

FAS Business Plan 2024/25

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1 Introduction & Purpose

Scotland's agricultural sector is fundamental to delivering high quality, nutritious food as well as playing a critical role in climate adaptation, land stewardship and nature restoration while supporting wider rural economies and communities.

The Agricultural Reform Route Map for Scotland¹ outlines the transition towards sustainable and regenerative agriculture and introduces a new framework of changes to support schemes from 2025, encouraging farmers and crofters to adopt practices aligned with environmental sustainability.

The Vision for Agriculture is Scotland's forward-looking commitment to transformative change, where land use and its management contribute positively to the twin challenges of climate change and biodiversity loss. Regenerative farming practices which enhance biodiversity, improve soil health and contribute to the mitigation of climate change are central to this plan. Food production must use cutting-edge technology to accelerate the rate of progress towards sustainable, efficient systems. Through this transition, Scotland will secure new levels of sustainability in land use, and prosperous, thriving communities.

The purpose of the Farm Advisory Service (FAS) One to Many programme is to offer advice to Scotland's farmers, crofters and land managers which supports them during a period of significant uncertainty and change, whilst maintaining domestic food security, innovating and evolving to meet future challenges.

This Business Plan for 2024/25 has these principles and objectives at its core.

2 Objectives

The FAS should not only support, but actively influence farmers to embrace the new practices and technologies that will deliver Scotland's Vision for Agriculture.

It will do this by:

- Building on the strong foundations of the FAS 2016 – 2024 and providing quality advice to farmers, crofters and land managers the length and

¹ <https://www.ruralpayments.org/topics/agricultural-reform-programme/arp-route-map/>

breadth of Scotland, through engaging, innovative, and inclusive delivery methods.

- Understanding audience needs, ambitions and challenges, so that a delivery programme is developed that is accessible to all, promotes inclusivity, and delivers the advice that Scotland's farmers and crofters require.



Figure 1 – The three elements necessary for farmers and crofters to make changes to their businesses.

- Continuing to be an ambitious catalyst for change as we target net-zero emissions by 2045 and accelerated landscape scale biodiversity recovery.
- Delivering information and resources aimed at increasing the profitability and sustainability of farms and crofts.
- Intensifying focus on nature restoration and preservation, and climate change mitigation and adaptation, issues core to Scotland's farmers and crofters, and their future livelihoods.

- Continually driving awareness and mindset shift of what biodiversity is, how a range of minor adjustments can be valuable, and that biodiversity is a valuable member of the 'food production team.'
- Raising the level of awareness of national climate and biodiversity priorities and targets amongst farmers, crofters, and land managers through provision of integrated technical advice, information, interactions with NatureScot, and assessment of the outcomes of this provision.
- Driving increased practical implementation of integrated land management by farmers, crofters and land managers which will increase positive management of priority habitats and species and contribute to sustainable agriculture.
- Improving understanding of how soil health and management links to the wider improvement of biodiversity, improving water quality, natural flood management and emissions reductions.
- Providing support and promoting action to reduce greenhouse gas emissions per unit of product from farm businesses across Scotland.
- Complementing and promoting the work of successful current and past initiatives including Farming for a Better Climate, Integrating Trees Network, the ABCC (Agriculture, Biodiversity and Climate Change) Network and Farming & Water Scotland.
- Integrating key themes which have proven successful in the FAS 2016–2024 and adding a dedicated organics topic, ensuring that the programme delivers to the needs of current or aspiring organic producers, as well as effectively driving uptake of organic practices by the broader sector.
- Rapidly rolling out enhanced support for farmers and crofters to understand not only the requirements of the Whole Farm Plan, but also the opportunities for improved profitability and sustainability that implementing the audits and plans can help achieve.

- Remaining far enough ahead of our audience for approaches to be challenging and visionary, yet close enough to immediate issues to ensure relevance on-the-ground, all to achieve tangible and attainable programme outcomes.
- Providing multiple different ways to learn about any individual subject and providing a diverse range of delivery modes which overcome accessibility barriers.

3 Approach

The Farm Advisory Service is comprised of eight distinct subject matter or demographical topics and delivers advice through a range of engaging and highly effective advisory modes (Figure 3).



Figure 2 – Subject and demographic topics which comprise FAS, together with core delivery modes.

The programme is designed to reach and engage the full range of farmers and crofters, irrespective of their location or preferences about engaging with learning and advice.

There are five critical characteristics of delivery that underpin the approach:

Inclusivity and accessibility

We ensure services are accessible and inclusive, catering to diverse audiences with varying needs.

Flexibility and responsiveness

We adapt to emerging issues, changing needs and priorities, ensuring service remains relevant and timely.

Collaboration and engagement

We promote cooperative approaches and stakeholder engagement, including working with industry stakeholders, government bodies and NGOs to optimise collaboration and KE.

Quality and value

We deliver consistently high-quality, impactful services that offer clear value to participants. This including use of robust quality assurance processes and continuous improvement measures, and the ongoing incorporation of the results of feedback and evaluation.

Promotion and communication

Effectively promoting services, including the FAS One to One offer, and communicating with audiences through various channels, ensuring wide reach and engagement.

Delivery Modes

The FAS programme utilises a diverse range of delivery modes, as shown below in Figure 4.

Mode	Format
FAS TV	<p>Longer form videos which highlight stories from the agricultural industry across Scotland.</p> <ul style="list-style-type: none">• Allows the audience to remotely see on-farm experiences, a digital ‘farm walk’.• Peer-to-peer learning. <p>Immersive storytelling.</p>

FAS Video	<p>Shorter form videos designed to deliver practical advice, through case studies, vlogs, and technical information.</p> <ul style="list-style-type: none"> • Factual, information sharing. • Designed to give an answer to a problem. • Opportunity to bring together of a collection of images/video that are connected. <p>Shareable and engaging on social media.</p>
FAS Reel	<p>Shortest form video, designed to promote an output through social media.</p> <ul style="list-style-type: none"> • Builds trust with the user, offers them a snippet before committing to/ watching/ using the full output. • Demonstrate brand character. • Opportunity to capture the viewer's attention. • Diversification of content. <p>Build engagement around a specific output.</p>
FAS Podcast	<p>Audio content in which producers can share stories and discuss topics which the user can engage with at any time.</p> <ul style="list-style-type: none"> • Allows multi-tasking while listening, adding value, and learning whilst working. • Overcomes literacy barriers, dyslexia, learning differences, neurodivergence, and visual impairment. • Provides a platform to go more in-depth on a subject than, for example, a shorter video, TV episode or written resource. • A regular frequency allows the listener to schedule their learning and engagement. • Allows for both, storytelling, and peer-to-peer learning.
FAS Technical Audio Resource	<p>Allows the user to listen to the content on-the-go at a time that suits them. Useful for delivering information when there is a time pressure on learning.</p>

	<p>Allows multi-tasking while listening, adding value, and learning whilst working.</p> <ul style="list-style-type: none"> • Overcomes literacy barriers, dyslexia, learning differences, neurodivergence, and visual impairment. • Serial nature, come out every month at the same frequency, allowing the listener to schedule their learning and engagement. • Translates dense, text-heavy publications into an easy-to-follow audio format. • Ability to summarise key messages more easily than written publications and documents. • Gives the listener access to expert researchers and academics.
FAS Radio	<p>Local radio stations broadcast certain episodes of FAS Sounds podcasts.</p> <ul style="list-style-type: none"> • Reaching non-digital audiences and those who do not use or are unfamiliar with podcast software. • Reaching the less geographically connected areas. • Caters to a lower knowledge level.
FAS Tool	<p>Specific online and in-app calculators and problem solvers.</p> <ul style="list-style-type: none"> • Quick way to get an answer to a problem. • Helps to overcome literacy barriers. • Can be visual and interactive, allowing participatory, action orientated learning. • Gives clear actions.
FAS Technical Note	<p>Detailed summaries of complex, technical topics.</p> <ul style="list-style-type: none"> • Presenting research data. • Comprehensive information in a limited space format. • Evergreen subject matter, relevant over a prolonged period.

