

# FAS One-to-Many Business Plan

1 April 2018 to 31 March 2019



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## 1. Introduction

### 1.2 Vision for the Farm Advisory Service

Scotland's Farm Advisory Service is a professional, modern advisory service that continues to facilitate step-changes in the economic and environmental performance of farmers and crofters throughout Scotland.

It achieves this through provision of advice, collaboration with industry bodies, promotion and communication of the prevailing themes and policies for the relevant year. This plan is developed with reference to our original Tender document.

### 1.3 Outcomes required at Tender

The outcomes proposed are aimed at achieving the priorities of the SRDP and in support of the Future of Scottish Agriculture outcomes. This guides the programme of events and other activities of the FAS. The proposed outcomes for the Farm Advisory Service are:

- Knowledgeable, multi-skilled farmers and crofters capable of delivering business, societal and environmental benefits within a complex legislative and physical operating environment.
- Greater uptake of agricultural practises that deliver increased economic performance whilst mitigating against climate change and enhancing biodiversity status.
- Increasing numbers of dynamic young people successfully entering Scottish Agriculture, thereby injecting vigour in the development of thriving farm and rural businesses.
- Easy access to up-to-date and relevant knowledge and information to all farmers and crofters through a network of advisory centres, on-line resources and a telephone advice facility
- Land managers using key national performance metrics (benchmarks).
- Improved uptake of integrated methods of managing plant and animal health, including the safer use of and reduced reliance on pesticides and antibiotics.
- Improved water quality through a reduction in diffuse pollution and run-off.

### 1.4 Evolution of the Program; our aims for 2018\_19

The Farm Advisory Service is established as a functioning program of events and meetings. However, this is only the foundation of what the Advisory Service can be. The aim in 2018\_19 is to develop the program to become a collaborative service that delivers more than the sum of its parts.

We outline this aspiration as follows:

- Harness the attraction of combined events and meetings to engage with wider audiences and grow participation, delivering a benchmark standard of on-site meetings and events within the available funding envelope.
- Be responsive to the needs of the farming community, balanced with matching the needs of Scottish Government policy to deliverables. The topics and information presented must be at the leading edge and relevant to the recipients of the service in a specific region or nationally.
- A step change in media presence and public awareness of the service, using a wider range of communication channels and focussed messaging.

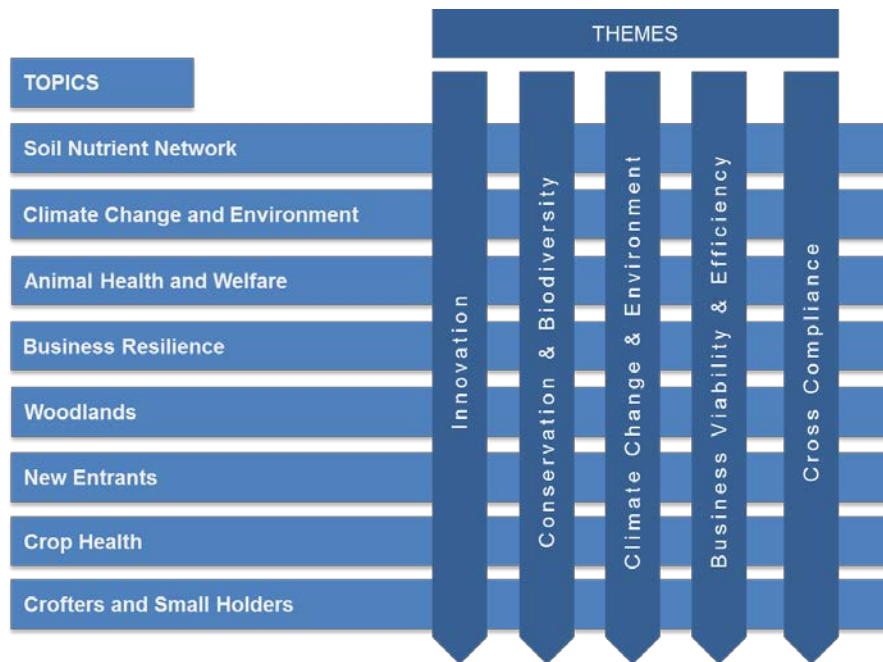
- Where possible, increase the advisory materials developed in collaboration with other agencies and organisations, in order to reach a wider audience and to develop the reputation of the service.
- We shall encourage 3<sup>rd</sup> parties to participate and support the service with their time and knowledge, the more prestigious the FAS, the greater pull we can leverage.
- Be the conduit for Best Practice, in addition to information and technical advice. This will include a review of, then highlighting via communication channels, appropriate technologies and research being currently undertaken at SRUC Kirkton Farm.

Overall, we see this coming year as an opportunity to continue to develop the service toward being the foremost farm advisory service in the UK.

### 1.5 Key Deliverables

The programme structure will retain its three main themes (Cross Compliance, Climate Change & Environment, and Business Viability & Efficiency) as described in the tender and contract documentation. In addition, the Themes of Biodiversity and Innovation have been added by the Steering Group, and these are to be incorporated into Topics where possible within the current funding envelope. Key deliverables are shown in Table 1 (1.6.1) and are listed below:

1. An integrated National One-to-Many advisory service.
2. A series of national events, publications, tools, benchmarks, technical notes, training courses and videos that deliver knowledge, enhance understanding and achieve uptake of efficient and compliant practices that benefit business and the environment.
3. A coordinated, evolving and flexible programme of events that reflect on the priorities of Scottish Government and that deliver the desired outcomes of Scottish Government.
4. Events, workshops, technical notes and other One-to-Many activities will focus on the following topics:
  - i. Animal Health & Welfare
  - ii. Soil Management and Nutrient Network Farms
  - iii. Water Resource Management (includes Farming & Water Scotland)
  - iv. Climate Change and Environment (in conjunction with Farming for a Better Climate)
  - v. Farm Woodlands
  - vi. Business Resilience
  - vii. Crop Health
  - viii. New Entrants
  - ix. Crofter and Small Farms
5. Flexibility is incorporated into the programme to accommodate new and emerging priorities. In addition to stand alone materials or events, where possible Biodiversity, Woodlands, Climate Change, Farming & Water Scotland; and the Environment will be dispersed within, or across, other topics to strengthen these key policy messages.
6. These themes are expected to act across all topics as shown, forming a holistic approach that reflects latest thinking on actions that influence wider area habitats:



7. A discounted Subscription providing generic advice and One-to-One Consultancy Service for Crofters and Small Farms. This service will increase the opportunity for knowledge transfer to those farmers and crofters who, because of the scale of their operations and/or location, are economically disadvantaged.
8. A telephone advice-line and online facility for registering interest in events, accessing information and signposting to other sources of information.
9. A media facility that represents the FAS programme. It consists of an advice line, website (with online resources and FAQ's) and social media capability.
10. An on-going awareness raising campaign to optimise uptake of the Farm Advisory Service.

## 2. Performance Measures

### 2.1 National One-to-Many Programme Measures

The National One-to-Many Advisory Service incorporates meetings, workshops, discussion groups and publications.

The programme is organised and delivered under eight main topics and the engagement, quality of deliverables and outcomes thereafter should be assessed in order to demonstrate the value of the Service.

Events and discussion groups will form the largest proportion of delivery. Performance measures for these activities to date have been:

- Quantity: Number of events and discussion groups
- Participation: Number of attendees
- Participation: Average attendance
- Quality: Satisfaction feedback scores

Results to date:

KPI	2016 (Sept – Mar)	2017 (Apr – Feb)	2018 (Target)
Number of events and discussion groups	138	134	<b>142</b>
Number of attendees	2193	2552	<b>2769</b>
Average attendance	16 / event	19 / event	<b>19.5 / event</b>
Satisfaction feedback Avg. / event (out of 5)	<i>Did not monitor during this period</i>	3.51	<b>3.69</b>

In 2018\_19 it is proposed to add wider measures that are interactive with participants and that can give us deeper insights about the outcomes from the programme. Developing meaningful value for money measures that measure the desired programme outcomes is challenging.

