

# Scottish Farm Advisory Service

## One-to-Many Delivery

### 2019-2020 Business Plan



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## Introduction

This document describes how SAC Consulting and its sub-contractors will deliver the one-to-many component of Scotland's Farm Advisory Service (FAS) from April 2019 to March 2020 (the 2019-20 delivery year).

## 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.

## Outcomes specified in tender

The following outcomes were specified in the tender document. They guide the delivery of the FAS one-to-many service and aim to help achieve the wider priorities of the Scottish Rural Development Programme (SRDP) as well as supporting the outcomes derived from the Future of Scottish Agriculture initiative:

- 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.

## 2019-2020 one-to-many programme

### Key changes in 2019-2020

Delivery of the FAS one-to-many service has evolved greatly since its launch in September 2016, and this process of continuous improvement will continue in 2019-20. Specific lessons learned in the 2018-19 delivery year include:

- The value of delivering multiple linked messages under one coherent banner (e.g. talking about soil health and crop health as one inextricable subject). Farmers and crofters are often frustrated by duplication and non-holistic approaches to issues that are fundamentally inter-related.
- The need to ensure internal processes can provide accurate and timely management data to inform decision making and reporting.
- Ensuring key personnel are aware of, and where appropriate involved in, discussion about key issues facing Scottish agriculture – so that where possible FAS can respond appropriately.
- The value of using pre-existing and trusted communication channels (e.g. the farming press, membership organisations) as a way to widely deliver key information in a short period of time.
- The critical importance of investing in high quality digital platforms and outputs – as evidenced by the very positive response to the relaunched FAS website and the growing following for FAS videos and podcasts.

Responding to the above lessons learned and other influences, the following key changes to the delivery model are being made for the 2019-20 delivery year:

1. The 'Crop Health' and 'Soil and Nutrient Network' topics are being amalgamated into the 'Crops and Soils' topic, in order to ensure messages about the inextricably linked subjects of crops and soils are delivered in a joined-up manner.
2. A specific topic ('Developing People') has been created to ensure FAS responds appropriately to the growth in demand for advice around how to develop people, particularly around the Women in Agriculture agenda.
3. The 'Climate Change and Environment', 'Water Resources Management', and 'Farm Woodlands' topics have been merged to form the 'Natural Capital' topic. This reflects the development of

interest amongst many stakeholders in the concept of natural capital (including as a potential feature of future farm support calculations) and helps ensure more co-ordinated delivery.

4. A new topic ('Thriving Through Change') has been created to help farmers and crofters cope with the unprecedented economic and political change that is expected to start with the UK's exit from the Europe Union.
5. Five of the Key Performance Indicators for the one-to-many delivery will be tightened up, with the remaining seven staying at their already high level. A new KPI will be added to measure cost per event attendee.

### Key features

1. Events, publications, videos, podcasts, and online tools that transfer knowledge, enhance understanding and promote uptake of practices that benefit Scottish agricultural businesses and the environment.
2. Reflects the priorities identified through extensive consultation with Scottish Government and key stakeholders, as well as feedback from previous beneficiaries.
3. Built around seven topics:
  - Animal Health and Welfare
  - Crofts and Small Farms
  - Crops and Soils
  - Developing People
  - Natural Capital
  - New Entrants
  - Thriving Through Change
4. Whilst co-ordinated and structured around an annual plan, also has the capacity to accommodate emerging issues (e.g. dealing with extreme weather or disease outbreaks) and new Scottish Government.