FAS Newsletter	<p>Regular updates on a variety of topics distributed to subscribers.</p> <ul style="list-style-type: none"> • Promote new, timely, or high-profile content. • Supporting role to other publications on the website and other platforms. • Allows for the targeting of a pre-existing audience with a confirmed interest in the subject matter.
FAS Publication	<p>Written content published on the FAS website.</p> <ul style="list-style-type: none"> • Often takes the form of 'keystone' content that is central to a reader's understanding of a topic. • Specific and targeted output. • Often produced in partnership with or paired alongside other resources (videos, audio, etc.). • Less time-demanding than some other formats. • Helps with indexing and SEO of the website.
On-Farm Event	<p>Large group gatherings on farms to see and hear about a topic in context.</p> <ul style="list-style-type: none"> • Can physically show users a site. • Opportunity for practical demonstrations. • Opportunity to discuss with peers, connects users with shared interests.
Speaker Presentation	<p>In person larger group event, presentation of information to a large group of people.</p> <ul style="list-style-type: none"> • More listening and information delivery. • Opportunity to involve industry experts to share information. <p>Useful for sharing more universal information that would benefit a wider user group.</p>
Online Meeting	<p>Online gathering to discuss a specific topic with a smaller group of attendees.</p>

	<ul style="list-style-type: none"> • Often a closed group or limited number of places available. • Opportunity for more personal topic discussion. • Allows us to identify and speak with a more niche user group. • Two-way conversation for users who may want to ask more questions. <p>Hosting more interactive sessions.</p>
Webinar	<p>Online presentation of information to a larger group of attendees.</p> <ul style="list-style-type: none"> • Access remotely. • Potential for Q&A session. • More information delivery than a discussion. • Opportunity to watch a recording later. • Allows flexible delivery around the time of day to suit the target audience.
Conference	<p>Larger formal gathering, often bringing people together from across the country.</p> <ul style="list-style-type: none"> • Can communicate messages to a large audience. • Offers networking and socialising. • Opportunity to involve more stakeholders. • Brings together sub-groups from various locations. • Opportunity to summarise and conclude a larger project.
Workshop	<p>In person or online, typically a smaller group.</p> <ul style="list-style-type: none"> • Useful for more on hand training and teaching. • Opportunity to show real life examples. • Opportunity for discussion of specific situations. • Focus on developing current skills. • Uses practical activities to demonstrate to the user how they could use the information in their own situation. • Builds confidence in a controlled environment.

FAS Connect Group Meeting	<p>Small groups of 12–15 people, selected to participate in regular peer-to-peer learning meetings.</p> <ul style="list-style-type: none"> • Takes a group on a journey together on a subject which requires more than one stand-alone event. • Builds relationships and encourages collaboration between group members.
Learning Journey	<p>Providing opportunities for groups to learn together and to see first-hand ideas and successful approaches that they can implement.</p> <ul style="list-style-type: none"> • Allows participants to collaborate. • Immersive. • Feel part of a group, more cohesion. • More likely to facilitate discussion. • Time away for reflection, allows removal from the everyday. • Develops perspective. • Global outlook.
Printed Advertorial	<p>Articles and written advisory pieces in print media, often aimed at the non-digital audience.</p> <ul style="list-style-type: none"> • Short, easier read articles. • Contain enough information without having to visit the website to find out more. • Non-region specific. • A regular space, users know it will be there on a regular basis.

Figure 3 – FAS Delivery Modes

The selection of a mode of delivery (or mix of modes) reflects a range of factors including the subject matter, target audience, geographical considerations, the time of year (to consider factors such as lambing, calving, harvest, and winter weather making travel difficult), the policy and regulatory context, and market conditions.

4 FAS Content

Comprehensive Programme

A minimum of 70% of delivery will include climate change and biodiversity advice, helping farmers and land managers to consider these aspects as part of day-to-day activities and forward planning, addressing Scottish Government priorities for action (Figure 2).

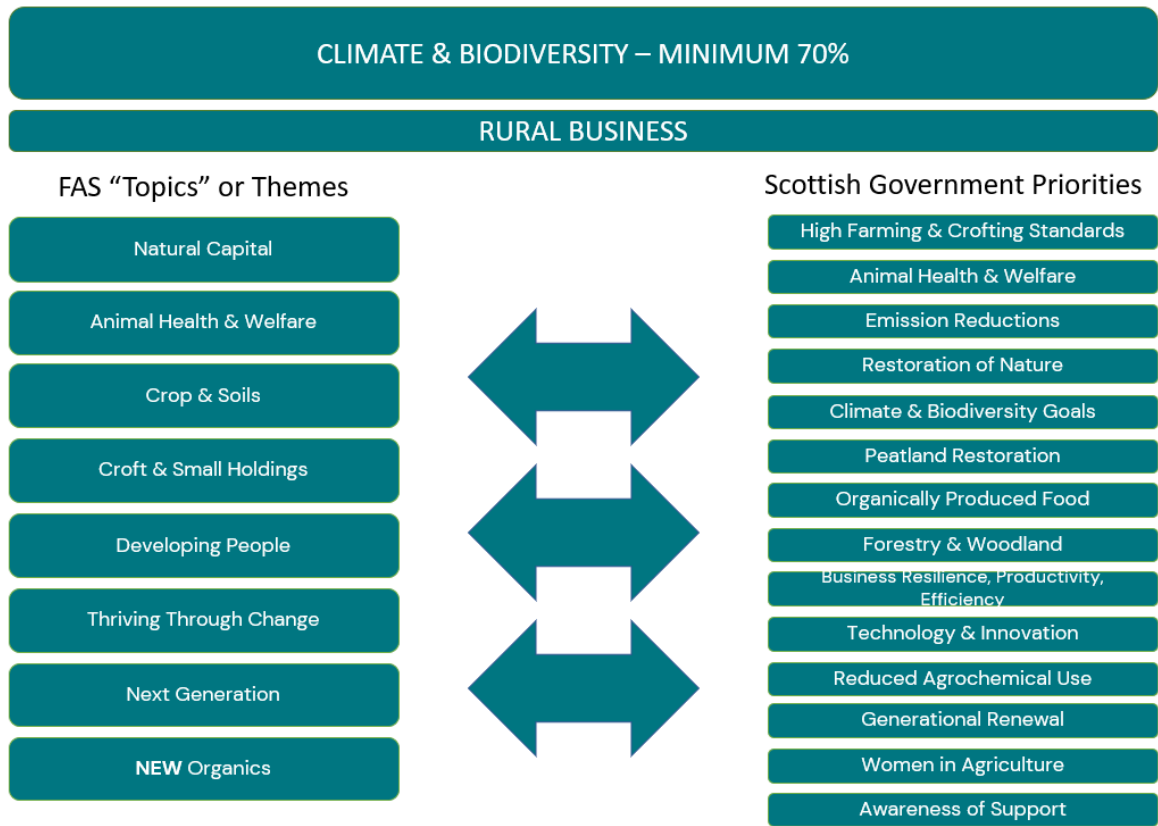


Figure 5 – FAS topics and linkages with Scottish Government priorities

Natural Capital

The Natural Capital topic is designed to help Scotland’s farmers and crofters build environmental and economic resilience by integrating climate change and biodiversity considerations into their practices. By embedding these themes across all subject matters and delivery methods, the programme ensures that even those who might not typically engage with these topics are informed and motivated to adopt nature-positive solutions. This integrates approach highlights that enhancing biodiversity and addressing climate change can go

hand-in-hand with increasing profitability, thereby benefiting both the environment and the farm business.

Our Natural Capital activities will upskill and fill knowledge gaps amongst farmers, crofters and land managers on the topics of carbon, natural capital, biodiversity and climate change, and a forward-looking approach to climate change adaptation and mitigation will be provided. This will integrate research from leading institutions including SRUC, Moredun Research Institute and James Hutton Institute and translate it into practical, actionable advice.

Objectives:

- Provide outputs to help farmers and land managers consider the integration of woodland and hedges on their holdings and the positive impact these actions could have on their business, ranging from biodiversity and carbon sequestration to biosecurity and pollution reduction.
- Help farmers and land managers protect and enhance water quality through case studies on how soil management, grassland, 3D buffers and riparian planting can assist with this as just a few examples of the range of measures available.
- Raise awareness of peatland restoration for farmers, land managers and crofters and sustainable upland management through a range of on farm or estate meetings. Sustainable upland management encompasses deer management, predator control and options for heather management.
- Promote practical, nature positive solutions farmers and land managers can consider incorporating to boost biodiversity on their holding e.g., creating multi species swards or supporting pollinators.
- Provide advice about contemporary resilience issues, such as drought or flooding, including both response measures and proactive planning activities and measures.
- Provide resources on how to assess energy use on farms, improve the efficiency with which equipment operates on farm and also help farmers and land managers identify where renewable energy can fit within the overall solution.

