential benefits but the road to a stable scheme can be a hard one.

A particular feature of CSAs in the UK is that many have been helped to get started by the injection of varying levels of grant funding. This can clearly assist the initial establishment and purchase of tools, machinery and polytunnels but the transition from a partially funded existence to one entirely dependent on market forces can be difficult and needs careful planning.

2 Background: The development of the CSA movement

2.1 *What is Community Supported Agriculture?*

Community Supported Agriculture (CSA) can take a range of different forms and it could be argued that any form of local food production and supply is essentially supported by the community in the locality. For the purposes of this report the definition proposed as part of the Soil Association report will be used:

“Community Supported Agriculture means any food, fuel or fibre producing initiative where the community shares the risks and rewards of production, whether through ownership, investment, sharing the costs of production, or provision of labour” (Soil Association, 2011)

Thus the differences between shopping locally and being involved in a CSA scheme include engagement, ownership and commitment. Even within this definition there are many variations but this report will focus on the types identified by the SA report:

- Producer-led (subscription) initiatives
- Community-led (co-operative) initiatives
- Producer-community partnerships
- Community-owned farm enterprises (Soil Association, 2011).

The Soil Association report focused on England where 80 active initiatives were identified working on 1,300 hectares (3,200 acres) with at least 5,000 trading members and a combined turnover of approximately £7,000,000 (Soil Association, 2011). Through its work with producers and the market the BOBL project has identified eight schemes, not all of which are full CSAs of the types listed above.

2.2 A global perspective

The original Japanese Teikei movement that started in the 1960s has given rise to a very large number of producer-consumer partnerships that are said to have the active participation of millions of Japanese people. There is a high degree of consistency of approach as the partnership type arrangement has been shown to work well. There is also a common philosophical approach that encourages mutual understanding between producer and consumer, and an appreciation of a better way of life as a result of this interaction.

More information can be found on the Japanese Organic Agriculture Association website from which a summary of the 10 basic principles of Teikei are taken:

THE TEN PRINCIPLES OF "TEIKEI" (A SUMMARY)

- To build a friendly and creative relationship, not as mere trading partners.
- To produce according to pre-arranged plans on an agreement between the producer(s) and the consumer(s).
- To accept all the produce delivered from the producer(s).
- To set prices in the spirit of mutual benefits.
- To deepen the mutual communication for the mutual respect and trust.
- To manage self-distribution, either by the producer(s) or by the consumer(s).
- To be democratic in the group activities.
- To take much interest in studying issues related to organic agriculture.
- To maintain an appropriate number of members in each group
- To go on making a steady progress even if slowly toward the final goal of the convinced management of organic agriculture and an ecologically sound life (Japan Organic Agriculture Association, 1993).

Much more detail about Teikei can be found using this reference including the background and development of the movement.

It is claimed with some merit that this approach stimulated the development of CSA schemes around the world. The consistency of the Teikei approach has been mirrored in some countries such as France where the AMAP (Association pour le Maintien d'une Agriculture Paysanne) approach is very similar. AMAPs are described as 'proximity partnerships' between a group of consumers and a farm, often located in suburban areas (The Meatrix, 2013). There are two points to note in both these approaches: the people who subscribe to the farm's products are referred to as consumers not members and each individual scheme tends to be centred on an already established farm. In the majority of cases the scheme is based on what that farm already produces whether it is horticultural crops, dairy products or meat.

An excellent 'how to' document (albeit in French) can be found at the AMAP website (AMAP, 2013a) This includes guidance on types of schemes, how to find a producer, location criteria, group establishment and structure, modes of payment and risk management among several other topics. The same site also features a 'what is' document which sets out the principles that underpin AMAP schemes (AMAP, 2013b). It also outlines the commitments of producers and consumers, and sets out the reasons why

both sides should participate. For the producer these include improved financial security and social development arising from working with a group while for the consumer the two prime reasons are access to fresh, seasonal, organic produce and the development of urban-rural links by directly supporting a local farmer. Economic reasons appear to be less important for the consumer. This second document is also only available in French but English translations will be made available on the OCW website.

Elsewhere in Europe and the UK, the approach has included schemes with a greater level of community engagement where groups of like-minded people come together to actually engage in the production process rather than relying on established producers. The idea of membership becomes more common and decisions can often be based on group consensus – these can cover not only what to grow but also how to grow it. A high level of cohesion and common ground is important in such circumstances.