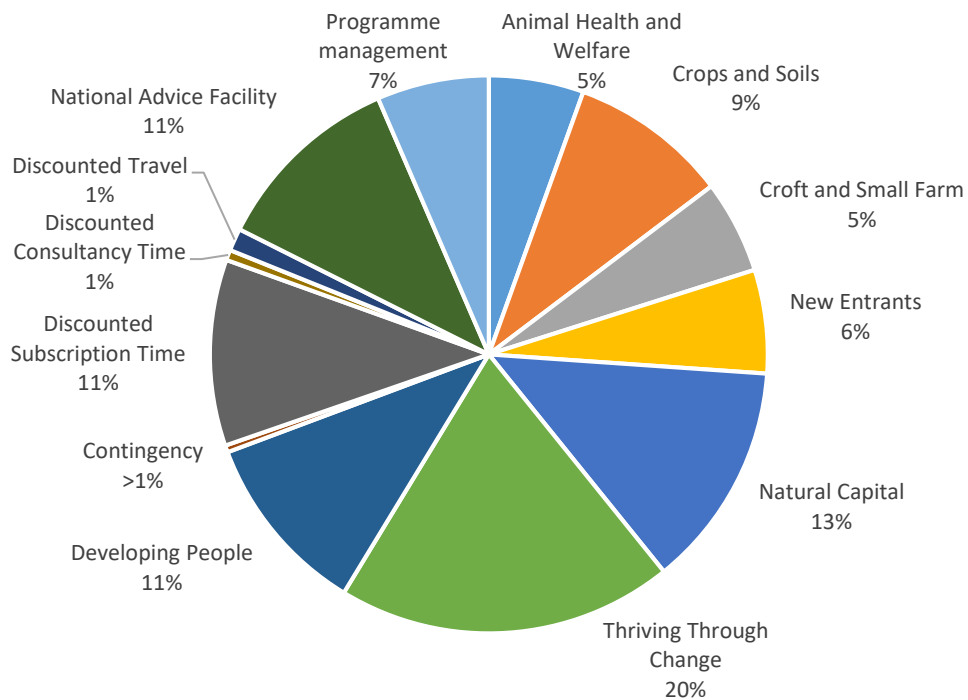
5. Wherever possible and appropriate, and in addition to stand alone events on these subjects, messages about biodiversity, farm woodlands, Climate Change, water and air quality, innovation, business efficiency, and cross-compliance will be integrated into events on other subjects. Messages about the one-to-one element of the FAS will feature wherever appropriate in events and other outputs.
6. A discounted service providing general advice and one-to-one consultancy will be provided to crofters and small farmers. This service increases the opportunity for knowledge transfer to those who, because of their location and/or scale of operations, are economically disadvantaged.
7. A telephone advice line, open during normal office hours, will provide access to general information, signposting to other sources of information, and allow for registration for events.
8. A website, Facebook and twitter accounts, videos and podcasts will be available online at all times, providing farmers and crofters with access to detailed and wide ranging advice on a range of subjects and an ability to register for events.
9. An on-going awareness raising campaign (e.g. via press releases, advertorials) to increase awareness of the Farm Advisory Service, communicate key messages, and encourage use of the one-to-one services.

### Summary of outputs by topic

Topic	Events	Videos	Podcasts	Online tools	Publications	Total
Animal Health & Welfare	23	1	2	0	52	<b>78</b>
Crofts and Small Farms	19	7	2	0	1	<b>29</b>
Crops and Soils	28	5	4	1	60	<b>98</b>
Developing People	50	2	5	1	0	<b>58</b>
Natural Capital	46	15	6	0	11	<b>78</b>
New entrants	41	1	0	0	12	<b>54</b>
Thriving Through Change	42	9	24	1	63	<b>139</b>
<b>Total</b>	<b>249</b>	<b>40</b>	<b>43</b>	<b>3</b>	<b>199</b>	<b>534</b>

## Balance of resources

The chart below shows the high-level allocation of resources to the different parts of the FAS one-to-many delivery in 2019-20.



## SAC Consulting – contract key personnel



## Topic outlines

### Animal Health and Welfare

In 2019-20, this topic will aim to promote best practice that supports higher farmed animal health and welfare standards to enhance productivity and integrity of Scottish livestock production and its brands.

The objectives for this topic in 2019-20 are:

- Promote preventative practices that improve animal welfare and productivity, whilst reducing disease challenge. Integrate within a livestock health plan.
- Engage livestock farmers with the latest, most appropriate, control programmes to incorporate into an active approach to health planning.
- Promote responsible use of medicines, and deliver greatest health, welfare, profit and societal benefit.
- Quantify economic gains and environmental mitigations from improved livestock health and welfare and advantages in use of technology therein.