We will develop these measures during April – July, working with Scottish Government, referring to the original outcomes in section 1.3.

Such measures could include:

- Engagement: Proportion of new attendees, or repeat FAS attendees
- Media: What channels are FAS participants using, single channel, more?
- Relevance: Feedback on relevance of the meeting, what to change for next time
- Planned Actions: Participants tell us what they plan to do following receipt of advice, track
- Advice in practice: Follow up attendees, what did they do next?

The above would make use of simple survey tools, using voting buttons or single touch response surveys (for example those facilitated by SurveyMonkey).



## 2.2 Proposed outputs by topic

Topics	Events - Meetings & W/shops	Combined Events	Docs for Publication	Video/ P/cast	Apps/ Web	Croft er Subs	Small Farm Subs
Animal Health & Welfare	12		72	6			
Soil Management and Nutrient Network farms	25		17	8	1		
Water Resource Management	10		7	12			
Climate Change & Environment	12	20	23	24			
Crop Health	9		42				
Business Efficiency	13		42				
New entrants	41		15	10			
Discussion Groups – see relevant chapter							
Farm Woodlands	7	20	21	5			
Croft & Small Farm	13		3	9	1	2250	250
<b>TOTAL</b>	<b>142</b>	<b>40</b>	<b>314</b>	<b>74</b>	<b>2</b>	<b>2250</b>	<b>250</b>

*NB: Combined events are those “events” that will be delivered in conjunction with another topic. A combined event will not be counted as an output if that output is recorded under another topic. Combining topics within events can strengthen x-topic messages and increase attractiveness to participants; we aim to do this wherever it is feasible and where it can add value.*

## 2.3 Croft & Small Farm Advisory Service Measures

The Crofter and Small Farm Service has two elements: advice through a Subscription and events and materials tailored to the needs of crofters and smallholders.

Events and materials produced to date have helped these small businesses to become more resilient, improve technical efficiency and improve environment and biodiversity.

The aim for this 3<sup>rd</sup> year is to increase the resources available, introduce new workshops and build upon the subjects covered previously.

## 2.4 National Advice Facility

The following performance measures are proposed for the delivery of the National Advice Facility:

- Website availability (97%)
- Website bounce rate (<50%)

- Response time for call-backs - 90% within 6 working hours.
- Response time for routine queries - 90% within 1 working day.
- Response time for detailed queries - 90% within 2 working days.
- Response time for complex queries - 100% within 5 working days.
- Any email queries must be responded to within 1 working day of receipt.

These are monitored on a regular basis as part of the one-to-one Service; refer to Ricardo Business Plan and monthly reports for details.

Advice line volume is demand driven but there is also an onus on the Service to promote and reach a wide audience. Numbers increased from the first year of the Service and this level should be maintained as a minimum level of engagement.

Advice Line	Telephone	Email	Total
Sep 16 to March 17	238	248	486
April 17 - February 18	380	520	900
BP 2018_19 Target	<b>400</b>	<b>550</b>	<b>950</b>



## **2.5 National Advice Facility – “The Hub”**

The Advice Facility has been operational since September 2016 and has made an important contribution to the delivery of the One-to-Many programme. To end December 2017, 555 telephone calls and 685 emails have been received. Activity during 2017/18 is shown in Figure 3, below. The web has recorded over 110,000 unique page views since the commencement of the service.

The purpose of the National Advice Facility is to:

- provide a focus point for FAS activities through the Website with an events calendar and access to data and information.
- provide a telephone advice-line to answer questions from farmers and crofters on a range of topics including Cross Compliance, Water Framework Directive, Climate Change and the environment etc.
- manage the website and other advice facility functions to provide access to and uptake of ILMP, New Entrant Mentoring and Carbon Auditing schemes.
- undertake promotion activities for the FAS programme.

### **2.5.1 Advice Line**

The advice line is a recognised component of the FAS and will continue to develop its capacity to respond efficiently with enquiries. To date all performance metrics have been met. Priority actions during the early part of 2018/19 are:

- Continue to improve briefing of those working the Advice line
- Continue to improve response times
- Promote the Service to encourage its use

### **2.5.2 Management of advice line quality**

The QA team will listen to calls from advice line operators to assess technical and customer skills. The programme KPIs will include the following quality expectations of the advice line:

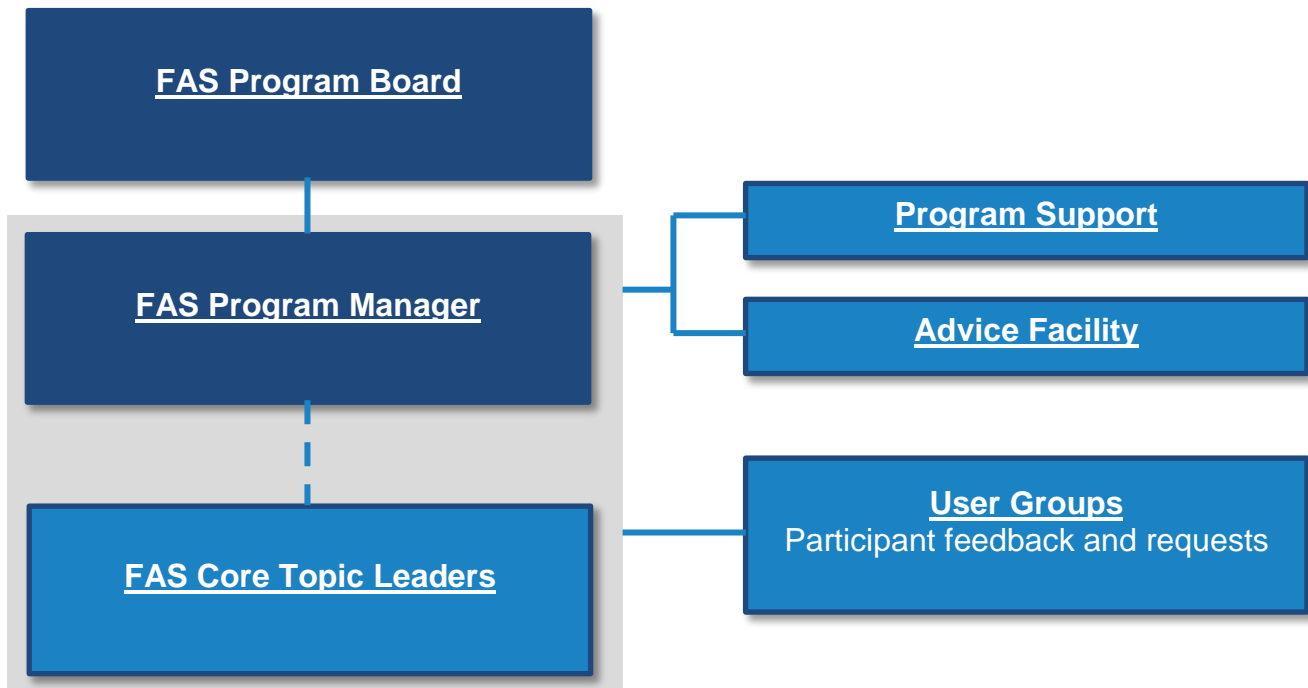
- Response time for call-backs - 90% within 6 working hours.
- Response time for routine queries - 90% within 1 working day.
- Response time for detailed queries - 90% within 2 working days.
- Response time for complex queries - 100% within 5 working days.
- Any email queries must be responded to within 1 working day of receipt.

Description of Advice Line Management & Operations can be found in Appendix 1.

Additional information can be found in the Ricardo one to one Business Plan.

## Appendix 1: Structure and Delivery

The management structure for FAS will be adjusted for 2018/19 delivery.



FAS is integrated throughout the SAC consulting organisation and allows us to draw on the appropriate staff to deliver high quality events and resources.