- Raise awareness amongst farmers and land managers of the value of biodiversity audits and what this means for their farms and provide practical advice on how to carry out biodiversity auditing.
- Provision of positive, practical, resources about re-wilding.
- Consistent highlighting of farm profitability benefits from nature positive solutions.
- Provide timely content including about updates and/or reminders about the Agri Environment Climate Scheme (AECS) timeline and key Nitrate Vulnerable Zone (NVZ) dates.

Highlights:

- **Biodiversity Audit Workshops and Learning Materials:** suite of events and publications which will help farmers identify and map their farmland habitats and carry out the biodiversity audit option of the Whole Farm Plan.
- **Biodiversity Management Calendars:** highlighting key management dates and operations or techniques that should be carried out at that time of year. Specific subjects included are Grading for Ground Nesting Birds, Hedgerow Management and Species Rich Grassland management.
- **Carbon Jargon Buster:** continuing this suite of activity from 2023/24 a webinar about carbon auditing and supporting publication. The focus of this project will be explaining how carbon footprints are being measured and why. Building this base understanding of how the calculations are completed will help farmers, crofters and land managers understand their results better and the reasons why their result may not be in line with benchmarks.
- **Defining Re-wilding:** video and accompanying publication showing a case study of re-wilding, with a farmer. This will feature an arable farm and consider interventions that work alongside the cultivation of crops and 'land-sharing not land-sparing' principles.
- **Early Corncrake Cover on Mull:** on-farm event with RSPB looking at the issues that Mull farmers are having with establish early cover for corncrakes.
- **Peatland Restoration:** continuation of activity in 2024 with a further three in person events and supporting case study to raise awareness of peatland restoration, the benefits for the farm landscape and the funding

streams available. Participants will hear from Peatland Action, Peatland Code, and a local peatland restoration expert.

- **Monitoring Dung Beetles:** publication explaining the value and practice of monitoring dung beetles. This is part of a larger package of Animal Health & Welfare Resources "Sustainable Parasitology".
- **Energy Efficiency and Renewables:** continuation of popular 2024 project will see a further two on-farm events looking at examples of renewable technologies and including technical information about the installation.
- **Farm Woodland News:** continuation of the long-running publication, released as a quarterly electronic newsletter with updates on a range of woodland and forestry topics.
- **Hedge and Tree Planting Basics:** videos explaining tree and hedge types, growing conditions, protecting plants, planting systems, cost information, and further considerations.
- **National Priority Species and Technical Publications:** continuation of the National Priority Species guides and updating of key FAS Technical Notes.
- **Farm Wildlife Walks:** continuation of the highly popular series from 2023/24 with events held on farms across the country. These events will promote grass-roots conservation discussions and positive actions to tackle nature.
- **Farm Wildlife Walk Practical Toolkit Events:** on-farm events which provide practical management advice for different habitats. These are designed to follow-on from content delivered through Farm Wildlife Walks, providing the opportunity for returning participants to explore topics in greater depth.
- **Grazing for Profit & Biodiversity:** adding to the existing suite, a new video on the benefit of including chicory in pasture leys for production and biodiversity, and how to manage it for persistency.
- **Landscape Scale Conservation and Collaboration:** on-farm event and case study publication on Luing demonstrating landscape scale conservation in action on a site identified by NatureScot and RSPB.
- **Managing Resources:** on-farm events in collaboration with SEPA on a whole catchment approach to flood mitigation, improving water quality, and reducing soil erosion.
- **Pollution Prevention and Sustainable Slurry Management packages:** on-farm events providing advice on preventing diffuse pollution.

- **Soil Health, Carbon & Resilience:** events and publications providing practical advice on conserving or enhancing soil health and soil carbon. Includes guidance on the fundamental of soil carbon sequestration.
- **Natural Capital Season 3:** podcast series focussing on environmental sustainability issues. Hosted by Rachel Smillie, an environmental consultant and natural capital specialist, and featuring a range of guests.
- **Thrill of the Hill Season 4:** podcast series exploring the issues facing the farmed upland environment. Hosted by Alexander Pirie, a consultant with specialist expertise in sustainability, biodiversity, and the upland environment, with each episode interviewing an important stakeholder or expert in a key topical area.

Project Group	Publication	Tool	Video	Podcast	Webinar	In Person Event
Farm Wildlife Walks						9
Thrill of The Hill Podcast				8		
Pollution and Pollution Prevention						2
Carbon Jargon Buster Learning Materials	1					
Biodiversity Management Calendars	3					
Farm Wildlife Walks: Practical Toolkit Events						3
Renewables						2
Land Managers and Bathing Waters			1			
Carbon Jargon Buster Webinars					1	
Priority Species	3					
Natural Capital Podcast				8		
Biodiversity Audit Workshops						4
Hedge and Tree Planting Basics			2			
Landscape Scale Conservation and Collaboration	2					1
Grazing for Profit and Biodiversity			1			
Biodiversity Audit Learning Materials	1					
FFBC Legacy Event: Technology for Efficient Beef Production						1
Early Corncrake Cover on Mull						1
Farm Woodland News	3					
NC Technical Note Updates	2					
Defining Re-wilding Learning Materials	1					
Defining Re-wilding Videos			1			
Soil Health, Carbon and Resilience	3					2
Peatland Restoration	2					3
Managing Resources						2
	21		5	16	1	30

Figure 4 – Natural Capital Summary

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Animal Health & Welfare

The Animal Health & Welfare topic will promote best practice that supports higher farmed animal health and welfare standards, thereby enhancing the productivity and integrity of Scottish livestock production and its brands and improving awareness and uptake of measures to support Scottish climate and biodiversity goals.

The topic will deliver timely, relevant information and advice to livestock farmers and crofters, regardless of their system, knowledge level, or location, resulting in enhanced animal health and welfare, improved productivity and profitability. This will provide enhanced industry integrity and reduce negative impacts on the environment.

Combining the expertise of local and specialist consultants, vets, and researchers from SAC Consulting and SRUC, livestock farmers and crofters will benefit from local and national observations of the issues facing the industry and how these can be addressed. This information will be fed into the campaign plan agreed with Scottish Government in advance, with flexibility built in to quickly adapt to emerging issues as they occur throughout the year. Highlights within the Animal Health and Welfare topic include:

Objectives:

- Promote best practice for animal health and welfare management to maximise performance and reduce disease throughout Scotland.
- Provide and integrate advice on nature-based solutions routinely throughout delivery and highlight the dual benefit of actions such as small scale agroforestry or hedge planting on both nature and livestock welfare.
- Provide farmers with high end technical knowledge on a wide range of topics to boost welfare and productivity.
- Raise awareness of diseases which are evolving as a result of climate change.
- Encourage and support farmers to improve technical efficiency to improve sustainability and reduce emissions at farm gate level.
- Showcase the latest developments from research and farming peers to initiate change.

- Provide a range of resources and toolkits to encourage strategic business planning to build resilience within livestock enterprises.

Highlights:

- **Sustainable Sheep Systems:** continuation of the highly successful series. Focus areas this year are eating quality, the welfare implications of mutilations including tail docking and castration, and the carbon footprint of the sheep industry and health planning.
- **Sustainable Beef Systems:** continuation of popular campaign with webinars focussing on bovine respiratory disease, neonatal calf health, suckler cow fertility, and genetics, complemented by publications, technical videos, and an on-farm events focussing on cow efficiency and the use of technology on beef farms.
- **Sustainable Parasitology:** a new suite of face-to-face events, publications and videos delivered by vets, researchers, and local and specialist consultants, this project will equip livestock farmers and crofters with the latest developments in sustainable parasite control and practical advice. Key focus areas for year one will be on gastrointestinal parasites, liver fluke and sheep scab, which will be expanded in future years to cover ticks, lice, and other parasites.
- **Health Planning Workshops:** one-to-few workshops on beef and sheep health planning, delivered in conjunction with vets, to support health planning, both for health and welfare and as part of a Whole Farm Plan.
- **Farmer Vlogs:** vlogs about flock performance, building on the previous series.
- **FAS Connect Livestock Groups:** in addition to the Sustainable Beef, Sheep, and Dairy groups launched in 2023, a new Dairy Beef Group will be introduced to bring together the growing number of livestock farmers rearing beef from dairy herds for peer-to-peer learning and knowledge exchange.
- **Stock Talk Season 4:** podcast show of high standing in livestock focussed circles. Featuring timely updates from vets, specialist consultants, and industry, innovative ways of improving animal health and welfare and tackling the climate and biodiversity crises are at the forefront for listeners.