In 2019/20, this topic will deliver the following:

1. Animal health and welfare timely communications. Mixed media content to include short, topical or responsive issues each month covering dairy, beef and sheep sectors; tackled via articles, press releases, social media, fact sheets, short-videos and podcasts.
2. Cattle ventilation meetings. Adapting or retrofitting existing sheds to promote better ventilation, animal performance and reduced pneumonia incidence. Rollout of seven meetings closely networked with local veterinary practices, making full use of existing FAS materials and repeating the successful format delivered in Lanark and St Boswells area, 2017/18. This deliverable will also touch on other calf stressors such as dehorning and castration.
3. Animal Health and Welfare mart days. Three new feature days at regional centres on major sale days to maximise profile and dissemination of relevant outputs produced through FAS over recent years.



4. Healthy and resilient sheep flocks. Introduce the advantages of technology, as well as best practice in prevention and control of fluke, worms, foot rot and minimising antibiotic usage. Rollout of six new meetings to extend geographic coverage following strong events 2018/19.
5. Dairy data and cow signals. Opportunities from the use of data being recorded on farm and the cows own body language to interpret cow health and management needs. To include one factsheet and then two meetings (with further event rollout drafted for 2020/21).

Other priority cattle topics have been reduced or removed for 2019-20 delivery, as these are likely to be picked up through next year's Beef Efficiency Scheme meetings.

Topic leader: Robert Logan ([robert.logan@sac.co.uk](mailto:robert.logan@sac.co.uk))

## Croft and Small Farm

In 2019-20, this topic will aim to improve the environment, biodiversity, resilience and profitability of croft and small farm businesses.

The objectives for this topic in 2019-20 are:

- Help crofters to work co-operatively to improve Common Grazings by building capacity at a township level.
- Encourage High Nature Value (HNV) friendly crofting and small-scale farming to maintain and improve biodiversity through applying best practice and increased knowledge
- Support
- Improve knowledge of crofting law by providing clear and accessible information and guidance about it, in a way that is complementary to the work of the Crofting Commission.
- Encourage croft land and infrastructure development.
- Support businesses with small-scale livestock enterprises to improve production, reduce their carbon footprint and enhance welfare - with an emphasis on sheep enterprises that are likely to be most affected by Brexit.

In 2019/20, this topic will deliver the following:

1. Common Grazing group development (joint delivery with the Developing People topic). A series of events in consultation with the Crofting Commission and Scottish Crofting Federation. Subjects may include governance, management of natural resources, forestry and woodland, co-operation.
2. Events, podcasts and videos on HNV crofting and small-scale farming (e.g. 'A year on the Machair' – working with SNH and RSPB to highlight appropriate management of this rare habitat – and an event as part of the RSPB's Skye Corncrake Festival to show the importance of changing mind sets to focus on collaboration with other land managers).
3. Web-based videos and decision trees. To help crofters navigate through complex regulations and outline key considerations. For example: video illustrations of the ways in which people can unwittingly become landlords of croft land and the implications and remedies therein; informing crofters of the nature of 'deemed crofts' and how they are created; outlining the processes involved in registration and transfer of crofts.

4. 'Derelict to Productive'. Croft improvement including conservation, woodland, succession methods such as assignation, and business planning. These events aim to inspire and motivate crofters to become more active and to encourage sustainable management of croft land.
5. Polytunnel growing events and videos. To showcase innovative activity that provides high value diversified agricultural income and an opportunity to participate in local food chains.
6. Livestock improvement events and videos. Crofter and smallholder targeted sheep health and breeding events, to help crofters engage and discuss subjects such as future sheep production systems and the demands for more resilient sheep health.

