

FAS One to Many Business Plan 2026/27

Prepared by:

SAC Consulting
Peter Wilson Building
West Mains Road
Edinburgh
EH9 3JG

Contact:

Jennifer Struthers
Tel: 01555 662562
Email: jennifer.struthers@sac.co.uk

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1 Introduction & Purpose

As Scotland progresses toward delivering the Vision for Agriculture, the Farm Advisory Service (FAS) remains a cornerstone of support, helping farmers, crofters and land managers transition to more sustainable food production while addressing the twin crises of biodiversity loss and climate change. The Farm Advisory Service one-to-many activity is delivered under Tier 4 (Complementary Support) of Scotland's new agricultural support framework.

Throughout 2026/2027 as the Agricultural Reform Programme (ARP) advances farmers, crofters and land managers will be supported to look towards the future changes outlined. A period of continued investment from (2026–2029) gives farmers, crofters and land managers stability and opportunity to lay the foundations of sustainable and regenerative practices before moving into a more intensive phase of adoption in 2030.

Having a dependable source of high-quality support and advice through the FAS One- to-Many programme will be essential in guiding farmers, crofters and land managers through this transition to deliver the climate and nature outcomes required by the Climate Change Plan (CCP). The FAS will have the ability to mobilise and offer appropriate support should changes occur within the existing or new schemes. Making use of strongly established channels to ensure these changes are quickly and clearly communicated to the agricultural community. This approach moves, regenerative farming practices to the forefront of Scottish agriculture. Enhancing biodiversity, mitigating climate change, and improving soil health will play a central role in shaping a more resilient and sustainable future for the sector.

This business plan for 2026/2027 recognises the need for support through the transition period to navigate emerging policy by providing guidance, knowledge exchange and practical assistance to support the ambition of the Rural Support Plan and the Code of Practice for Sustainable and Regenerative Agriculture.

2 Objectives

The FAS will continue to build on the approach taken in the 2025/2026 business plan to actively influence the audience to embrace practices and technologies that will deliver Scotland's Vision for Agriculture. We will use evidence and learning from the FAS 2016–2025 to build and enhance an extensive programme of advice for farmers, crofters and land managers delivered using engaging, innovative and inclusive delivery techniques to reach throughout Scotland.

To achieve alignment with the Vision for Agriculture and support farmers, crofters and land managers on the journey this business plan recognises there is a need to:

- Facilitate mindset shift amongst farmers, crofters and land managers to help them to work towards the Vision for Agriculture and improve their responsiveness to the ARP.
- Continue to deliver content in a manner which is accessible and digestible for farmers, crofters and land managers
- Create a wider understanding of what the Vision for Agriculture and the ARP is and how it can be embedded within their business

We recognise that the ARP will be constantly evolving as we move through the delivery of this business plan and as more changes are implemented, we will:

- Raise awareness of changes to policy and schemes including the Rural Support Plan when published.
- Provide enhanced support to ensure compliance with new measures such as Whole Farm Plan, Enhanced EFA and SSBSS
- Work flexibly to respond to changes in policy in an agile manner as and when they arise throughout the year.

Delivery priorities for 2026/2027 will be designed to align with the five strategic outcomes of the ARP. Our topics already align themselves well with this framework with delivery across all areas and we will further seek to ensure these priorities sit at the heart of what we deliver.

High Quality Food Production:

- We recognise that everyone within the Scottish Agricultural Industry has a role to play in producing high quality food. We will ensure continued diverse delivery to support businesses regardless of scale.
- We will not only include fundamentals of animal health and welfare and crop agronomy but will also ensure producers are aware of their environmental impact and the important role all producers have in mitigating against climate change and biodiversity loss.

Climate Change:

- Ensure climate change continues to be a core theme of advisory activity.
- Continue to support and promote action to reduce greenhouse gas emissions per unit of product from farm businesses throughout Scotland.
- Deliver not only standalone outputs directly addressing adaptation to a changing climate but also ensuring that farmers, crofters and land managers are routinely made aware of the role their business can play in reducing the impact of climate change.
- Continue to deliver climate change messages in easily understandable and digestible ways to improve understanding and uptake. Often this may mean outputs are not directly labelled as “climate change” but woven throughout other themes to improve understanding and uptake.
- Cover resilience to a changing climate, such as increasing extremes of weather (droughts/flooding) alongside mitigation measures.

Thriving Businesses:

- We will continue to provide high quality technical advice that will help farmers, crofters and land managers improve efficiency and profitability.
- We will ensure they are well equipped with the knowledge required to comply with support payments.

- We will also continue to deliver a range of outputs that support the people behind the business in managing areas such as personal health, compliance, and governance. This includes providing information and guidance on topics such as Health and Safety and Neurodiversity in Agriculture.

Nature Restoration:

- We continue to commit to a high proportion of biodiversity outputs which are delivered both as standalone outputs but also interwoven through all topics.
- We are committed to driving awareness and mindset shift to what biodiversity is and how a range of minor adjustments can be valuable, and that biodiversity is a valuable member of the “food production team”.

Just Transition:

- We will ensure that the right tools are available for our audience to adapt to the transition, whether that be technical resources or tools to help with their own wellbeing and resilience.
- We will continue to provide opportunities for peer-to- peer learning which helps to facilitate the development of a support network as well as knowledge exchange.
- We will ensure resources are accessible including non-digital inclusion whilst simultaneously providing digital assistance where there has been a need identified.

We recognise the importance of the Code of Practice for Sustainable and Regenerative Agriculture as a cross-cutting mechanism across all five pillars and we aim to echo this by ensuring Sustainable and Regenerative Agriculture continues to cut across our delivery. We will:

- Weave regenerative and sustainable practices throughout our delivery in a way that is easy for the audience to understand and implement.