Project Group	Publication	Tool	Video	Podcast	Webinar	In Person Event
Ruminant Mineral Supplementation	3				3	
Sustainable Parasitology Series	7		1			1
Sustainable Sheep Systems	1				4	1
In Conversation With... Podcast				2		
Monitoring Flock Performance Vlog Series			9			
Livestock Health Planning			1			4
Selecting finished livestock	1		1			
Stock Talk Podcast				8		
FAS Problem Solver Update Beef						
Sustainable Beef Systems	2		1		4	1
Tup Management & Purchase			3		1	
Interpreting Metabolic Profiles	2					
	16		16	10	12	7

Figure 5 – Animal Health & Welfare Summary

Topic Lead: Hazel Laughton

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Crop & Soils

Soils, crop productivity and our environment have an interdependent relationship and we will promote this connection as the core theme across the crops and soils programme.

Since the creation of the Farm Advisory Service in 2016, the Crop and Soils topic has engaged with farmers on a regular basis across a variety of media including events, podcasts, videos and articles in the farming press and the FAS website, providing timely and topical information which reflects the changing growing seasons for our crops in Scotland.

The Crops and Soils programme will encourage more farmer engagement through FAS Connect discussion groups, vlogs, workshops, and roadshows. This in-person engagement where farmers can share experiences peer-to-peer is key to encouraging and giving farmers and crofters the confidence to implement changes on-farm which help achieve reductions in emissions, improvements in business resilience and contribute to Scotland's climate change and biodiversity goals.

The Crops and Soils programme will amplify and reinforce messaging and advice from organisations such as SEPA and NatureScot, helping farmers increase resource use efficiency, address water pollution risks, improve soil and nutrient management, adopt the use of integrated pest management plans and waste management planning. Across all elements of the programme, good practice will

be promoted, highlighting the various cross compliance regulations that all farmers, crofters, and land managers should be achieving within their daily farming activities and emphasising the associated benefits of good practice and compliance with legislation.

Resources from partner organisations such as the Farming and Water Scotland website and the 4 Point Plan, Valuing Your Soils brochure, the Voluntary Initiative and Know the Rules guides will also be promoted at events, alongside other FAS resources to help farmers address the challenge of Scotland's nature climate emergency. Nutrient management planning tools are available to help farmers optimise their nutrient use and improve resource use efficiency on farms. Through FAS we will continue to offer support in both nutrient planning and use of PLANET Scotland and the new tools on the FAS Companion App for farmers and growers, both within and out with Nitrate Vulnerable Zone (NVZ) areas.

Objectives:

- Promote best practice for management of our soils, environment, natural resources, diversity, and crops in Scotland.
- Share and encourage the practical application of research and innovations within industry.
- Promote regenerative practices and nature-based solutions and encourage the understanding of their living soil as a fundamental farm asset.
- Provide farmers with the knowledge and confidence to make strategic business decisions.
- Support farmers and crofters on their journey to Net Zero.
- Encourage technical efficiency to improve sustainability and profitability and reduce emissions.
- Promote and support farmers to reduce diffuse pollution and improve nutrient management in support of Nitrogen Balance Sheet activity, Nitrate Vulnerable Zones, and Protected Waters policy areas.
- Provide the advice and information necessary for farmers to carry out Integrated Pest Management (IPM) plans as part of their Whole Farm Plan. These will be promoted across all sectors of Scottish agriculture.

Highlights:

- **Crops and Soils Bulletin:** monthly bulletin dedicated to crops and soils. Short articles providing agronomic information, market intelligence, cross compliance, emerging technologies, best practices for soil health and crop management, organic and regenerative principles, topical issues, and biodiversity.
- **Grassland Roadshow** –regional events across mainland and islands, challenging how we manage our grass and forage crops to balance improving biodiversity and changing weather patterns. These events will look at what we grow, when we grow it and the impact on the environment and farm sustainability. We will promote tools to aid farmer planning and allow improvements to be tracked, including the use of an integrated pest management tool for grassland and the FAS companion app, organic manures calculator and feed budget tool.
- **An Arable Journey towards Net Zero:** co-ordinated series of vlogs and supporting case studies following a farmer on their journey towards net zero, answering the question of how we achieve this at farm level. A baseline carbon audit will be used to help the farmer identify mitigations such as cultivation methods, crop biodiversity and reducing fertiliser use, which can reduce their emissions. Their journey to implement these mitigations will be documented through vlogs, allowing other farmers to follow their progress, concluding with a webinar.
- **Arable Roadshow:** staple of the crops and soils schedule is the popular arable roadshow enabling farmers to get together and hear from researchers, industry, and fellow farmers. Subject areas covered include research, technology, grain markets, achieving net zero, and seeing breeding advances and regulatory changes which will influence their business. The roadshows will promote the continued maintenance of Scotland's high plant health status, and greater awareness and uptake of more integrated and sustainable crop protection strategies amongst Scottish farmers, linked to a reduced reliance on artificial inputs and more holistic management of soils.
- **Crop Trials Technical Night:** plant breeding advancements are a key element in making our industry more efficient and reducing reliance on fertiliser and pesticides, and these crop trial evenings provide the ideal forum to show farmers what options are available to them and the impact

it can have on their business. SAC Consulting researchers and specialists are also on hand to discuss innovations to accompany variety selection that will increase crop resilience and introduce greater diversity into rotations using cover crops, under sowing and intercropping. This brings opportunities to increase soil health and fertility. Crop trials events are the 'show and tell' of the plant breeding world, providing farmers with a direct connection to the research and science of crop production and are an essential part of how we educate farmers to the reality of farming with lower fertiliser and pesticide inputs.

- **Nutrient Management Workshops:** continuation of a popular series. These will be targeted at varied levels of ability, from new entrants to those who have previously attended a workshop and are looking for the next level. The nutrient management workshops encompass soil management, the storage and use of organic manures, technology, crop requirements and cross compliance. The workshops are based around smaller groups, creating a more practical session where farmers can work through hands-on examples. All sessions are led by Fertiliser Advisor Certification Training Scheme (FACTS) qualified advisors.
- **Regen for the Next Gen:** series of vlogs which will follow the latest developments in regenerative agriculture practices through a summary of major industry events, vlogs with farmers new to regenerative agriculture and from those who have been undertaking these principles for some time and can share their experiences. These vlogs build on previous materials produced by FAS which explain the principles around regenerative agriculture, taking these principles into practice through farmers at various stages in their journey making it more relatable to a wider audience.
- **Technical Publications:** a suite of technical publications will be maintained, and updated or renewed, to ensure the latest recommendations for nutrient management, crop inputs and soil health are complying with evolving legislation and cross compliance and are in line with proven research.
- **Arable Scotland:** attendance at the largest arable focused event in Scotland, attracting farmers and industry. The FAS stand at this event is a platform to promote the services and information delivered to farmers. This display will be interactive and participative and signpost farmers to the wider resources available through FAS. The theme for the 2024 stand will address the biodiversity and climate crises through clear facts about

nature decline and industry emissions, and the practical measures which can be adopted by farmers to play their part in reversing the impacts.

- **Profiting from Reducing Tillage and Lowering Emissions: North:** building on the successful series of videos, case studies and event run in the Borders in 2022 this event will be replicated in the north of Scotland. The videos and case studies will examine the systems of local farmers reducing reduced tillage and alternative methods of sowing for the benefit to soil health, carbon storage and reduced emissions, linking with findings from the Farming for a Better Climate Soil Regenerative Agriculture group. The videos and case studies will be followed by a farmer event with a panel of farmers and experts on hand to discuss where these practices can be applied to crop rotations in the north of Scotland.
- **Managing Natural Resources:** series of videos throughout the growing season giving real time updates on crop growth, disease risk and weed burdens. Provides advice on maximising efficacy of PPP and the incorporation of IPM.
- **CropCast Season 4:** podcast show featuring researchers, agronomists, arable consultants and arable farmers discussing plant and soil health, highlighting biodiversity, regulatory advice, agronomic developments, and technology for more efficient crop production systems. These will take an entire system approach linking advice and activity on plant health to broader rotational issues, thereby optimizing the chance to link sustainable plant health actions to other positive outcomes for whole farm profitability and allowing for plant and soil health benefits to be linked to climate and biodiversity.