The initial wave of development of CSA schemes in the US took place between 1986 and 1990 when there were some 60 schemes in operation (McFadden, 2004a). Contrary to common perception the pioneer farms did not model themselves on the Teikei approach but arose out of practical applications of the work and philosophy of Rudolf Steiner and the vision of a notable CSA pioneer, Robin van En. Another early pioneer, Barbara Witt, noted that CSA was seen as a way to bring Steiner's concept of a producer-consumer association together with Schumacher's concept of producing locally and consuming locally (McFadden, 2004b) Eight years later the number had increased to around 1000 but there is considerable diversity of social and legal forms ranging from philosophically oriented CSAs at one end of the spectrum and commercially oriented subscription farms at the other.

It is estimated that the number of schemes in the US today is in the order of 10,000+ depending on how they were counted and when. There is still a full spectrum of CSA types but the balance is skewed towards producer-led schemes which now account for roughly three quarters of all schemes (Adam, 2006). This is partly a reflection of the plight of small scale farmers who have to adapt their production and marketing to cope with tougher times and partly because this approach is more stable than the community-led option.

There is a very notable difference in the level of available resources between the US and the UK. Most US State extension services carry advice and resources on setting up CSAs on their websites ((North Carolina Cooperative Extension, 2012) (Kentucky Cooperative Extension Service, 2012) The US Department of Agriculture is also a source of information along with organisations such as the Rodale Institute (<http://rodaleinstitute.org/>) and the Alternative Farming Systems Information Centre (<http://afsic.nal.usda.gov/>) among others. Such resources and information are much scarcer in the UK although the Soil Association carries a lot of useful information and material on its CSA webpages (Soil Association, 2012).

There is little discussion of failure in the many publications on the subject although crop failure is often mentioned in discussions around spreading the risk. McFadden (McFadden, 2004a) notes that while the numbers of US schemes climbed during the 1990s and early 2000s many CSAs failed along the way. Common causes of failure

included poor pricing in both farmer and community led CSAs, poor growing skills, poor security of land tenure, and lack of cohesion in community led schemes.

There will be other causes of failure such as drastic crop losses, illness, loss of key individuals, poor planning and/or financial management but they all broadly reflect the above in some way.

2.3 CSA in Wales

There are probably a dozen or so CSA type projects running in Wales at present, although they do not all fall neatly into the categories set out in 2.1. Even within this small group there is a great diversity of CSA models. Four of the key projects are outlined below to illustrate this point:

Flintshare is a community run social enterprise which aims to produce fresh, local sustainable food for its members. It has a network of small community gardens across Flintshire and is working from 3 primary sites (<http://www.flintshare.co.uk/>). It is properly constituted with a board and core group but has lacked experienced grower input. This is now being addressed by moving to take someone on. The delay in setting up a full CSA has caused some drop out.

Rhos Market Garden was established in 2008 with 4 acres of rented meadow, a caravan and a shed. Since then the smallholding has expanded to 6 acres, 3 polytunnels and a new eco-house. The organic veg bags provide a weekly selection of organic vegetables and fruit to the local Powys community (<http://www.rhosorganic.co.uk/>). It is producer led, with the CSA activity as one strand of business alongside box scheme and market stalls. The innovative use of vouchers allows people to access all strands of the business. It is a flexible system with good land tenure status, very experienced growers, and facilities for horticultural production and packing already in place.

Banc Organics produces and distributes fresh vegetables, is in its second year and now distributes about 30 boxes of vegetables. Banc Organics is a not-for-profit community supported agriculture scheme, operated through Tir Eithin Farm Ltd. A number of local people started growing in January 2010 to meet a gap in production and supply of vegetables in the valley. It is producer-community led, initiated by 2 producers with the active involvement of volunteers and others. It is set up as a charity and has 30-35 members (target 40), but also sells at local produce markets. They are presently struggling for labour and are reliant on volunteers. They are investing in small scale machinery, sheds and the facilities available across the 2 sites are shared.

Caerhys Organic Community Agriculture (COCA) is an agricultural scheme run for and supported by the local community. COCA members or 'sharers,' grow and share delicious organic food, in partnership with local farmers. The concept is based on mutual benefit and shared risk. Sharers visit Caerhys Organic Farm (close to St David's) to collect their weekly share of freshly harvested seasonal vegetables (<http://www.coca-csa.org/>). It is a farmer led scheme that has considerable engagement with community and core group, some dependence on WWOOFers and volunteers, also employs one person (half wage) who was not experienced to start with, core group active in providing growing and cropping advice (seen as important), 35-40 members (target up to 75), agricultural sheds and facilities on-site, supplies milk/cheese/eggs from other producers.