### Programme Board

The Programme Board is made up from the SAC Consulting senior management team; its purpose is to:

- Oversee the implementation and delivery of the FAS programme across Scotland, ensuring fully integrated delivery.
- Lead the preparation of the FAS Business Plan ensuring that it meets the requirements of the client and the recipients.
- Coordinate activities across SAC and SRUC in the key performance areas of: finance, quality, development, integration, customer service, innovation, processes and people.

### Programme Management

The Programme Management function will be led by Andrew Bauer who will have day-to-day control over the programme.

The role of the Programme Management Team is to:

- Manage the implementation and delivery of the FAS programme across SAC and SRUC to ensure effective coordination and that the needs of the client are met.
- Ensuring time-lines, budgets, quality standards and reporting requirements are met.
- Manage, monitor and report on KPI and other agreed performance measures.

## **National Advice Facility**

The FAS website and advice line form the hub of information and resources available to farmers and crofters across Scotland. The advice line is managed by Ricardo as a subcontractor to SAC, and the website is managed and delivered by SAC. The purpose of this function is to:

- Manage the delivery of the National Advice Facility to ensure it provides excellent customer service and delivers the targets expected using agreed and relevant performance measures.

## **Core Topic Leaders**

The Core Topic Leaders have responsibility for proposing and delivering projects relating to the delivery topics. Their role is to define the core of the FAS programme, incorporating feedback from the Scottish Government and industry partners and coordinating resources across the office network to deliver events, publications, guidance, tools and other resources. The Topic Leaders are specialists in their respective areas. The purpose of this role is to:

- Identify key priorities and issues that will be addressed through the events programme.
- Liaise with the Scottish Government, industry bodies, the FAS delivery network (SAC offices) and the Programme Integration Team
- Capture relevant research outputs and incorporate into the FAS programme.

## Appendix 2: Delivery proposals by Topic

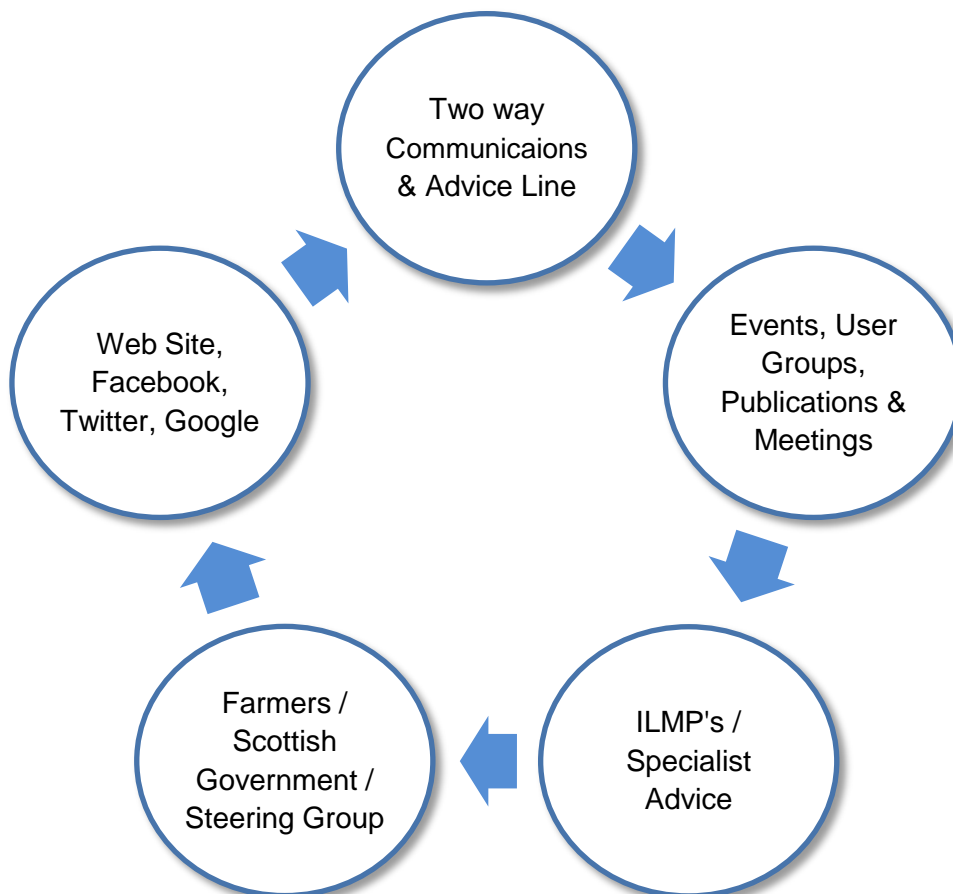
Delivery of the One-to-Many FAS is split into three main components:

- The National One-to-Many Advisory Service
- The Crofter and Small Farm Advisory Service
- The National Advice Facility - The "Hub"

### Interface with FAS one to one Services

The one-to-many and one-to-one parts of the Service sit side by side.

Successive engagement with both parts of the service is intended to create a virtuous circle. In the next delivery period both parts of the Service must continue to work in tandem and we shall continue to emphasise the whole system and not only the one to many Service.



## One-to-Many Advisory Service

The objective of the programme is to deliver an integrated advisory service where the interdependency and benefits of the subjects delivered can be recognised by the recipients leading to multiple gains and improvements in levels of environmental, economic and compliance performance of the industry. This part of the programme constitutes 67% of the programme and will continue to develop and evolve throughout the year.

Topics have been adopted to reflect our understanding of both Scottish Government priorities and the issues being faced by the sector. The themes and the topics they will set out to address are:

Theme	Topics
Animal health & welfare	<ul style="list-style-type: none"> <li>• Slatted Buildings for Cattle Housing;</li> <li>• Resilience planning for Sheep;</li> <li>• Health and Welfare Articles;</li> <li>• Dairy herds Resilience (focus also on Calf Nutrition)</li> </ul>
Soil Management and Nutrient Network Farms	<ul style="list-style-type: none"> <li>• Understanding soils;</li> <li>• Soil Structure, compaction and Soil pH;</li> <li>• Nutrient planning;</li> <li>• Making best use of Organic fertilisers and manures;</li> <li>• Soil Biodiversity;</li> <li>• Organic matter and soil erosion.</li> </ul>
Water resource management	<ul style="list-style-type: none"> <li>• Priority Catchment/diffuse pollution awareness raising/information days as well as targeted training on catchment drainage;</li> <li>• Managing water on your farm;</li> <li>• Riparian habitat management, improvement and protection, including invasive species;</li> <li>• Support to Farming and Water Scotland shows programme and FWS webpages.</li> </ul>
Climate Change & Environment	<ul style="list-style-type: none"> <li>• Energy and fuel use;</li> <li>• Renewables;</li> <li>• Locking in carbon;</li> <li>• Soils and nutrient use efficiency;</li> <li>• Optimising livestock productivity;</li> <li>• Featured topics under biodiversity conservation               <ul style="list-style-type: none"> <li>○ Improving habitat for pollinators</li> <li>○ Muirburn and moorland management</li> </ul> </li> </ul>
Crop health	<ul style="list-style-type: none"> <li>• Activity on Integrated Pest Management (IPM);</li> <li>• Crop health articles;</li> <li>• Crop Alerts; Advice to Scottish Government.</li> </ul>
Business resilience	<ul style="list-style-type: none"> <li>• Agri Business News;</li> <li>• Datasets;</li> <li>• National Performance Indicators;</li> <li>• Sector reports;</li> <li>• Understanding accounts;</li> </ul>

Theme	Topics
	<ul style="list-style-type: none"> <li>• Farm Business Survey - Whole farm benchmarks;</li> <li>• Farm Business Survey - Enterprise costings Efficiency tools;</li> <li>• Carbon audits and resource efficiency;</li> <li>• Business planning guides and tools;</li> <li>• Farm Management Handbook;</li> <li>• Business planning training.</li> </ul>
New entrants	<ul style="list-style-type: none"> <li>• Co-operation;</li> <li>• Succession Planning;</li> <li>• Joint Venture Farming; Business;</li> <li>• Technical;</li> <li>• Adding Value;</li> <li>• Record Keeping;</li> <li>• Marketing.</li> </ul>
Farm woodlands	<ul style="list-style-type: none"> <li>• Woodland Creation (small scale and commercial);</li> <li>• Benefits of woodlands for biodiversity, water quality and flood prevention, climate change, animal welfare, new entrants, business efficiency;</li> <li>• Management of existing woodlands;</li> <li>• Restructuring and restocking.</li> </ul>
Crofter & Small Farms	<ul style="list-style-type: none"> <li>• Business resilience, succession and Co-operative working</li> <li>• Nutrition</li> <li>• Soil composition, compaction &amp; lime demonstrations</li> <li>• Practical workshops</li> <li>• Vegetable growing</li> <li>• Livestock diseases</li> <li>• Pollinators</li> <li>• Small scale records and book keeping</li> </ul>

These will form the core of the events programme, with the rest being developed through the local office network in response to local need. This means that the programme retains a high degree of flexibility enabling the programme to be responsive to new or changing priorities.