Project Group	Publication	Tool	Video	Podcast	Webinar	In Person Event
Sustainable Slurry Management						1
Arable Roadshow Events						3
Arable Roadshow Videos			1			
Arable Scotland Event						1
Arable Scotland Videos			2			
Crops Trials Nights Video			1			
Arable Journey to Net Zero Events					1	
Arable Journey to Net Zero Publications	3					
Arable Journey to Net Zero Videos			2			
In Conversation With... Podcast				4		
Crop Update Videos			5			
FAS Technical Notes	1					
Forage Focus Field Days						1
Grassland Productivity Suite Publications	1					
Grassland Roadshow Events						1
Grassland Roadshow Videos			2			
Nutrient Management Workshops						5
Crops and Soils Bulletin	3					
Cropcast Podcast				8		
	8		13	12	1	12

Figure 6 – Crops & Soils Summary

Topic Lead: Lorna Galloway

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Croft & Small Farms

The Crofts and Small Farms topic will support crofters' and smallholders' ability to increase biodiversity, protect natural resources and the crofting landscape, reduce emissions, meet crofting regulatory requirements, and enhance crofting businesses.

Building on previous FAS activities, proposed outputs include a mix of interactive face-to-face events, publications, podcasts, radio, web-based tools, videos, and FAS TV episodes to cater to different learning styles. Subjects include Common Grazing management, biodiversity protection and enhancement, reducing emissions, optimising livestock production, horticultural and small-scale food production. Collaboration with the Crofting Commission, Woodland Trust, NatureScot, Peatland Action, Teagasc, Moredun Research Institute and others feature throughout. Resources specifically for smallholders and crofters will also be delivered through other topics, including beekeeping, FAS Connect for clerks, and young stock-people workshops.

Objectives:

- Encouragement of correct financial governance of Common Grazings.
- Halting biodiversity decline by encouraging small scale cattle keeping.
- Promote regenerative practices and nature-based solutions and increase understanding of the importance of the living soil as a fundamental croft asset.
- Inspire and support crofters from a common grazing to form a committee and appoint a clerk.
- Increasing understanding and use of CC processes.
- Encouraging succession planning and the transfer of crofts.
- A mix of media to ensure information is accessible to all.
- Ensure that crofters understand how to meet the requirements of the Whole Farm Plan and the wider benefits of engaging in the audits and plans.

Highlights:

- **Common Grazing Finance Management:** continuation of the highly popular series of in-person meetings, in conjunction with the Crofting Commission, to encourage the formation and retention of Common Grazings committees, by explaining financial regulations to operate within the law.
- **Common Grazings Development Opportunities:** for committees to organise developments on the common such as habitat management schemes, renewable energy schemes, or peatland restoration, they need the skills to manage shareholder expectations, and understand the management of income and expenditure according to their Regulations. Face-to-face events and online meetings for accessibility will explain systems, provide written resources and templates, and give confidence to clerks and committee members.
- **Crofting Sheep:** adapting the successful Crofting Cows campaign in 2023/24, this activity will provide on-croft workshops/events focussing on key subjects, refined to local conditions including livestock record keeping and traceability, handling systems, managing lameness, parasite control, nutrition, and welfare.
- **The Smallholder Festival:** attendance at this event is an opportunity to reach a large, highly motivated audience, and demonstrate the pertinent

areas of FAS to smallholders. FAS has a stand with different displays each year, plus delivers talks, workshops, and advice. Positioned alongside the stands for SRUC animal disease surveillance and Farming and Water Scotland, this allows signposting to further resources. A combination of talks and workshops from the organisations, such as practical grassland management, sheep and goat “MOTs”, or farrowing pigs using simulators are always popular and increase footfall to the stand.

- **Preparing for the Future:** a series of in-person meetings across the crofting counties to support crofters and smallholders as they adjust to the new policy landscape currently unfolding. Supporting crofters in understanding policy aims, and the measures available improves uptake, in turn encouraging sustainable land management practices to preserve and enhance biodiversity and safeguard fragile ecosystems and habitats. We will also offer additional support, such as Biodiversity, Croft or Succession plans and Carbon audits.
- **Crofting Clubs:** an extension of the successful Kilmuir Crofting Club into more areas. Club meetings will be crofter-led and will bring together stakeholders to share information and exchange ideas and debate current issues. Regular meetings throughout the year bring a sense of belonging and allow time for reflection. Crofting communities vulnerable to the impacts of climate change, including extreme weather events, shifts in growing seasons, and changes in precipitation patterns. This club format strengthens the resilience of rural communities and local food systems.
- **Crofting Matters Season 3:** podcast show specifically tackling the opportunities and challenges facing Crofting, which is unique to Scotland, and is an integral part of life in the Highlands & Islands. Crofting can deliver a wealth of benefits to crofters and the crofting communities they live in, this podcast aims to provide advice on common challenges, highlight successes and opportunities, whilst building resilience and driving innovative practices. Hosted by Siobhan Macdonald, topic leader for the Crofts and small farms topic.
- **Crofting Radio:** a public broadcast show specifically for crofters and smallholders in the Scottish Highlands and Islands. Through partnership agreements with a range of local radio stations, this format will reach tens of thousands in homes and cars and reach a non-digital demographic of the audience. The show will focus on advice, information and inspirational stories from around the crofting counties, with notable examples of

collaboration, nature restoration, resource efficiency, schemes, funding, and more.

Project Group	Publication	Tool	Video	Podcast	Webinar	In Person Event
CG Finance						6
Crofting Club Gairloch						3
Crofting Club Kilmuir						3
Crofting Club Lewis & Harris						3
Crofting Club Ross						3
Crofting Club Tiree						3
Crofting Matters Podcast				4		
Warm homes for crofters	1					
Crofting Sheep						2
Crofting Club Shetland						3
Preparing for the future	1					7
Crofting Radio				4		
CG Development			2			2
Crofting Cows						4
Smallholder Festival						1
	2		2	8		40

Figure 7 – Crofts & Small Farms Summary

Topic Lead: Siobhan Macdonald

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Developing People

Work through the Developing People topic will boost farmers' and crofters' confidence in making decisions and help to encourage an open mindset. We will also focus on building confidence in specific groups including Women in Agriculture and Next Generation farmers and crofters.

The Developing People topic will continue to run Women in Agriculture (WIA) groups across Scotland, and events focussing on farmer resilience and personal development. The topic aims to develop personal skills that empower farmers and crofters to make confident decisions, communicate effectively, and understand their skills and business to drive it forward.

The WIA topic continues the work done since 2017 through FAS, by providing women only workshops and networking events across Scotland. Mary-Jane Lawrie is collaborating closely with the Women in Agriculture Scotland committee (<https://womeninagriculturescotland.com/>) to share and promote activities to benefit women across Scotland.

Objectives:

- Build the confidence of women in agriculture and create opportunities to develop and learn new skills in a women only environment.
- Continue to facilitate the Women in Agriculture Facebook group which has been a successful online forum for open discussion, networking, and education.
- Help farmers and crofters prepare for the future, build resilience, and overcome challenges.
- Help farmer and crofters more effectively manage employees.
- Provide young farmers and crofters with some of the skills they need to improve their employability.
- Aid farmers understanding of digital programmes that will improve record keeping and aid confident decision making.

Highlights:

- **Women in Agriculture Groups:** events and online meetings specifically catering to women in agriculture and crofting. This extensive package covers 12 in-person groups, Argyll, Ayrshire, Borders, Caithness, Invernesshire, Lothian, Morayshire, Orkney, Perthshire, Wester Ross, Western Isles, Lewis & Harris. In addition an online group provides the opportunity for women in areas where limitations in demand does not permit an in-person group.
- **Wellbeing and Personal Resilience:** videos and events being held in conjunction with Farmstrong Scotland to encourage all farmers to take steps to maintain and improve their mental wellbeing.
- **Agri Culture Season 3:** podcast format platforming inspirational and thought-provoking conversations from people living and working in the agricultural sectors. This show deals with diversity, mental health and resilience, business resilience, agri-business diversification, and succession amongst many other important topics. This podcast highlights innovation, mind-set change, and provides confidence to listeners to try something different or new.