3 The ingredients of elements of success

3.1 *Defining success*

Success will mean different things to different people and includes economic, social and environmental criteria. Economic criteria are important to all types of scheme - the producer at the heart of a producer-led scheme would probably measure success by improved cashflow, greater business stability and a generally more resilient enterprise. Many would also value the increased interaction with the community but for many establishing a successful CSA could mean the difference between business survival and going under or selling up.

The community-led groups may count survival as success however precarious that might be. Success has to include the community benefits that result from working together and co-operating but they must also maintain financial stability. This will still depend on meeting the objectives of producing food in sufficient variety and ensuring that there is enough to go round. Stability is a key word for such schemes and this requires a certain amount of structure. Everyone involved has to agree to work for the common good and accept the structure and format of the scheme.

3.2 *Lessons from international experience*

There is considerable diversity in how CSAs have developed around the world but it is possible to draw some conclusions from this diversity. The kind of CSA that is exemplified by the Teikei and AMAP models is generally only possible where two primary criteria can be fulfilled. The first is the presence of a population centre and the second is the pre-existence of producers of the products that consumers are seeking. There are exceptions to this but it suggests that such consumer-producer partnership CSAs are unlikely to succeed away from the major population centres in Wales.

On the other hand the experience of the early US CSAs and the current situation in England suggests that all models are possible and that precedent need not necessarily be a stumbling block. The fact that the great majority CSAs in the US today are producer-led is however a point to be carefully noted. This suggests that producer-led schemes may be more financially stable in the longer term with a stronger strand of continuity and with access to the necessary growing skills.

However, it is telling that the longest running US CSAs are often run by charities or other non-profit institutions (Adam, 2006). This is not necessarily a lesson in itself but illustrates the need for clear and stable organisational structures, particularly for the community-led schemes.

The one consistent feature of all the CSA models and types regardless of country is that they require a commitment from the consumer/customer/member that goes beyond the level of commitment involved in signing up for a vegetable box scheme, for example. The AMAP literature suggests that consumers that engage are likely to be aware of the relationship between diet and health, have a desire to reconnect with nature and enjoy the feeling of belonging to a group.

The implication of this is that new CSAs should seek out people who are already conscious of the issues. Community led schemes often start with a core of very committed people while producer led schemes need to identify an initial group from the start. All

schemes need to reach a certain size consistent with available resources such as land and also to achieve a degree of financial stability. There will also be a turn-over of members so schemes will need to recruit to a greater or lesser extent depending on circumstances. This process is likely to be more effective if it is targeted at organisations and events that have similar aims and objectives.

3.3 Issues and challenges for Welsh projects

This section is based on interviews with four projects described in section 2.3. They are all successful in the sense that they are continuing to survive but survival in some cases is somewhat precarious. The level of infrastructure varies across the four schemes visited as does the background experience of those producing the food. The pure community-led scheme that is '*Flintshare*' illustrates the problems that can be encountered when setting up virtually from scratch albeit with a part funded organiser. Good progress has been made up to the point where the need for a grower has become urgent but the means of paying someone on a part time basis has been problematic. It has been difficult to find funding so the decision to rely on signing up enough paying members has been taken.

Rhos Market Garden is at the other end of the spectrum. It was an established business when the decision was made to include a CSA strand in the overall business plan. The land was already in horticultural production so no changes to the production system were needed. All customers can buy vouchers which can be used to pay a CSA subscription in advance, buy a weekly veg box or exchange for produce at the regular market stalls held in the locality. In terms of stability and potential success this approach has much going for it.

The other two schemes are based on farms rather than horticultural holdings but they have chosen to develop areas of horticultural production on the farms (the second holding in the Banc Organics set up is primarily horticultural). In the case of COCA the scheme might not have got off the ground but for the fact that there were two members in the core group that were able to offer good horticultural advice and guidance.

All the schemes need to increase membership although this is not so critical for *Rhos Market Garden* with its alternative outlets for produce. Memberships will always vary but reasons for people leaving a scheme could be based on a reaction to how the scheme is run (more important in community-led schemes) but will often be based on dissatisfaction with the quality, variety and quantity of produce.