Topic leader: Siobhan MacDonald ([siobhan.macdonald@sac.co.uk](mailto:siobhan.macdonald@sac.co.uk))

## Crops and Soils

In 2019-20, this topic will aim to promote efficient crop and soil management on farms whilst minimising environmental losses. Scotland's soils are a valuable resource that can create many benefits for the Scottish economy and environment for example, increased production, reduced pollution and increased sustainability. Pests, weeds and diseases are constant threats to the yield and quality of crops produced in Scotland, these risks are increasing and new risks are emerging due to a changing climate, the revocation of key pesticides and an increase in pesticide resistance. Combined with the uncertainty facing the agricultural industry, the need for on farm advice to combat the effects of climate change and improve resource management is greater than ever.

This topic will promote the effective and efficient management of soils and crops, leading to a decrease in greenhouse gas emissions, an increase in farm resilience and a reduction in diffuse pollution affecting surrounding water quality. Feedback from farmers and crofters attending the Soil Nutrient Network (SNN) farms to date has been very positive, so these events will continue, with a further three new farms proposed. Delivery of advice will include meetings, large events, videos, podcasts, written material and online tools. This topic will also work in collaboration with other themes and industry partners to ensure value for money to the public purse.

The objectives for this topic in 2019-20 are:

- Increase farmers and crofters understanding of soils. Particularly soil structure, compaction, soil pH, nutrient planning - organic and inorganic, soil biodiversity - including organic matter and soil erosion through the current and new SNN farms.
- Promote key messages on crop health through delivering four arable winter roadshows (in partnership with AHDB).
- Endorse innovation, science and best practice to raise the efficiency and sustainability of Scottish arable production and organic farming.
- Promote up to date advice to farmers and key industry stakeholders on crops and soils.

In 2019/20, this topic will deliver the following:

1. SNN Farms. The final meetings of ten existing SNN farms will take place in summer 2019 followed by a final case study for each of the farms published and promoted on the FAS website.

2. Three new SNN farms will be created in Inverness/Ross-shire, Aberdeenshire and Angus areas. Each farm will hold two meetings in this financial year with a further planned for 2020 year.
3. Delivering large, open meetings at four venues throughout the main arable regions of Scotland: Lothians, Perthshire, Aberdeenshire and Inverness. Aimed at farmers, agronomists and the wider industry working with cereals and oilseeds, the event focuses on the integration of applied technical research with on-farm practice to inspire, innovate and integrate new approaches to arable farming. Events are supported by AHDB.
4. Promoting key messages on crops and soils at events tailored for local situations. This will include a brand new event, "Arable Scotland", which will be targeting a large audience using the trial sites at Balruddery, Dundee. Events will also take place on the Uists (specific to best practice in Machair cropping), Fife, Lothians, Borders, Lanarkshire and Aberdeen and Ayr.
5. Produce technical notes and publications on a range of subjects including forage crops, integrated pest management (IPM) (cover crops and bio-fumigant crops), nutrient management (including interpreting tissue analysis) and precision farming.
6. Topical plant health and crop agronomy articles will be published on the FAS website and in the farming press. These will include the active promotion of changes to pesticide regulation and awareness. 20 articles will be produced on key issues and threats to Scottish arable productivity.
7. The Crop Protection Report (CPR) is published 20 times a year and provides up to date information on pests, weeds and diseases affecting crops in Scotland, along with integrated crop management solutions. As the 2019-20 season progresses, issues pertaining to crop health and agronomy will occur. The Crop Protection articles will be produced to highlight the issues that are arising and the issues that are predicted to become an issue in crops across Scotland. These will provide recommendations on: pesticide use; good practice; the concept and uptake of IPM; recommendations on agronomy inputs; and guidance on new varieties. They will also be used to promote relevant FAS events.
8. An online pH and liming tool will be created promoting the benefits of efficiency in arable, grassland and horticultural systems. In addition, this tool will show the nuanced biodiversity benefits arising from correct soil pH, building on and directing users to existing published material about the benefits wading birds and other species obtain from optimum pH.