## **Animal Health & Welfare**

### ***Desired Outcomes***

The outcomes that this programme aims to support are:

- Improved animal health and welfare throughout Scotland
- Compliance with regulatory standards
- Improved profitability of the Scottish livestock sector

### ***Priority topics***

The priorities for the animal health and welfare topic are:

- Slatted Buildings for Cattle Housing
- Resilience planning for Sheep
- Health and Welfare Articles
- Dairy herds Resilience (focus also on Calf Nutrition)

## Outputs

The specific deliverables proposed for the year are:

- A programme of campaigns and other promotional activities of topical animal welfare issues. Specific focus will be on Slatted buildings accommodation for cattle which continue to raise Welfare concerns. Plans will also be shared with other Theme Coordinators (mainly Climate change and Smallholders) to reduce overlap or identify joint promotional opportunities for other events. Sheep Health and Welfare Resilience meetings / events. Content will be developed in partnership with the offices identified for delivery giving scope for local themes to be included within these programmes of events.
- A continual series of articles written for FAS website based on topical animal welfare issues.
- Videos taken for the Slatted Buildings events to maximise distribution channels. Video content - will be taken at meetings and used to promote key messages. Ideally, the first video footage will be collected prior to the first meeting and then used for promotion of the remaining events in the series. This relies on timely collection and editing of footage for use on social media and the FAS webpages.
- Podcasts – in conjunction with Climate Change and Small holders the aim is to produce a series of podcasts at the Sheep Resilience Events such as
  - Management for Colostrum
  - Mastitis control
  - Dealing and preventing lameness
  - Lambing
- Livestock farmers receiving advice under the programme are aware of their obligations with respect to animal welfare under cross-compliance applied to certain support payments.
- Social Media - all activities will potentially generate content for FAS social media. Primary social media output should be through FAS channels in the first instance and local office networks thereafter.

The number of events for Beef Cattle has reduced versus previous years. This is due to the Beef Efficiency Scheme Group meetings that will be held in 2018/2019. There is synergy with the BES and FAS in relation to Advisory Services for Cattle and where relevant we shall cross promote to enable widest possible reach.



## **Soil Management and Nutrient Network Farms**

### ***Desired Outcomes***

The aim of the network farms is to:

- Remind farmers of the importance of farm soils and gain a better understanding of soil properties
- Demonstrate benefits from improved nutrient management. Benefits could be in terms of time, soil quality, nutrient use, cost savings, carbon or diffuse pollution reduction or other business efficiency measure
- Provide a local platform to encourage others to make changes to current practices to improve nutrient and soil management
- To be part of a network to exchange ideas with others and promote the findings to the wider agricultural sector via other media
- Reinforce that improving nutrient use can benefit the farm business and reduce environmental pollution risks, protecting water quality and reducing greenhouse gas emissions
- Demonstrate positive voluntary action; this may be an additional tool to help to raise awareness and avoid regulation.

### ***Priority topics***

The priorities for the Soil and Nutrient Network farms are:

- Understanding soils
- Soil Structure and compaction
- Soil pH
- Nutrient planning
- Making best use of Organic fertilisers and manures
- Soil Biodiversity
- Organic matter and soil erosion

### ***Outputs***

#### **Meetings and events**

Meetings will continue under the soil and nutrient network brand with further farms sought.

The current soil and nutrient network farms will mostly finish by end of March 2018 and be replaced with a further 10 farms in different areas. Two farms will continue at Dumfries and Forfar. Proposed locations are as follows:

Proposed Locations of Soil and Nutrient Network Farms 2018/19:

NN Farm Location	Months of Meeting
<b>Dumfries (continued)</b>	September
<b>Forfar (Continued)</b>	July
<b>Argyll and Kintyre</b>	June and February
<b>Ayr</b>	July and January
<b>Stonehaven</b>	June and February
<b>Orkney</b>	June and November
<b>Stirling</b>	September and February
<b>Elgin</b>	July and November
<b>Benbecula</b>	July and October
<b>Stranraer</b>	July and November
<b>Berwickshire /East Lothian</b>	June and February
<b>Turriff</b>	July and December

There will be 3 meetings held over 2 years on each farm. One of these meetings may be in a hall/hotel depending on weather and as a means of delivering results. Each farm will have 12 soil analysis taken and 2-3 slurry/FYM analysis as required for discussion at the meetings. This will be funded by the project and is an essential part of promoting soil analysis and nutrient budgeting. Precision analysis may be carried out where this is appropriate. Soil and nutrient specialist input will be available at the meetings. The importance of sustainability of soils in relation to organic matter and soil erosion will be highlighted. Meetings will also discuss where appropriate use of cover crops and importance of field margins/hedges in relation to erosion.

The nutrient plan requirements for grassland under Greening rules will also be promoted

#### **Video content**

Video content will be taken at a number of meetings and then used to promote key messages.

#### **Podcast** (audio only)

A monthly podcast featuring key topics from the meeting calendar will be released to compliment on-farm events and act as another promotional tool or resource for on-line delegate packs. These could be collected during the planning phase of the meetings or potentially on the day of the meeting with prior arrangement from the farmer/key speaker. It is suggested that this deliverable will be shared with Water Resource Management and Climate change meaning there is at least one podcast per month via the FAS pages. At least one of the podcasts will feature measures to reduce soil erosion.

#### **Printed material**

Farmer case studies will be produced following the first meeting and again when the final meeting is held. These will be posted on the web site and advertised through social media

A technical note on Soil biodiversity will be produced and promoted through the network.

## **Fertiliser Technical Notes**

PLANET Scotland is a nutrient management software tool that is freely available for use by farmers and their advisers. The software uses the fertiliser recommendations produced by SRUC in the SRUC Fertiliser technical notes series available online. These technical notes are constantly updated as new research becomes available and changes to products and climate affect advice.

Good management of manufactured fertiliser and organic manure nutrients (e.g. nitrogen, phosphate, potash, sulphur and lime) applied to land is essential to help farmers grow the food that people want to buy, whilst minimising harm to the environment. It is an important objective for farmers to help maximise food production without unnecessary and wasteful applications of nutrients which can result in nutrient pollution of water and air. Nutrient pollution of the environment can cause serious damage and is a significant potential problem that needs to be minimised.

### **Arable and Livestock Technical Working Groups**

The UK arable and livestock technical working groups run by AHDB meet regularly and it is important that Scotland is represented on these groups. It is estimated that there will be 3 meetings over the 2018/19 year.

*In addition and Pending Approval by Steering Group:*

*Planet Scotland helpline is run through ADAS with key trained staff in SRUC available for answering queries. A Rota is organised so that one member of staff and one reserve is available to respond.*

### **Technical Notes**

It is proposed to update / create new fertiliser technical notes as agreed with Scottish government. 4 updates/new notes are proposed. Proposed topics for these are – all will be FAS branded

- Update Fertiliser Technical Note on Grassland to include latest guidance and recommendations
- New Technical Note Soil Biodiversity and Soil Health
- New Technical Note on Acidity management and lime – covering different liming materials
- New Technical Note Fertiliser recommendations for growing non agricultural crops such as AD

### **Fertiliser Technical note App and website**

It is proposed that the key fertiliser technical notes are made available as an app for easy access on mobile phones as well as publicity on fertiliser technical notes.