Project Group	Publication	Tool	Video	Podcast	Webinar	In Person Event
Dairy benchmarking workshops						3
Wigtownshire Women in Agriculture						1
Online training for practical skills					1	
Western Isles Women in Agriculture						4
Ayrshire Women in Agriculture						2
Caithness Women in Agriculture						2
Online Women in Agriculture group					3	
Agri Culture Podcast				8		
Morayshire Women in Agriculture						3
Lothian Women in Agriculture						1
Personal resilience with Farmstrong			1			4
Creating an employment contract					1	
Perthshire Women in Agriculture						1
Argyll Women in Agriculture						2
Invernesshire Women in Agriculture						2
Wester Ross Women in Agriculture						2
Spotlight on diversification	1		2		2	1
Orkney Women in Agriculture						3
Borders Women in Agriculture						2
	1		3	8	7	33

Figure 8 – Developing People Summary

Topic Lead: Mary-Jane Lawrie

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Thriving Through Change

The package designed in this topic will provide farmers and land managers with the knowledge and skills to help build resilient businesses. It provides a useful resource where answers to regulation and compliance queries can be found. It will be delivered using a combination of formats including online publications, face-to-face meetings, webinars, videos, and online tools.

Objectives:

- Farm business resilience (including financial).
- Use of technology and data gathering to support business resilience.
- Introduction and support for new diversification opportunities and how they can help build business resilience.

Highlights:

- **Spotlight on Diversification:** webinar, publication and video suite showcasing diversification opportunities from heritage food, diversification-on-a-shoestring, and agri-tourism.
- **Agribusiness News:** monthly publication including guest expert contributions from across Scotland. Provides provide farmers and others in the agricultural industries with news on the latest policy and economic developments within all the main farming sectors. Each monthly edition of Agribusiness News is also produced as a podcast which is made available through FAS Sounds.
- **Farm Management Handbook:** vital source of financial and technical data relating to all aspects of farm management in Scotland. Provides everything from gross margins for growing spring barley, to the detailed requirements for Scottish Government support schemes. The handbook is made available as a PDF download from the FAS website and is undergoing a digital modernisation.
- **Spring and Autumn Budget Update:** publications summarising the key changes for agriculture in Scotland following each of the budgets.
- **Milk Manager News:** bi-monthly publication containing technical and economic articles along with updates on the latest developments in technology, specifically produced for knowledge transfer to the Scottish dairy sector.
- **Whole Farm Benchmarks:** whole farm benchmarks tool updated with the most recent data from the Scottish Farm Business Survey. This online resource allows farmers to establish how their business is performing compared against similar businesses, and to identify areas where change might be required.
- **Deer Farming:** continuation of popular event series, providing in-person events on farms, processing sites or with industry bodies across Scotland. Provides **opportunities** for those already involved in deer farming to meet with individuals who have an interest in establishing a new deer farming enterprise.
- **Carbon Audit Video:** video which will provide a walk-through guide on the steps required to complete a farm carbon audit. This will assist farmers to understand what information is required to complete the audit, understand the results and the factors that can impact on their final result.

- Rural Roundup Season 3:** podcast show providing a timely and regular source of agricultural news, transferring knowledge to the audience about the latest relevant news in agriculture over that fortnight, reminders of deadlines, policy updates, funding applications, upcoming events, webinars, resources, and other Scottish Government funded resources to help them to build confidence, resilience and expand their farming knowledge and networks. Hosted by Kerry Hammond (the executive producer of all audio content produced for FAS Sounds).

Project Group	Publication	Tool	Video	Podcast	Webinar	In Person Event
Farm Management Handbook	1	1				
Agri Business News Audio Podcast				9		
ABN	9					
Rural Roundup Podcast				9		
Deer Farming						3
FAS Integrated Communications	4					
Update Carbon Audit Video			1			
Milk Manager News	13					
Carbon Audit Video			1			
Scottish Farm Business survey		1				
	27	2	2	18		3

Figure 9 – Thriving Through Change Summary

Topic Lead: Alastair Beattie

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Next Generation (formerly New Entrants)

FAS Next Generation is how we support newcomers to the industry from a range of backgrounds (e.g. direct successors, employment within the industry, and no agricultural background).

The change in name of this theme is timely, prompted by a broad recognition that support for newcomers to farming and crofting needs to extend beyond those under 41 who are likely to, or recently have, become the head of a farming business.

Our design of the FAS Next Generation programme has evolved in response to the changing needs of this cohort and evolution in the policy, economic, and social landscape, necessitating a new approach to delivery.

We will combine three core elements, a specialist peer-to-peer learning initiative to provide foundational learning and support for newcomers, 'FAS Academy' courses, and a suite of FAS videos, publications and podcasts. This approach will

provide a solid foundation of skills and knowledge that will support the next generation.

Objectives:

- Develop and enhance the one-to-many Next Generation support.
- Promote the new entrant mentoring service.
- Facilitate social cohesion between new entrants/next generation and prospective new entrants and encourage peer-to-peer knowledge transfer.
- Share first-hand examples of the many different routes prospective new entrants may take to enter the industry from those who are existing new entrants/next generation.
- Engage with other stakeholders e.g., NFU Next Generation, SAYFC, SLMS, Lantra, QMS (in the context of the new entrant monitor farmer) and FONE who are also collaborating with new entrants/next generation.

Highlights:

- **FAS Next Generation Groups:** the new approach to Next Generation support. The FAS Next Generation Group programme will build on the established FAS Connect model, focusing on personal development, mentoring, and peer-to-peer learning for forward-thinking farmers and crofters.
Participants of this two-year programme will engage in farm visits and meetings, facilitated by an experienced FAS Connect facilitator and experienced-farmer facilitators who provide stability, coaching, and mentoring.
The programme emphasises personal development over technical knowledge, helping participants build confidence, set goals, influence others, and develop a network. The structure develops peer-to-peer support and creates a safe environment for learning and idea exchange. Future cohorts will benefit from the experience of senior participants and targeted resources within the wider FAS programme.
- **Body Condition Scoring:** videos and publications showcasing animals of each of the five body conditions scores and demonstrating how to assess them.

- **Carbon Jargon Buster:** taking feedback from SAYFC, this suite of publications and social media videos specifically target Next Generation participants (though are designed to complement other resources, without duplication).
- **Guide to Succession Planning for Crofters:** webinars and supporting publications which support Next Generation crofters.
- **Nutrient Management Workshops:** practical workshops covering soil and nutrient management targeted at the Next Generation audience (Knowledge Level 1 content).
- **Poultry Keeping on a Small Scale:** suite of resources about the basics of poultry husbandry including hatching, housing, egg-grading, health issues and welfare.

In addition to the activities planned in this topic, New Entrants & Next Generation farmers and crofters are a key audience for a range of other materials planned during the period.

Project Group	Publication	Tool	Video	Podcast	Webinar	In Person Event	Connect Group
Body Condition Scoring Publications	2						
Body Condition Scoring Videos			2				
FAS Academy: Next Generation Finance Course		1					
Next Generation Peer Learning Groups							6
Guide to succession planning					1	1	
Guide to succession planning publications	2						
Small Scale Poultry Publications	4						
Small Scale Poultry Video Suite			4				
Selecting Finished Livestock Publications	1						
Selecting Finished Livestock Videos			1				
Carbon Jargon Buster Learning Materials	1						
Carbon Jargon Buster Videos			2				
Livestock Health Planning Publication	1						
Grassland Roadshow Events						1	
Nutrient Management Workshops						3	
Regen for the Next Gen VLOGS			3				
Young Stockpeople Workshops						1	
	11	1	12		1	6	6

Figure 10 – Next Generation Summary

Topic Lead: Laura Henderson

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Organics

The Scottish Government is committed to expanding the organic farming sector, aiming to double the amount of land under organic management by 2026. Key regulatory organisations, such as the Soil Association and SOPA,

are instrumental in providing accreditation, as well as access to knowledge transfer, innovation training and grant support. The FAS will enhance the work of these bodies, providing farmers and growers with essential knowledge to develop their enterprises and businesses.

“The FAS approach to organics must be relevant to those producers who aren’t yet organic, giving them the knowledge and confidence to reduce inputs and costs to benefit their business, while benefitting biodiversity and reducing emissions.”

Robert Ramsay, FAS Organics Lead

The influence of the organic sector extends well beyond the specific boundaries of organic production and markets, and it has long played an important role in leading the wider industry agroecological practices and knowledge generation practices. While organic certification is a clear-cut status, the principles of organic farming are far wider encompassing than the common perception of it being primarily no synthetic chemical inputs, with the core organic principles including soil and human health, ecology, fairness, and care to others and the environment. As such, organics are closely aligned with regenerative agriculture and will play an important role in mitigating climate change and supporting nature restoration, as well as other wider environment and social land management objectives.