Topic leader: Chris McDonald ([chris.mcdonald@sac.co.uk](mailto:chris.mcdonald@sac.co.uk))

## Developing People

In 2019-20, this topic will aim to develop farmers and crofters to empower them to make confident decisions, communicate effectively, and understand them and their business in order to drive it forward. This is essential to allow farmers and crofters to plan ahead, build a resilient business and, ultimately, improve production and the profitability of their business.

The Women in Agriculture component of the topic is based on the "Women in Farming and the Agriculture Sector" 2017 report commissioned by the Scottish Government. The report highlighted clear training needs from women in agriculture, and a need for women-only events as many women felt intimidated and unwelcome at male-dominated events. The range of meeting topics has been drawn up from the list of training needs identified in the report, in addition to confidence building workshops, and aims to be a starting point to encourage women to attend mixed FAS (and other) events.

The mind-sets element of the topic has been developed following the separate visits of the New Zealand farmers Doug Avery and Lindy Nelson, who both showed the importance of business resilience and understanding your own skills and abilities. Five two-day workshops on resilience and entrepreneurship will be developed for farmers to identify their own strengths and weaknesses, and the opportunities and threats for their business. Understanding their own mind-set, strengths and weaknesses is key to helping them plan for the future, as well as giving them confidence to make decisions that will enable their businesses to function better.

The objectives for this topic in 2019-20 are:

- Build the confidence of women in agriculture and create opportunities to develop and learn in a women-only environment.
- Develop online content to expand on the work of the Women in Agriculture (WIA) discussion groups.
- Help farmers prepare for the future, build resilient businesses capable of adapting to change, and overcome challenges.
- Increase confidence, especially amongst younger and female crofters, to engage with committee roles and increase confidence for long-standing office holders that they are doing the right thing.

- Highlight good practice in croft management in order that others and learn from those doing it right.

In 2019/20, this topic will deliver the following:

1. 11 WIA discussion groups will be run, each holding three meetings. Topics to include “mind-set” and two other locally chosen subjects of advice.
2. Create a WIA Facebook group for women to join in with discussion, keep up to date with events across the country and share information.
3. Record three WIA podcasts featuring “real women in agriculture”, with the aim of building confidence by sharing ideas and offering different perspective.
4. Deliver five two-day workshops on resilience and entrepreneurship to allow attendees to explore their own strengths and weaknesses, and develop the mind-set required to be adaptive to future challenges. They will establish what their own mind-set is, where their own strengths lie, and will understand traits that make people and businesses resilient. A video of some of the attendees of the resilience and entrepreneurship workshop will be created and shared on social media to promote the meetings and the idea of positive mind-set.
5. Three crofting discussion groups will be run – one on Skye and two on the Outer Hebrides. Each will hold two meetings, one of which will be about developing people, specifically looking at committee roles and what is required to be successful in them.
6. Two podcasts will be recorded with crofters who are making a success of their business, and will focus on key parts of the business that show good practice, or might be that bit different. They will be upbeat with positive messages, especially in a time of uncertainty.

Topic leader: Mary-Jane Lawrie ([mary-jane.lawrie@sac.co.uk](mailto:mary-jane.lawrie@sac.co.uk))

## Natural capital

In 2019-20, this topic will aim to help land managers protect and enhance natural capital resources, increasing the sustainability of their business. This topic focuses on water resource management, woodlands, biodiversity and climate change adaptation.

The objectives for this topic in 2019-20 are:

- Help farmers and crofters identify and reduce diffuse pollution risks, and be more efficient, resilient and cost-effective in water use.
- Help farmers and crofters to consider how to support and enhance biodiversity on their land.
- Raise awareness of woodland creation and management opportunities, highlighting multiple benefits from farm woodland (including agro-forestry) as part of a productive farm system.
- Help farmers and crofters adapt to a changing climate thereby increasing the resilience of their business.