## Water Resource Management

### *Desired Outcomes*

We intend to build on the Farming and Water Scotland (FWS) initiative through a series of FAS events, publications, video content, podcasts and social media whilst also linking with the other FAS Themes.

We will work closely with the linked FWS Shows programme funded by the Scottish Government Water Environment Division in support of raising awareness of and encouraging compliance with the Diffuse Pollution General Binding Rules (DP GBRs). SAC Consulting attendance will be prioritised to the busier shows and events in the FWS calendar (Table 2; note some of these are still TBC).

### *Priority topics*

Suggested topics for 2018/19 include

- Priority Catchment/diffuse pollution awareness raising/information days as well as targeted training on catchment drainage. Training may be face to face at meetings and form part of video or podcast media.
- Managing water on your farm
- Riparian habitat management, improvement and protection, including invasive species
- Support to Farming and Water Scotland shows programme and FWS webpages

### *Outputs*

#### **Social Media**

All activities will potentially generate content for FAS social media, please refer to section 3.3 for more details. Primary social media output should be through FAS channels in the first instance, with follow up via Farming and Water Scotland and local office networks thereafter.

#### **Meetings and events**

SAC Consulting offices will be invited to run events as part of their FAS delivery (see accompanying spreadsheet). Where possible events will be **planned and marketed as a group** of meetings and will feature the same key speakers to cut down on preparation time. Meeting content will be developed in partnership with the offices identified for delivery giving scope for local themes to be included within these programmes of events.

Plans will also be shared with other Topic Coordinators to remove any overlap or identify joint promotional opportunities for other events.

With a Business Plan signed off early in the delivery period SAC Consulting offices will be able to publicise a fixed plan of events for the coming year; this can be advertised primarily by FAS and then shared by the local office and FWS social media.

#### **Video content**

Video content will be taken at (or prior to) meetings and used to promote the meetings and associated key messages from the events. This relies on timely collection and editing of footage for use on social media and the FAS webpages. With pre planning, an event should be able to

support one or more short videos and possibly also a Podcast. A member of staff will be detailed with coordinating and collecting these outputs at the meeting.

**Podcast** (audio only)

A monthly podcast featuring key topics from the meeting calendar will be released to compliment on-farm events and act as another promotional tool or resource for on-line delegate packs. These could be collected during the planning phase of the meetings or potentially on the day of the meeting with prior arrangement from the farmer/key speaker. It is suggested that this deliverable will be shared with the Climate Change and Environment Theme and Soil and Nutrient Network, meaning there is at least podcast per month via the FAS pages.

**Printed material** – practical guides; infographics; Technical Notes

Practical guides, infographics and Technical Notes will be produced as required to support information at meetings or requests from industry. This will allow key messages to be reinforced, information to be updated and new good practices measures to be disseminated. In addition, these materials will also provide links to other resources on the FAS web pages and signpost to initiatives such as Farming and Water Scotland, Farming for a Better Climate and the Soil Nutrient Network.

## Climate Change & Environment

### *Desired Outcomes*

We intend to build on the Farming for a Better Climate initiative through a series of FAS events, press articles, publications, video content, podcasts and social media whilst also linking with the other FAS Themes.

In addition to highlighting climate change mitigation and adaptation measures, this theme will also include a range of biodiversity conservation measures.

### *Priority topics*

Activities will be grouped under the existing five key action areas within Farming for a Better Climate along two main themes under biodiversity conservation:

- Energy and fuel use
- Renewables
- Locking in carbon
- Soils and nutrient use efficiency
- Optimising livestock productivity
- Featured topics under biodiversity conservation
  - Improving habitat for pollinators
  - Muirburn and moorland management

### *Outputs*

#### **Meetings and events**

Meeting content will be developed in partnership with topic specialists and offices identified for delivery, giving scope for local issues to be included within these events. Plans will also be shared with other Theme Coordinators to reduce overlap or identify joint promotional opportunities for other events.

Meeting facilitators will highlight the important role agriculture can play in both climate change mitigation and adaptation plus biodiversity conservation at all CC&E meetings. The wider benefit of biodiversity conservation and the positive role that the agricultural sector can have in contributing to Scotland's climate change targets will be mentioned in both the introduction and summing up at the meeting highlighting practical measures relevant to the meeting topic.

Both climate change and biodiversity conservation measures will be framed in terms of on-farm benefits and adapting their business to improve resilience to future changes. Meetings will signpost delegates to other sources of useful information via the FAS/Farming for a Better Climate websites.

A follow up email will be sent to all delegates within the same week as the event with a link to the events page containing the delegate pack, photos and useful information from the event.

#### **Social Media**

All activities will potentially generate content for FAS social media; a member of staff will be detailed to identify and capture content for social media at events and to provide timely content. Primary social media output will be through FAS channels in the first instance, with follow up via Farming for a

Better Climate and local office networks thereafter, giving multiple opportunities to promote the FAS brand and key messages.

### **Video content**

Video content will be taken at meetings and then used to promote key messages and other forthcoming events. With pre planning, an event should be able to support one or more short videos and possibly also a podcast. A member of staff should be detailed with coordinating and collecting these outputs at the meeting (along with supporting social media).

In some instances, short videos will be produced in advance of a meeting to help with delivery of meeting content. These will also be available via the webpages.

### **Podcast** (audio only)

A monthly podcast featuring key topics from the meeting calendar will be released to compliment on-farm events and act as another promotional tool or resource for on-line delegate packs. These could be collected during the planning phase of the meetings or potentially on the day of the meeting with prior arrangement from the farmer/key speaker. It is suggested that this deliverable will be shared with Water Resource Management and Soil and Nutrient Networks meaning there is at least one podcast per month via the FAS pages.

### **Promotional material** – press articles

Six press articles will be produced for the regular FFBC column in Farming Scotland Magazine, along with various articles promoting climate change mitigation and adaptation for inclusion in the twice yearly Farming for a Better Climate newsletter.

### **Printed material** – pull ups; practical guides; infographics; technical notes

Practical guides, farmer case studies and infographics will be produced as required to support information delivery at meetings. This will allow key messages to be reinforced, allow introduction of wider but related topics and provide links to other resources on the FAS web pages.

A series of pull ups will be produced to promote climate change and biodiversity conservation messages. These can be displayed at various meetings across the FAS programme, in particular for those events under other themes which are unable to offer an environmentally focused topic as part of the meeting content.



## **Crop Health**

### ***Desired Outcomes***

The Farm Advisory Service (FAS) provides funding towards the distribution of timely and topical advice on matters of crop health so that appropriate management interventions can be made and it promotes the uptake of best practice advice which reduces reliance on pesticides and improves their sustainable and safe use. We will use a variety of methods to do this to link to the maximum number of farmers and we will also link the FAS Crop Health Activity to 'Monitoring and Reporting to Aid Adaptation to Climate Change' where crop health surveillance data is gathered and regular reports issued so that FAS advice on crop health can be best tailored and adapted to seasonal and regional issues. This parallel and important data source will complement the Crop Health Farm Advisory Service activities.

### ***Priority topics***

- Promoting Integrated Pest Management (IPM) and the safe and sustainable use of pesticides
- Highlighting key seasonal crop health risks and actions
- Alerts on new / emerging risks

### ***Outputs***

Topical plant health articles:- 20 per year, will be published in Scottish Farmer and on the FAS website. There is a constant need for crop managers and other stakeholders to judge risk carefully and amend control measures appropriately. Changes in pesticide regulations coupled with adaptations in pathogen / weed / pest populations in terms of new or emerging issues, virulence on resistant varieties and resistance to pesticides have to be linked to developments in best crop protection practices. Available interventions vary as pesticides are withdrawn from market or resistant crop varieties become outclassed. The articles will promote the safe and sustainable use of pesticides and will present integrated pest management (IPM) solutions such as the use of resistant varieties, stewardship of pesticides against resistance development and measures to reduce impacts on water and the environment. They will include active promotion of changes to pesticide regulations.