Objectives

- Cater for farmers and crofters at different entry points, to strategies including those not aiming for organic certification, that lower inputs and costs, promote biodiversity, and reduce emissions.
- Provide specialised resources and support for those who want a full organic conversion.
- Promote the wider range of benefits that the incorporation of organic practices within the farming operation for all.

Highlights

- **Organic Farming for New Entrants:** series of videos for newcomers to certified organic farming, covering topics such as buying organic breeding stock, learning from the lessons of farmers and crofters who have recently converted to organic, and marketing of organic outputs.
- **Sustainable Parasitology for Organic Producers:** key elements of this campaign will be geared toward organic producers including the 'Test Before You Treat' resources about testing for parasites, as well as a video demonstrating how to survey dung beetles.
- **Small Scale Organic Horticulture:** webinars for small growers on the benefits and opportunities from organic production and practical advice about agronomy.
- **Organic Discussion Group:** continuation of long-running organic discussion group with events, webinars and videos.
- **Grassland Productivity Suite – Growing Clover Organically:** in collaboration with the Crops & Soils topic, two of the publications in the suite will be produced for the organic audience.

In addition to the activities planned directly in this topic, Organic farmers are a key audience for a range of other materials planned during the period.

Project Group	Publication	Tool	Video	Podcast	Webinar	In Person Event
Organic Farming for New Entrants			3			
NE Organic Discussion Group Events & Webinars					1	2
NE Organic Discussion Group Videos			1			
Sustainable Parasitology Series Publications	1		1			
Grassland Productivity Suite Publications	2					
Sustainable Parasitology Series Events & Webinars						1
Small Scale Organic Horticulture					2	
	3		5		3	3

Figure 11 – Organics Summary

Topic Lead: Robert Ramsay

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FAS Connect

The Vision for Scottish Agriculture explicitly states that there should be “co-operative approaches to optimise collaboration and knowledge exchange.”

FAS Connect is an innovative peer-to-peer learning programme bringing together 12-15 farmer or crofter participants in a facilitated environment to improve their technical skills and personal development. Groups are closed, meaning the same participants meet each time, helping to build relationships and trust. Topics are participant led with between three and six meetings held annually.

Meetings are largely based around the peer-to-peer principle of learning, with less focus on delivery from 'experts' and more about learning from other group members and other farmers. Groups are encouraged to attend a longer learning journey, outside of their normal geographical area, early in their formation. This participation in a literal journey provides an excellent forum for the group to gel and build trust and have an intensive learning experience – discussion about what they've visited during the day continues on the bus or over dinner.

Delivery of FAS Connect is as much about 'soft skills' such as building trust and relationships as it is about knowledge exchange (Figure 6). It integrates well into the Developing People theme to build confidence amongst attendees, create social and business connections, and foster mindset change to create resilient farmers running thriving businesses.

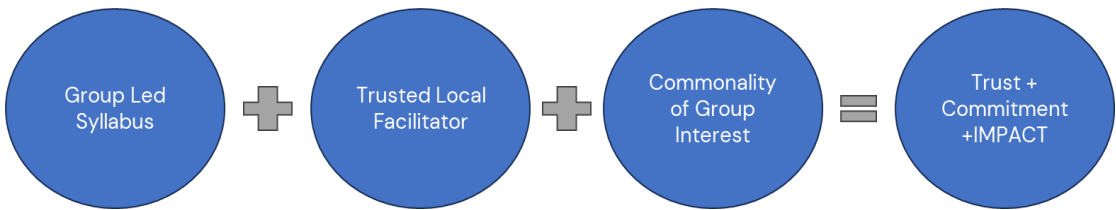


Figure 6 – Features of the FAS Connect model

Most group participants are forward thinking individuals committed to Scottish Agriculture for the foreseeable future, and consequently they appreciate that sustainability and more environmentally friendly farming will be key for a viable business future.

FAS Connect groups are unique, the syllabus for any individual group reflects the objectives and interests of the individual participants. Groups are formed based on geography and farming enterprise rather than being defined by being organic, conventional or regenerative. Peer to peer learning is most effective where we have farmers and crofters coming together to discuss the different ways in which they can achieve their common goal. Groups typically sit within one of the following types:

- **Sustainable Livestock:** these cover beef, dairy and sheep. These groups bring together forward thinking and progressive livestock farmers who are actively open to change and adaptation to improve the sustainability of their businesses in an increasingly challenging environment. Efficiency measures, which go hand-in-hand with reducing emissions, have and are likely to continue to be front and centre of these groups. Those who have not already completed a carbon audit will be encouraged to do so.
- **Natural Capital & Net Zero:** these are broadly based around the successful Net Zero Arran group – a forerunner of FAS Connect and complementary to Scottish Government’s Carbon Neutral Islands project. They use areas highlighted in their carbon audit as opportunities for improvement as the main focus of discussion, but biodiversity and habitat improvement is also a common theme.
- **Crop & Soils:** these continue the activities of those groups formed under the Soil & Nutrient Network, but with an increasingly holistic approach to crop production. They focus on a range of arable and grassland situations in order to make the best use of inputs and maintain and improve soil condition. Specific topics range from group to group – in some areas these are highly arable focussed, whilst on others there is a significant grassland-emphasis.

FAS Connect is planned to hold 142 events, and produce 1 publication, during the period.

FAS Connect Lead: Jennifer Struthers

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FAS TV

Since its inception in 2016, video content has been a growing and key component of the FAS delivery, evolving into the rich and diverse offering. FAS TV is now an established, industry leading peer-to-peer knowledge exchange platform which is unique in the rural sector. It showcases farming and crofting businesses, technological innovations, best practice, animal health & welfare, environmental stewardship, climate change, biodiversity, and more in a format which recreates the farm visit and has allowed viewers to visit a large and diverse range of farms and crofts from the comfort of their own home or office.

The storytelling form of FAS TV presents a terrific opportunity for engagement with our audience. Through it we can put faces to the concepts and

methodologies which the programme is promoting. By embedding these ideas into real-life, we invite interaction with the concepts, both through the comments section of the channel and the advice-line service, where people with questions are directed to continue their learning journey.

It has been a hugely successful and popular output since its inception and this regular programme attracts extremely large numbers of viewers and drives subscription to the FAS YouTube channel.

Moving forward with FAS TV, we will continue to have a strong geographical spread of segments across Scotland and in the next series, we will continue to have regular farmers and crofters who we follow throughout the year to highlight all aspects of the farming calendar.

Objectives

- Provides peer to peer learning through digital media.
- Reduces social isolation and geographical challenges of participating in farm visits.
- Encourages farmers and crofters to engage in new ideas and innovations for their businesses.
- Promotes best practice in Scottish Agriculture and Crofting.
- Encourages farmers and crofters to promote themselves and their businesses.
- Transfers strategic developments to industry in a farmer-friendly way.

Delivery in 2024/25

Future episodes of FAS TV will link even more closely with other parts of the FAS programme to strengthen links with key topic areas, ensuring that we are covering topics that are relevant to our viewership.

FAS TV episodes have a very strong climate and biodiversity inclusion rate, with almost every episode featuring nature-positive actions. The episodes are responsive and flexible and part of their success is the highly current/relevant feel from each episode. The high level plan for 2024/25 includes:

- Biodiversity
- Water management, soils and biodiversity.