In 2019/20, this topic will deliver the following:

1. Deliver a programme of events to help farmers and land managers identify ways to protect water quality, both to support work in Diffuse Pollution Priority Catchments and cover more defined topics. For example, topics will include water and pesticide management around the steading, rainwater harvesting, and drainage and ditch management. Content will also provide crossover messages to protect air quality through better nutrient management. All events will provide signposting to other FAS and linked resources, and provide content for social media channels.
2. Support Farming and Water Scotland (FWS) to promote water resource management messages, including improved nutrient use and water management at 20 farmer focused industry or FAS events. Content will also link with the relevant published SEPA Sector Plans.
3. Provide a key speaker on biodiversity or farm woodlands to provide information and signposting at related FAS and/or external industry events.
4. Deliver events to promote upland habitat management and impact assessment.
5. Promote biodiversity conservation. Ways to integrate biodiversity on your farm and croft, food sources for pollinators, targeted management for farmland birds, supporting protected



species and guarding against invasive species are some of the topics that will feature through a mix of events, video and podcasts.

6. Deliver a series of woodland creation and management events with linked podcasts and video. Options for planting will include agroforestry.
7. Compile, publish and distribute two Farm Woodlands News publications.
8. Provide articles for the Farming for a Better Climate (FFBC) column in Farming Scotland Magazine and produce two FFBC newsletters. Content will focus on practical measures farmers can take to reduce emissions and adapt to a changing climate.
9. A series of events helping farmers understand the risks and what can be done to adapt to a changing climate and benefit the farm business. Practical measures such as improving ventilation in farm buildings or creating emergency management plans in the face of extreme weather conditions will be covered. Videos will be produced in response to topical/seasonal issues showing how other farmers have approached similar challenges. This output will also link with FFBC.
10. In conjunction with other topics, promote and signpost to information on woodlands, biodiversity, water quality and climate change adaptation for farmers by attending key sales days at Lanark, Stirling and Thainstone livestock markets. Participation in these 'Mart days' will further increase the reach of FAS.
11. Work with a group of 15 to 20 farmers to create a farmer led discussion group in southwest Scotland that focusses on natural capital topics. Key findings will be publicised via the FAS website and social media.

Topic leader: Rebecca Audsley ([rebecca.audsley@sac.co.uk](mailto:rebecca.audsley@sac.co.uk))

## New Entrants

In 2019-20, this topic will aim to flexibly equip the next generation in to Scottish agriculture with the skills and knowledge to ensure viable agri-businesses are created. These businesses will be encouraged to be innovative and dynamically run by the next generation.

The objectives for this topic in 2019-20 are:

- Increase skills and knowledge through tailored workshops.
- Promote succession.
- Enhance the suite of material aimed at new entrants.
- Increase the understanding of changing tenancy legislation and the opportunities this will hold.
- Increasing awareness of opportunities.
- Promote informed and constructive dialogue between new entrants and with key stakeholders.

In 2019/20, this topic will deliver the following:

1. New entrants groups. 14 groups in Caithness, North East, Morayshire, Inverness, Angus, Stranraer, Lanark, Oban, Borders, Ayr, Dumfries, Western Isles, Skye and Orkney. Seven extremely active areas will run three workshops, while the remaining seven will run two. One topic will be business orientated, the other will be technical.
2. Planning for the future roadshow. Following on from the very successful 2018 roadshow in collaboration with the Scottish Land Commission and NFU Scotland, we will run this over an additional five venues including Ayrshire, Fife, Perth, Borders and Stranraer. Experts will be involved in these, highlighting: succession; planning; and how joint venture farming allows for succession as well as opportunities for the younger generation.
3. Fact sheets. Six additional fact sheets will be added to the current suite. Topics will be chosen based on feedback from the new entrants groups, bearing in mind which subjects are most relevant and would plug a gap in the existing advice available.
4. Case Studies. Four further case studies will be created to: inspire new entrants; demonstrate that there are routes into the industry; and show how different individuals have overcome barriers to entry and finance.
5. Newsletter. Two newsletters will be produced, highlighting opportunities that have become available, good news, news from the groups, post conference updates, etc.

6. Annual gathering. The seventh New Entrants to Farming Gathering will be run. The main aim of this is to have a centre point of the year, with high calibre speakers to inspire new entrants and demonstrate various routes to overcoming barriers.