Meetings and events:- We will run a series of 4 large roadshows in January around the country at locations in Borders, Perthshire, Aberdeenshire and Inverness, in partnership with the AHDB levy board and other stakeholders. At these events we will present and discuss key information on pesticide efficacy, integrated pest management, new crop varieties and provide cross cutting information to other FAS themes such as business efficiency by presenting market updates and with biodiversity with information on pollinators and measures to reduce impact on the environment. We will link these roadshows to three summer field events where crop field trial sites in north, west and east of Scotland will be opened for tours and demonstrations and IPM solutions promoted. Results will be followed up at the Winter Roadshows.

On-line material: We will keep a suite of Technical Notes available and produce 2 per year to support key themes. This will allow key messages on IPM to be reinforced, information to be updated and new good practices measures to be disseminated. These materials will also provide links to other resources on the FAS web pages, such as biodiversity and business efficiency. We will issue alerts on local pest, weed and disease issues fortnightly through the main growing season (20 issues per year). These will also be published in paper form in the 'Crop Protection Report' publication funded separately. .

Advice to Scottish Government: We will hold 2 regular meetings per year (*June & Nov*), one to review delivery and discuss the crop health issues of the season, and one to discuss pesticide usage and sustainable practices. We will also include ad-hoc reporting on emerging crop health matters, including any new crop health occurrences or IPM measures. We will input commentary to SG pesticide reports and SRUC will maintain its readiness to respond to specific enquiries to provide support to SG policy staff in relation to pesticides, crop health and crop development.

We will link the FAS Crop Health advice to advice published in 'The Crop Protection Report' issued 20 times a year which is part funded under 'Monitoring and Reporting to Aid Adaptation to Climate Change' and part funded by subscription. The subscription charge, which is lower for growers and higher for trade subscribers, reduces the overall cost to Scottish Government. The reports give regionally tailored advice using intelligence data collected on a local basis so the Crop Protection Report is prepared in three versions reflecting the differences between the East, North and South West of Scotland. In recent years, dramatic variations in weather conditions through summer and winter have led to specific concerns for crop health (e.g. East – exceptionally dry spring of 2017, North East - wet conditions summer of 2017).

## Business Resilience

### *Desired outcomes*

The FAS Business Resilience Programme will provide Scottish agriculture with comprehensive and targeted business information, financial training, financial tools and support to help it adapt, manage and grow to exploit any opportunities from the expected changes.

### *Priority topics*

**Market situation and prospects** – Publications; Agribusiness News and data sets tailored to needs of Scottish agriculture more relevant than UK wide equivalents. Without public support provision of tailored business information for Scottish agriculture would not be economic.

**Benchmarking** – The first step for farmers seeking technical and financial improvement is to see how they compare with other comparable businesses however uptake of benchmarking is relatively low amongst farmers. The programme aims to improve accessibility of easy to use benchmark data derived primarily from the Farm Business Survey targeted at Scottish agriculture. Emphasis will be on increasing uptake through user friendly interfaces, interpretation, guidance and training.

**Planning and budgeting** – Relatively few farmers undertake forward budgets, relying more on their historic audited accounts from their accountants to get a feel for how they are performing – a bit like driving while looking in the rear view mirror! The objective will be to get more farmers looking forwards by providing accessible, easy to use tools and guidance to help farmers, especially younger generation improve business skills.

**Business training and events** – Financial management can be a relatively dry subject and the objective is to help bring the subject alive through local hands-on training events.

**Cross compliance** – Scottish farmers continue to face penalties from breaches in their cross compliance conditions which could be avoided. Highlight main breaches, provide guidance on how best to comply and avoid penalties. Closely integrated with other relevant FAS themes.

### *Outputs*

**Agribusiness News** - Essential independent monthly e-publication on outlook and business issues for key commodity and enterprises tailored to the needs of Scottish agriculture. Trade and policy implications of Brexit development and strategies relevant to Scottish farmers will be key priorities – 12 editions.

**Datasets** - Scottish specific data on prices, supply and demand and input costs for the main agricultural sectors in excel format, updated monthly, enabling Scottish farmers to find relevant Scottish specific data in the one place.

**National Performance Indicators** – To help the sector as a whole understand where it stands relative to other countries and historic performance derive national benchmarks of enterprise performance to raise awareness of Scotland's relative performance year to year and with other countries. Updated regularly and in line with the main statistical releases such as the June Agricultural Census.

**Sector reports** - Market guides – given the potential large shifts in domestic and export market opportunities these will help farmers improve their understanding of market requirements,

specifications and contract issues in their sector. Make the most of market opportunities - requirements, specification, contracts - 2 sector reports.

**Understanding accounts** - Run some farmer friendly web tutorials, along with developing an Understanding Accounts part2 (Benchmarking your accounts) for the web site.

**Farm Business Survey (FBS) - Whole farm and enterprise benchmarks** – this Scottish Government funded survey generates the most comprehensive set of audited financial benchmarks for the main farm types. Uptake and use of this valuable data set by farmers has traditionally been relatively poor so the objective here will be to greatly raise farmer awareness and accessibility. Release 2 reports in March for whole farm and enterprises for the 2016 crop, develop and add simple whole farm web comparator tool to the FAS web site to allow users to easily compare their farm directly with relevant farms in the FBS.

**Business planning guides and tools** - Planned material was completed and added to web pages in 2017/18 - only minor updates / changes expected.

**Farm Management Handbook** - Annual industry budgeting handbook carefully tailored to match Scottish conditions, published October – develop the list of enterprises and content to meet changing industry needs, market and policy changes. Current and historic editions on-line.

**Business planning training** – Providing on-line resources is not considered sufficient to motivate farmers to develop their skills and knowledge of financial management and 12 hands-on, interactive training workshops are planned across the main farming areas to maximise uptake. The focus will be to raise awareness of the benefit of understanding costs of production, in particular during the period of change ahead. Highlighting that ILMP can be used as a means to future proof a business. Business training will be targeted at a younger generation as they have the greatest capacity to change and working closely with New Entrants theme. Introductory courses on; business strategy, budgeting and planning, and succession are to be integrated with wider FAS themes.

**Milk Manager News** - 6 editions will be produced to keep the dairy industry up to date with recent trends and new technologies.

## **New Entrants**

### ***Desired Outcomes***

The FAS New Entrants to Farming Programme will be operated across Scotland involving local workshops, regional meetings, a new entrants gathering, events, guidance notes, fact sheets, case studies, newsletters, video clips and the involvement in the Farming Opportunities for New Entrants (FONE) group.

### ***Priority topics***

The main topics to be delivered in 2018/19 under FAS New Entrants to Farming Programme Include:

- Co-operation
- Succession Planning
- Joint Venture Farming
- Business
- Technical
- Adding Value
- Record Keeping
- Marketing

### ***Outputs***

There will be a full range of activities carried out under the New Entrants theme in 2018/19. These will include meetings, events, printed material, videos and social media.

### **Meetings and Events**

Groups will be geographically spread across Scotland, from as far North as Orkney, West as Balivanich and South as Stranraer. Two facilitated meetings will be run per year, these will be tailored to new entrant specific topics e.g. business planning, finance, joint venture farming, technical topics, etc. The groups will include approximately 12-15 people and will include both SAC specialist and professional guest speakers. The meetings will be run in the evening to allow busy new entrants to attend while juggling jobs, young families, etc. The topics will be structured around group's requirements while also allowing members to network with other like minded people, exchanging ideas and experiences. These group meetings will aid in the increasing business and technical skills.

To build upon the coverage of the group meetings we will hold tailored succession and co-operation workshops. The succession workshops will be targeted at remote areas of Scotland, while the co-operation workshops will be spread in the four corners of Scotland. Added value events will be run highlighting how a larger output can be generated when land is limited.