- Succession
- Livestock systems
- Organics
- Crofting & Heritage (Gaelic Episode)
- Regenerative Agriculture
- Crofting topics
- Next Generation
- Agroforestry and woodland

FAS TV Producers: Cara Campbell & Calum Johnston

Project Group	Publication	Tool	Video	Podcast	Webinar	In Person Event
FAS TV			26			

Figure 12 – FAS TV Summary

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Calum.johnston@sac.co.uk

Table 1 – Outputs by Programme Area

Reporting Topic	In Person Event	Webinar	FAS Connect Meeting	Publication	Video	Podcast	Tool	Total
Animal Health and Welfare	7	12		16	16	10		61
Crofts and Small Farms	40			2	2	8		52
Crops and Soils	12	1		8	13	12		46
Developing People	33	7		1	3	8		52
FAS Connect			141	1				142
FAS TV					26			26
Integrated Hub	8			53	5			66
Natural Capital	30	1		21	5	16		73
Next Generation	6	1	6	11	12		1	37
Organic	3	3		3	5			14
Thriving Through Change	3			27	2	18	2	52
Total	142	25	147	143	89	72	3	621

Chart 1 – Proportion Spend by Topic/Programme Area

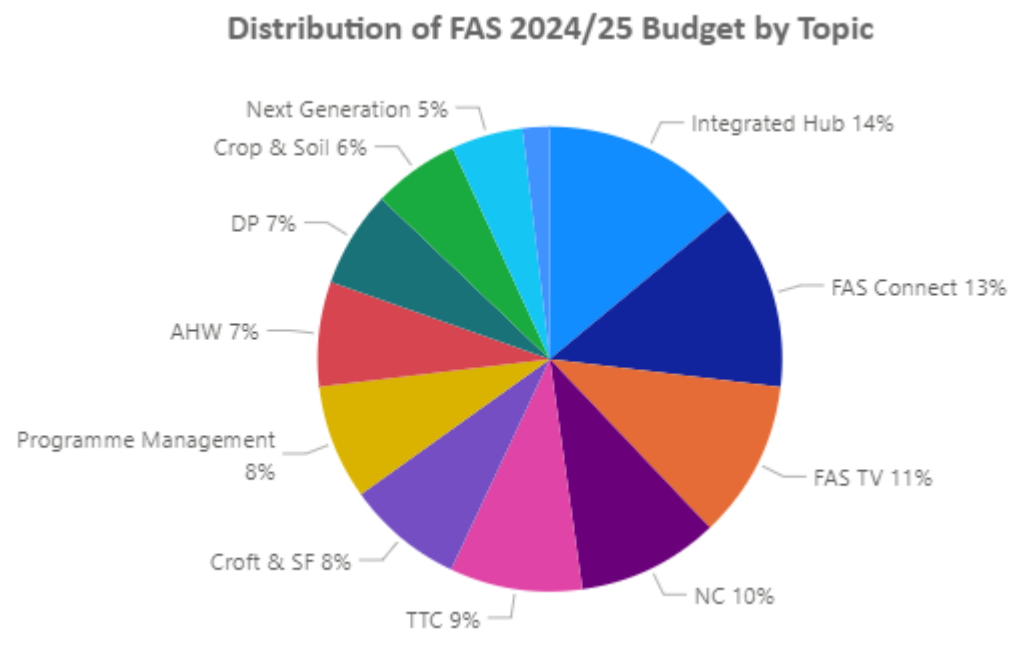
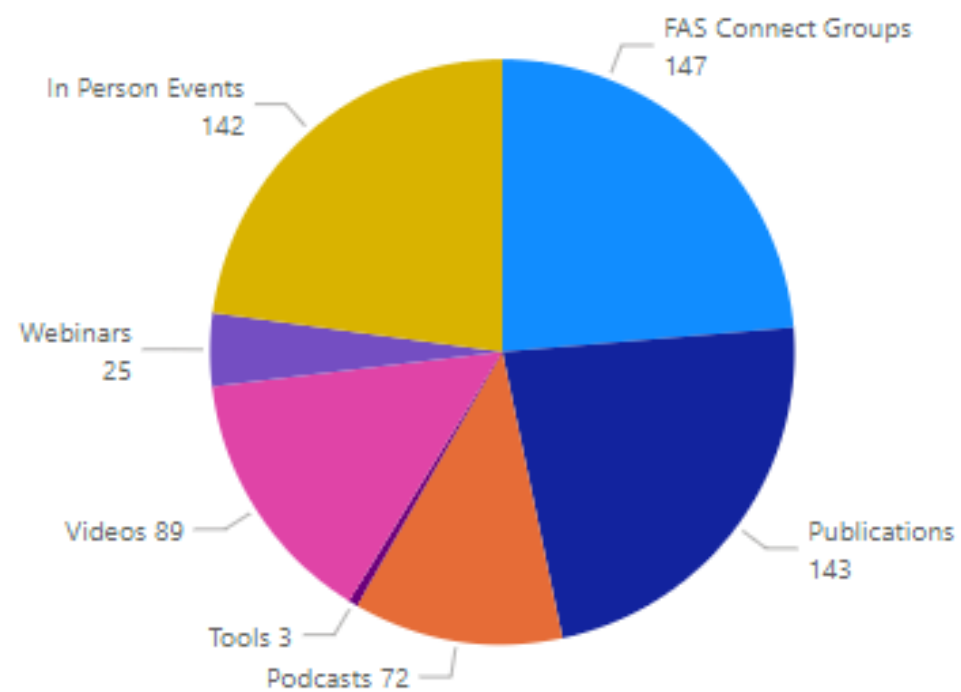


Chart 2 – Proportion of Programme Outputs by Type



Event KPIs & Evaluation

Evaluation forms will be used to collect information from event participants, and this will include qualitative and quantitative information including on a range of protected characteristics. In addition, the KPIs in Table 5 are recognised:

Table 4 – Performance Targets

Description	
1	5,000 attendees annually at events.
2	Attendance exceeds 75% of the predicted number for events annually.
3	More than 95% of those completing a post event evaluation feedback form rate the overall quality of the event as 'excellent' or 'very satisfactory' (feedback form structure to be discussed on award of contract with Scottish Government).
4	More than 80% of those completing a post event feedback form say they will implement changes to their farm management because of information gained at the event.
5	Website page views and impressions, the degree to which users stay on the website, engage and return on average over a calendar month, reaches 20% or ratio equivalent over the reporting year.
6	100% of CPD requirements are delivered against the annual plan.
7	Minimum 70% inclusion of biodiversity and climate change actions.

KPIs

Table 5 sets out the KPIs which will be included in the advice facility evaluation.

Table 5 – Advice Facility KPIs

Key Performance Indicator (KPI)	Key Performance Indicator (KPI)
1	The website is available for at least 99% of the time.
2	Website page views per session (the number of pages users of the website view in each individual session) is more than 4.
3	Record and feedback referrals from the FAS one-to-many contract to the FAS one-to-one contract.

Delivery Model & Key Personnel



Delivery will be led by Programme Manager Chloe McCulloch, supported by the Programme Leadership Team (see table 6) and Delivery Operations Team (see table 7), and overseen by the Programme Board (see table 8).

Table 6, 7 and 8 in the following pages provide details of the individuals within each role.

Table 6

FAS Programme Leadership Team		
Name	Role	Location
Chloe McCulloch	One to Many Programme Leader	Ayr
Mhairi Dalgliesh	Topic Leader Natural Capital	Edinburgh
Alastair Beattie	Topic Leader Thriving Through Change	Dumfries
Lorna Galloway	Topic Leader Crop & Soils	Stranraer
Laura Henderson	Topic Leader New Entrants	Elgin
Hazel Laughton	Topic Leader Animal Health & Welfare	Lanark
Mary-Jane Lawrie	Topic Leader Developing People	Edinburgh
Siobhan Macdonald	Topic Leader Crofts & Small Farms	Inverness

Robert Ramsay	Topic Leader Organics	Ayr
Jacalyn Laird	Communications Officer	Edinburgh
Alex Blott	Communications Officer	Glasgow
Cara Campbell	FAS TV Producer	Campbeltown
Calum Johnston	FAS TV Producer	Perth
Rebecca McBain	FAS Video Producer	Thainstone
Kerry Hammond	FAS Sounds Producer	Aberdeen
Rebecca Audsley	Strategic Advisor – Climate Change	

Table 7

FAS Delivery Operations & Digital Team		
Name	Role	Location
Lily Reade	Operations Manager & Senior Project Manager	Edinburgh
Lindsay Officer	Operations Administrator	Edinburgh
Fiona Jolly	Operations Administrator	Ayr
Amy Piggott	Events Officer	Glasgow
Cameron Waugh	Events Officer	Edinburgh
Robbie Campbell	Digital Content Editor	Edinburgh
Robbie Paton	Videographer	Glasgow
Kieron Sim	Videographer	Edinburgh

Table 8

FAS Programme Board Summary		
Name	Job Title	Location
Dr Mary Thomson	SRUC Vice Principal Skills & Lifelong Learning	Edinburgh
Andrew Bauer	Head of Food & Footprint	Stirling

Gavin Hill	Head of Knowledge Exchange	Edinburgh
Victoria McDowell	Head of Advisory Services	Stirling
Anne Seaton	Head of Veterinary Diagnostics and Livestock Health Schemes	Edinburgh
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