Topic leader: Kirsten Williams ([kirsten.williams@sac.co.uk](mailto:kirsten.williams@sac.co.uk))

## Thriving through change

In 2019-20, this topic will aim to support Scottish agriculture in the face of new and ongoing environmental, social and economic challenges.

The objectives for this topic in 2019-20 are:

- Advise farm businesses on key operational areas including strategy, finance, marketing, risk management, and people.
- Provide timely farmer-oriented responses to business challenges and developments.
- Promote innovative activity that supports thriving farm business (e.g. renewable energy).
- Provide important Scottish-oriented market information for farm businesses and the wider agricultural industry in Scotland.
- Support farm businesses at all stages of their lifecycle – inception, operation, growth – and, if necessary, exit.

In 2019/20, this topic will deliver the following:

1. Topical national campaigns. Featuring events, articles, videos, and extensive social media coverage, on key farm business subjects not otherwise well served (e.g. 'Employing People' supporting to comply with employment legislation and HMRC rules).
2. Farmers: From Good to Great. A programme where participants will learn about the characteristics of top performing farm businesses and how implement these on their own farms.
3. What Brexit Means for Scottish Farming. A programme of regular output around Brexit, including articles, videos and podcasts.
4. Renewables. Events, videos and publications that set out how renewable technologies can be used to improve farm business performance.
5. FAS market roadshow. Highlights of Thriving through Change outputs will be promoted at key livestock markets to reach a wider audience.
6. AgriBusiness New. Essential independent monthly e-publication on outlook and business issues for key commodities and enterprises, tailored to the needs of Scottish agriculture (12 editions).

7. Whole farm and enterprise benchmarks. Comprehensive audited financial benchmarks for the main farm types, generated from the Scottish Government funded Farm Business Survey.
8. Farm Management Handbook. Well respected and widely used annual industry budgeting handbook carefully tailored to match Scottish conditions and made available online and in print.
9. Showcase of Agri-Food on Skye. Focussing on the importance of distillery by-products in the diet of beef cattle on Skye and the potential to maximise the marketing potential of the subsequent product.
10. Local initiatives. 'Dairy Labour & Robotics' event in Dumfriesshire, facilitation of an 'Organic Farming group' in Morayshire, a 'Forage for Profit' group in Wigtownshire, and a business group for farmers on Mull.
11. Milk Manager News. Newsletter (six editions per year) specifically designed to support the dairy sector.

Topic leader: Chloe McCulloch ([chloe.mcculloch@sac.co.uk](mailto:chloe.mcculloch@sac.co.uk))

## National Advice Facility

During 2019-20, one-to-many communications will continue the huge upward trend in quality and reach seen on 2018-19. In order to achieve this, we will continue what worked last year and make the following changes:

- Content on our Facebook and twitter accounts, as well as our website, will be more diverse. Whilst events-related postings will continue to be the mainstay, we will post more that is not about events and which is therefore of potentially wider interest.
- We will build on the relaunch of [www.fas.scot](http://www.fas.scot) in 2018 to ensure all website content is more frequently reviewed and refreshed. This will help ensure that the website's aesthetics are matched by ever better content – the key to engaging and expanding the audience.
- As part of the above effort, there will be a concerted focus on ensuring there is more interactive content on the website and on social media.
- Following the positive response to the use of advertorials in the 2018-19 delivery year, it is planned to expand this with five full page advertorials in 2019-20, using key national or, where appropriate, regional newspapers or farming magazines.
- There will be an even greater focus on cross-promotion of FAS outputs (e.g. within and between topics) and the opportunities available via the FAS one-to-one delivery.

In addition to the website, social media, and press articles/advertorials, the National Advice Facility will continue to deliver via the Advice Line, attendance at a range of agricultural events (e.g. the Highland Show, Women in Agriculture, Scottish Smallholder Festival), the production and distribution of a monthly newsletter to in excess of 3,000 subscribers, and provision of expert advice to Scottish Government.