A gathering will be held to allow for national networking of new entrants. This would be aimed at new entrants, land owners and the industry, with the aim to inspire the next generation whilst also showing opportunities for land owners to assist new entrants in to farming.

### **Printed Material**

There will be a range of printed material generated and available on the FAS website. This will be aimed at aiding the transfer of knowledge, key messages and opportunities throughout the new entrant network. Guidance notes will provide substantial information on specialist subjects, while fact sheets will provide a simple read of key issues affecting new entrants. Case studies will be derived aimed at both the new entrant and the landowner, signposting how others have gained a foothold in the agricultural ladder.

**Video Content**

Videos will be created illustrating case studies of how new entrants have entered the agricultural industry. These will show the new entrant as well as the landowner, contract farmer, etc. Short videos will be created at flagship events such as the gathering to assist with delivering key outcomes from the event. These will then be circulated through the FAS website and the dedicated Facebook page.

**Social Media**

Social media is an extremely valuable tool for promoting the events and circulating links for new information on the webpage. The target audience for attending such events are experienced in the use of social media, this allows for the key messages from meetings to be spread in real time e.g. at the gathering a stream of posts and videos can be posted as events occur.

**Participation in the FONE group**

Continued participation in the FONE group is planned for 2018/19. The group workings are aided by the New Entrants to Farming Programme, by means of creating case studies, offering support and allowing access to the new entrant network that has been created. The two strengthen each other, in that the FONE group has an aim to find opportunities, while the FAS New Entrants Programme is ensuring there is a steady stream of new entrants equipped to embrace these opportunities when they arise.

## Farm Woodlands

### *Desired Outcomes*

The outcomes that this programme aims to support are:

The Farm Advisory Service proposes to address issues of awareness of woodland creation opportunities, benefits and techniques, as well as management of existing woodlands, through a programme of awareness raising events, seminars and articles, to improve animal health and overall welfare standards throughout Scotland.

### *Priority topics*

The priorities for the Farm Woodlands topic are:

- Woodland Creation (small scale and commercial)
- Benefits of woodlands for biodiversity; water quality and flood prevention; climate change; animal welfare; new entrants; business efficiency.
- Management of existing woodlands
- Restructuring and restocking.

### **Woodland Creation**

Many farmers are unaware of the details of the Forestry Grant Scheme and how woodland creation could benefit their business. Incorporating woodland on to farm is a step into the unknown for many and there is a natural reluctance to do this. The FGS provides strong financial support for woodland creation. The main part of our programme will be to publicise the FGS, to provide full information on the opportunities it offers, to promote woodland creation in all its forms and also to keep people informed of changes to the scheme and of particular local incentives. We will do this with articles in Farm Woodland News; the subscribers' newsletter; the FAS website and through social media as well as on farm events. On farm events will demonstrate how to comply with the forestry guidelines

We will also work with Forestry Commission Scotland and other agencies such as the woodland trust to provide advice and guidance on farm woodland issues, for example by participation in the FGS Customer Representatives Group and also the Central Scotland Greening Network.

Land which has previously been managed under an Agri-Environment scheme will be given extra consideration prior to any woodland creation scheme to allow for protection of sensitive or environmentally valuable areas. Where appropriate conservation advisors will contribute.

### **Benefits of Woodlands**

Experience has shown that many farmers are unaware of the detail of the many and varied benefits that new or existing woodlands provide. They may also hold misconceptions about the value of existing productive woods or the perceived adverse effects of afforestation on their businesses.

Consequently we find that *ad-hoc* forestry events are often poorly attended. To overcome this we will provide information with articles in Farm Woodland News; the subscribers' newsletter; the FAS website and social media. In particular we will provide information by participation with short presentations at other FAS or industry events, such as Monitor Farms, which are well attended. Examples include a presentation on shelterwoods for animal welfare and biosecurity at an Animal Health event, or the benefits of riparian woodlands at a Water Resource Management event.

For New Entrants and Business Resilience we will prepare case studies providing a complete overview of the financial implications of various woodland creation scenarios.

### **Management of Existing Woodlands**



Many productive woodlands, for example those planted under the Challenge Funds, are maturing and now ready for thinning. We will organise woodland events to demonstrate good thinning or clear-felling practice and the machinery available for on farm use. Some of this will be in conjunction with Forestry Commission Scotland.

Native woodlands are often heavily grazed or in poor ecological condition. In association with the Biodiversity programme we will promote the opportunities for livestock exclusion or remedial work such as enrichment planting or removal of invasive species.

### **Restructuring and Restocking**

When woods are felled at maturity there can be a significant impact on landscape and wildlife, with possible adverse impacts on protected species. We will promote forest planning, forest certification and the opportunities for improved design in the next rotation.

Small woods can be difficult to harvest and restock economically but there are opportunities for improving infrastructure or co-operative working, especially for harvesting for woodfuel for which smaller sized machines are now available. These give opportunities for farmers to carry out work themselves rather than employing specialist contractors. We will promote forestry co-operation and harvesting & processing and the support for this under the Forestry Grant Scheme.

### **Outputs**

The specific deliverables proposed for the year are:

- A programme of promotional activities of forestry issues, also to include hedge planting and management.
- Two editions of Farm Woodland News distributed to all participants in Farm Woodland Schemes
- Articles on forestry issues with many integrated with other themes such as biodiversity, new entrants, pollution and climate change in newsletters and other media
- Advice to the Scottish Government and other organisations involved with forestry in Scotland, on the integration of forestry and farming. We will be producing a video and written information on Agroforestry.
- Technical Notes written in response to specific demand. Updating previous technical notes to ensure they are current.
- Farmers receiving advice under the programme, or creating and managing woodlands, are aware of best practice and the various forestry guidelines
- Podcasts and videos to follow up on some meetings as well as stand alone material to promote good forestry practice.

## Discussion Groups

### Outputs

#### **Common Grazings Discussion Groups**

The Common Grazings groups are established in Uist, Lewis & Harris and Skye. In 2017 the groups were established and had meetings with local facilitators, SAOS and the Crofting Commission. The first meetings concentrated on local issues and led to a suite of information notes and videos being produced. For 2018-19, the desire is to help these groups and all CG improve management, access grants including AECS, improve biodiversity, including management of moorland and peatland. For example, an engaging and practical meeting will be held on safe Muirburn, and videos (made under Climate Change theme) will be promoted to all CG and Sheep Stock Clubs. Guidance notes will be available on co-operative sharing of bulls.

An additional CG discussion group will be set up in Argyll on the mainland. Where possible and relevant agroforestry concepts will be introduced to these groups.

#### **Honeybee Discussion Group**

Declines in bees, butterflies, moths, hoverflies and other pollinating insects have been occurring across Europe. Guidance notes, mainly aimed at improving habitat for wild pollinators, have been and will be produced under the Croft and Small Farm, and Climate Change topics. Honey bees, as they forage for nectar and pollen, play vital roles as pollinators of agricultural crops and many wild flowers. As with other forms of livestock, honey bees are subject to a range of harmful diseases, pests and environmental threats. Honey bee activity depends upon beekeepers maintaining a healthy population of managed honey bees.

There are about 25 commercial beekeepers and around 50 semi-commercial beekeepers in Scotland. The commercial beekeeping sector is somewhat isolated from mainstream agriculture and educational opportunities. A series of 4 winter meetings is proposed to bring together the small number of Scottish commercial beekeepers to improve marketing and business efficiency. SG and Graeme Sharp will communicate with the commercial beekeeping industry in Scotland, to agree content of seminars/workshops and ask for input from the industry on what subject matter they wish to be delivered, so appropriate agendas are drawn up.

For example, subjects such as new machinery and automation, husbandry measures, stock selection, honey bee health, business planning and improving marketing would help make these businesses more resilient.

Moreover, specialists and farmers will be invited to explain farm cropping rotations, pesticide use and integrated crop management to widen knowledge. Participants at the meetings would share experiences and trial different husbandry methods and share results.

Seminars/ workshops would take place between October 2018 – March 2019. It is envisaged that this group will not be limited to small holders only and will appeal to a wider membership as well as sharing outputs via our communication channels.