Even though both the sample and the absolute number of CSAs in Wales are small there is sufficient variation to make it difficult to draw absolute conclusions that apply to all the variations in terms of structure and organisation. In terms of increasing engagement in local food production the community-led model is the best option precisely because it is a community initiative. At least some of the membership will be actively engaged in planning, producing and distributing and most should feel more linked in to the process. Survival will depend on how well the co-operative structure functions and this can depend on many things such as greater or lesser reliance on key individuals or the ease with which members can raise issues and have them addressed.

In the case of producer-led schemes there should be fewer issues around structure because the scheme will most often be an extension of an existing business. If the

business is already producing the food that will be part of the CSA (horticultural crops are the most common) then it starts with an advantage but it is nonetheless crucial that the producer is aware of what the consumer wants.

4 How to survive: Common survival factors

Common survival factors include:

- Clear structure
- Good communications
- Realistic pricing and pragmatic forecasting
- Suitable site
- Secure land tenure
- Access to an appropriately large population – this may actually be quite small for some schemes depending on the objectives and ideal size of membership
- Able and competent workers of the land with good knowledge of the system used

4.1 Recommendations for CSA project

- Read the literature! The Soil Association website has some excellent material and resources on land matters, legal issues, marketing, etc. – these can be found at www.soilassociation.org/communitysupportedagriculture/resources. Many of the US State guides to CSA are broadly applicable in a UK context but the best place to find a selection is the US Department of Agriculture's Alternative Farming Systems Information Center (www.nal.usda.gov/afsic/pubs/csa/csa.shtml).
- The above sources also deal with structures and how to set them up.
- Use realistic pricing policies and realistic means getting a viable return on the sale, subscription package or community share. It is easy to be tempted to under-price when getting started but as many producers have found to their cost it can then be difficult to increase prices to a more realistic level. There is plenty of advice to guide pricing decisions and it should be used – the best place to start is the BOBL website itself (<http://www.organiccentrewales.org.uk/business-bobl.php>). It will lead you to many other sources of advice and information as well as providing guidance itself.
- There must either be a(good level of experience available at the start or people involved in production must be prepared to move quickly up the learning curve. Customers/members will not tolerate deficiencies for long although this can vary.
- Make sure that there is appropriate equipment available – this can vary from a good set of hand tools up to a tractor with a range of implements. Facilities for handling and packing are also important and there should be clean areas for handling ready to eat crops such as salad leaves.
- Be very clear about your entitlement to be on the land. This is usually quite straightforward for producers as they are established as owners or tenants who can then give the community some level of stake in the land. For new community schemes it can be very difficult to secure tenure for a reasonable time – a 5-year Farm Business Tenancy or equivalent is the minimum to aim for. It is impossible to plan ahead if the arrangements are informal or year to year.

- Make sure the site is suitable – this will vary according to what is being produced but horticultural crops will generally require a soil that is friable and well drained. Most Welsh soils will do the job providing the soil is treated carefully and any compaction dealt with at the start. Avoid steep land, north facing slopes, etc. and do not expect to establish a highly mechanised system on any but the best soils (relatively rare in Wales and expensive!).
- The use of polytunnels in horticultural systems will lengthen the season, increase the range of crops and provide winter cropping opportunities.
- Do not be too ambitious in terms of cropping when setting up from scratch. Members will expect variety but growing a wide range of crops from the start can mean that none of them get the attention they need. Expand the range as experience is gained.
- The use of volunteer labour and/or WWOOFers can be a two-edged sword. It is arguably essential when first setting up but it will be important to increase income to a point where one or more key personnel are paid. The supply of volunteers and WWOOFers can be erratic and could dry up unaccountably at the busiest time of the season.
- Good communications are essential whether this is within a community-based scheme or between a producer and the subscribers.

4.2 Recommendations for potential funders/support agencies

- Be clear about what is meant by community supported agriculture.
- Examine the business plan carefully in the light of the objectives
- If it is a community-led scheme apply the same criteria as for other community projects. Is there a structure and constitution, and will there be accountability? Do the scheme members understand the details and implications of their own constitution?
- Establish the level of expertise and experience for the proposed production. There should be at least one key individual who has had direct relevant experience of production.
- Ensure that there is a strategy for managing the transition from funded to unfunded status including a strategy for building up financial reserves to buffer the transition.