#### **Smallholder Discussion Groups**

Smallholder discussion groups will continue in the Lothians and Borders and Aberdeenshire. These discussion groups bring together a mix of new entrants and experienced smallholders. Meetings vary from on-farm, practical events to winter evening workshops. Topics to date have included soil, grassland, paperwork requirements and lambing. In the coming year, topics will depend on local demand as well as an emphasis on agroforestry where appropriate and relevant.

### **Women in Agriculture Discussion groups**

New for this year will be Women in Agriculture discussion groups. The Scottish Government's study on "Women in Farming and the Agriculture Sector" highlighted a number of issues for women in agriculture. Recommendations in the report stated that practical hands on training programmes need to be targeted at women, and there are a number of topics that women have identified as their priorities for learning.

A series of three workshops in six regions aims to provide structured knowledge transfer and opportunities for women to improve confidence, gain and develop skills and build a business network to further their rural businesses.

### **Island/Remote Business groups**

This is the second year of these groups and the first year has been used to gather the data and now the business involved can reap the benefits of that exercise. In 2018 – 2019, the plan is to start drilling down into the figures in much more detail, so we can unearth these business strengths and weaknesses (as individual businesses and as a group of businesses sharing the same issues). This is a really important part of the process and is where the members will get real benefit

### **Organic group**

This is the second year of this group and will build on the success of the previous year. Farming can be a lonely profession and the group provides an ideal opportunity for organic farmers and those thinking of going organic to meet and exchange ideas, learn from each other and current research.

During this first year we introduced the idea of benchmarking and how important it can be in improving business performance. The group has filled a gap and is well supported, making a positive difference and improving efficiency and performance of organic farming businesses and those thinking of going organic. It is supported by both SOPA and the Scottish Soil Association.

## **Crofter & Small Farm Advisory Service**

### ***Desired Outcomes***

The FAS aims to deliver discounted advice to circa 2200 crofters and 250 smallholders per annum. Events and materials are designed to help these small businesses to become more resilient, improve technical efficiency and improve environment and biodiversity. The range of topics all fit within the other themes, but are tailored specifically to crofting and smallholding.

The aim for this 3<sup>rd</sup> year is to increase the resources available, introduce new workshops and build upon the subjects covered previously. For example, the guide on helping pollinators on small units will be followed by a video guide to successful establishment of small plots of WBSM and Species Rich Grassland; the rushes technical note and video of nitrogen fixers will be followed up with practical guides on fertilisers on crofting area soils and small units. New practical workshops will increase husbandry and welfare skills of new crofters and smallholders and help bring derelict crofts back into high nature value farming.

### ***Priority Topics***

- Business resilience and succession
- Nutrition
- Soil composition, compaction & lime demonstrations
- Practical workshops
- Vegetable growing
- Livestock diseases
- Co-operative working
- Pollinators
- Small scale records and book keeping

These topics, or the number of events or materials for each, may change according to demand or emerging issues throughout the year.

### ***Outputs***

Planned meetings and materials comprise:

#### **Meetings**

- Practical Workshops for smallholders and new crofters, e.g. sheep, goats, pigs, poultry according to demand, including vets for welfare sections and liaising with the AH&W topic lead. In the crofting counties, these will complement courses delivered by the SCF.
- “A season with sheep” - 3 meetings starting with stock selection/introduction, legislation, records, medicines and tagging; breeding meeting with a session at tup sale, selection of breeding stock, tup and ewe management pre and post tugging; lambing course; vet treatments and nutrition.
- Brexit opportunities e.g. alternative sheep production and marketing.
- Vegetable Growing practical and theory workshops.
- Soil composition, compaction & lime demonstrations.
- ‘Derelict to productive’ crofts series of events – 3 per year, to take crofters through steps to bring crofts into productive use.
- Crofting records workshops.

#### **Videos**

- New technology for small scale enterprises

- Nutrition – further info on basics
- Helping Pollinators - how to sow out WBSM or SRG, leguminous crops
- Livestock Diseases (focus on sheep, goats eg footrot)
- Soil composition, compaction & lime demonstrations

### **Practical Guides**

- Succession for croft businesses and legislative constraints (liaising with New Entrants theme lead)
- Small scale records and book keeping
- Fertiliser use and use of nitrogen fixers

### **Podcasts**

- Co-operative working (also in gaelic)
- 2 seasonal podcasts

### **Webinars**

- Livestock diseases – “ask a vet” live webinar

## Appendix 3: Risk Register

FAS Risk Register, maintained by the Project Manager and reviewed by the Project Boards

No.	Risk description	Causes	Risk Action Owner	Inherent Risk Assessment			Current controls	Residual Risk Assessment		
				Impact	Likelihood	Score		Impact	Likelihood	Score
1	Reputation	Poor delivery, Wrong content, Insufficient funding	SAC	3	3	9	- Positive delivery in 2017_18 BP period - Earlier and more detailed planning for 2018_19 BP period - Create user groups for feedback in 2018 - Manage PR	3	2	6
2	Delivery	Poor organisation of team, Under resourced, Poor stakeholder management of partners and experts, Lack of engagement of participants, Poor distribution of deliverables over full year	SAC	4	3	12	- Positive delivery in 2017_18 BP period - Earlier and more detailed planning for 2018_19 BP period - Team resources are strengthened for 2018_19 delivery -	4	2	8
3	Funding	Changes in Public Policy Impact from Brexit and EU funding Change in Government Service perceived to lack value	ScotGov	5	1	5	- Positive delivery in 2017_18 BP period, proof of concept - Demonstrable Value for Money through reporting on agreed metrics - Agree a minimum notice period of 6-months for significant changes to the FAS Programme. - Agreement to jointly manage communications.	5	1	5

No.	Risk description	Causes	Risk Action Owner	Inherent Risk Assessment			Current controls	Residual Risk Assessment		
				Impact	Likelihood	Score		Impact	Likelihood	Score
5	Incorrect Focus	Incorrect Plan to meet needs of Participants. Policy conflicts (e.g. forestry v's conservation)	SAC / ScotGov	4	2	8	<ul style="list-style-type: none"> <li>- Earlier and more detailed planning for 2018_19 BP period</li> <li>- Create user groups for feedback in 2018</li> <li>- Maintain skills base to support all areas of the programme and deliver joint events to address potential conflict areas.</li> <li>- Receive guidance from Scottish Government Steering Group on policy precedence.</li> </ul>	3	1	3
6	Inadequate media presence	Poor communication with other partner organisations. Lack of investment in resources and training.	SAC	3	3	9	<ul style="list-style-type: none"> <li>- Regular liaison with partner organisations to ensure reciprocal links are established.</li> <li>- Utilise all PR channels for continuous promotion, incl. regular Scottish Gov communications</li> <li>- Investment in software, equipment and training</li> </ul>	3	2	6
7	Weather	Prolonged period of bad weather (> 1 month).	SAC	2	2	4	<ul style="list-style-type: none"> <li>- Maintain a flexible approach to delivery.</li> <li>- Use of media to record events and make available via the FAS website.</li> </ul>	2	2	4
8	H&S	Significant H&S incident at a FAS event, resulting in an HSE inspection and prosecution	SAC	4	2	8	<ul style="list-style-type: none"> <li>- Maintain H&amp;S policies and procedures.</li> <li>- Assess risks at each event.</li> </ul>	3	1	3

No.	Risk description	Causes	Risk Action Owner	Inherent Risk Assessment			Current controls	Residual Risk Assessment		
				Impact	Likelihood	Score		Impact	Likelihood	Score
9	Promotion	Web links break down. Website becomes unavailable, restricting online bookings for events both through the FAS Helpline and for individuals.	SAC	2	2	4	<ul style="list-style-type: none"> <li>- Regular checks of website functionality.</li> <li>- Feedback mechanism in place to pick up issues.</li> <li>- A continuity plan developed for the website, which includes a back-up measure for the helpline to handle events enquiries.</li> </ul>	1	1	1