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CSA Survival Guide

The CSA movement in the UK

Community Supported Agriculture has gone through a period of extraordinary growth in recent years. Five years ago the concept was practically unheard of in the UK. Now, largely due the work of the Making Local Food Work project and the Soil Association in particular, there are about 90 active projects in England and Wales working 1,300 hectares (3,200 acres) with at least 5,000 trading members and a combined estimated turnover of £7,000,000. In addition there are an estimated 150 more projects in development.

Most of these projects are therefore considered in their infancy, or at least their childhood. In these early days, projects are often carried along by the commitment and passion of the founding members, the good will of the members (both producer and community) and, often, by varying levels of grant funding.

Maintaining projects for the long term can be more difficult: It takes huge commitment of time and energy, often from a small number of people, and that can only be sustained for so long; the excitement and euphoria among the membership, so vital to carry the project through in the early stages, can only be maintained at that level for a limited; and public funding is notoriously ephemeral.

Keeping it going

So what can we do to make sure that these wonderful projects continue to grow and develop into the future?

To help answer this question, we've looked back into the history of CSA globally. We have drawn on the experience of other countries, such as Japan and the USA where the CSA movement has been active for much longer than in the UK. We've tried to draw out the challenges that they faced and the solutions they found, and ultimately to identify key differences between those that survived and those that dived. These we have listed below.

We've developed this guide in the context of the Welsh projects, and tailored it to their needs and situations, but ultimately the challenges faced in Wales are not widely different from those elsewhere in the UK and we hope the work has a wider relevance.

Key Survival factors

- **Clear structure:** This is not meant as a prescription for a particular type of structure but a strong recommendation that there should be something more than a common aim. Structures include unincorporated associations, co-operatives, community interest companies, limited companies, etc. Whatever the structure it should be absolutely clear to all what their rights and roles are. These examples may not be so relevant to a producer-led scheme but the relationship between producer and members should be just as clear to avoid misunderstandings.
- **Realistic pricing and pragmatic forecasting:** This means getting a viable return on the sale, subscription package or community share. It is easy to be tempted to under-price when getting started, but you cannot sustain the project long term on that basis. Many producers have found to their cost that it can then be difficult to increase prices to a more realistic level. There is plenty of advice to guide pricing decisions and it should be used. The monthly price data on the Soil Association

website is a good place to start but local information should also be used. Be aware of the true costs of production by keeping accurate records on expenditure.

- **Suitable site:** If you are starting from scratch, make sure the site is suitable – this will vary according to what is being produced but horticultural crops will generally require a soil that is reasonably friable and well drained. Most Welsh soils will do the job providing the soil is treated carefully and any compaction dealt with. Avoid steep land, north facing slopes, frost pockets, etc.
- **Get the right kit.** Depending on what you want to produce this can vary from a good set of hand tools up to a tractor with a range of implements. Facilities for handling and packing are also important, and there should be clean areas where appropriate for handling ready to eat crops such as salad leaves for example.
- **Get the right people.** There must either be a good level of experience available at the start or people involved in production must be prepared to move quickly up the learning curve. Customers/members will not tolerate deficiencies for long although this can vary. WWOOFers and volunteers are a real bonus and are often essential for the initial success of many projects. Don't rely entirely on volunteers; your workforce could dry up unaccountably at the busiest time of the season.
- **Secure land tenure.** This is usually quite straightforward for established producers, but it can be a real pitfall for a new community scheme. Try to secure a 5-year Farm Business Tenancy or equivalent as a minimum; it is impossible to plan ahead if the arrangements are informal or year to year.
- **Use realistic crop plans;** don't be too ambitious when setting up. Members will rightly expect variety, but trying to produce everything from the outset can mean that none of the crops get the attention they need.
- **Good communications** are essential whether this is within a community-based scheme or between a producer and the subscribers. This should go hand in hand with the need for a clear structure.
- Access to an **appropriately sized population:** This doesn't automatically mean a large number, but it needs to be able to supply enough members/customers to support the objectives and projected size of membership

Get help!

There is an excellent support system to help you, and useful contacts in Wales are listed below. There are also useful online resources especially the Soil Association CSA Website (www.soilassociation.org/communitysupportedagriculture) which lists an excellent range of other references and guidance.

Contacts

Tony Little, Organic Centre Wales. jill@aber.ac.uk 01970 621632

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