- Drive awareness and mindset shift of regenerative and sustainable agriculture.
- Drive practical implementation and recognition of sustainable agricultural practices and demonstrate how they can be an integral part of a thriving and profitable business.
- Recognise that regenerative agriculture means many things to many people and reiterate the guiding principles as set out in Scotland's Code of Practice for Sustainable and Regenerative Agriculture.
- Continue to deliver tailor made organic content to support existing organic businesses as well as those who have recently converted or are considering converting.

Through all delivery we will provide consistent support for Scottish Government priorities, embedding the following elements throughout the programme to sustain and strengthen our successful delivery:

- Innovative and varied delivery methods to ensure multiple learning styles and materials are provided to overcome accessibility barriers and meet individual learner needs.
- A strong network of collaborators to ensure consistent, high-quality delivery across all subject matter areas.
- Complement and promote successful current and past initiatives including, but not limited to, Farming for a Better Climate, Integrating Trees Network, Farming & Water Scotland, Small Producers Info Hub, Peatland Action and Species on the Edge.
- Tailor local content to ensure advice is directly relevant to regional farming systems, conditions, and priorities, increasing the usefulness and practicality of guidance for users of the programme.
- Localised content to strengthen trust and relationships with rural communities to increase the uptake of recommended actions, leading to stronger environmental, economic, and compliance outcomes

- Demonstrate on farm, real life case studies to showing the economic, environmental and resilience benefits that adopting suggested practices can have.

3 Approach

Inclusivity and accessibility

We ensure services are accessible and inclusive, catering to diverse audiences and varying needs. We will maintain an active focus on reducing barriers to participation and broadening reach across all parts of the rural community. Figure 1 illustrates how each topic area is supported by multiple different output types.



Figure 1 – Subject and demographic topics which comprise FAS, together with core delivery modes.

Flexibility and responsiveness

Our delivery models allow us to adapt to emerging issues, changing needs and sector priorities, ensuring the service remains timely and relevant. This includes building capacity to develop fast response guidance, update technical materials and adjust event delivery to meet seasonal demands or unforeseen challenges.

Collaboration and engagement

We promote cooperative approaches and stakeholder engagement, including working with industry stakeholders, government bodies and NGO's to optimise collaboration and Knowledge Exchange. We will also continue to support active engagement with farmers, crofters and land managers through co-design consultation and continuous feedback, helping to ensure services reflect real on-farm challenges and opportunities.

Quality and value

We deliver consistently high quality, impactful services that offer clear value to participants. We have robust quality assurance processes, internal expertise and continuous improvement measures that ensure materials and events meet high standards. Continuous improvement remains central to our approach, with integration of evaluation findings supporting the incorporation of performance data from feedback and evaluation systems to refine delivery and maximise impact.

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.

Quarterly Demonstration of FAS Key Priorities

From 2026/2027, the FAS Programme will introduce *Quarterly Spotlights of Delivery* to provide clear, consistent signposting of priority themes across all activity. These quarterly spotlights will bring together key focus areas aligned to climate change, biodiversity and regenerative farming, ensuring that the audience are exposed to core FAS priorities. The approach strengthens coherence across the programme while maintaining flexibility to respond to seasonal and emerging issues.

Each quarter will be supported by a dedicated 'Seasonal FAS Key Priorities' webpage, with an individual landing page for each quarterly update. Access will be provided via QR codes and direct links embedded across event materials, handouts and wider communications. The page will highlight relevant seasonal topics, upcoming events and key resources, enabling participants to engage more deeply with priority areas beyond individual events and reinforcing consistent messaging across the programme year.

3.1 Delivery Modes

The FAS Programme continues to utilise a number of diverse delivery modes. Diversity in our approach ensures that the programme remains inclusive to all regardless of location, learning style or preferred pace of learning.

A summary of delivery modes is shown below in Figure 2.

Mode	Format
FAS TV	<ul style="list-style-type: none"> • Longer form videos which highlight stories from the agricultural industry across Scotland. • Allows the audience to remotely see on-farm experiences, a digital 'farm walk'. • Peer-to-peer learning. • Immersive storytelling. • Social proof of key concepts and practices
FAS Video	<ul style="list-style-type: none"> • Shorter form videos designed to deliver practical advice, through case studies, vlogs, and technical information. • Factual, information sharing. • Designed to give an answer to a problem. • Opportunity to bring together of a collection of images/video that are connected. • Shareable and engaging on social media.
FAS Reel	<ul style="list-style-type: none"> • Shortest form video, designed to provide key advisory messages through social media or promote an output. • 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. • Build engagement around a specific output. • Provides key messages where the audience doesn't need to commit much time

FAS Podcast	<ul style="list-style-type: none"> • Audio content in which producers can share stories and discuss topics which the user can engage with at any time. • Allows multi-tasking while listening, adding value, and learning whilst working. • Overcomes literacy barriers, dyslexia, learning differences, neurodivergence, and visual impairment. Audio learning is one of the most effective forms of knowledge transfer for those with ADHD and dyslexia. • Provides a platform to go more in-depth on a subject than, for example, a shorter video, TV episode or written resource. • A predictable release schedule allows the listener to schedule their learning and engagement. • Allows for both, storytelling, and peer-to-peer learning.
FAS Technical Audio Resource	<ul style="list-style-type: none"> • 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. • Allows multi-tasking while listening, adding value, and learning whilst working. • 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.

	<ul style="list-style-type: none"> • Gives the listener access to expert researchers and academics.
FAS Tool	<ul style="list-style-type: none"> • Specific online and in-app calculators and problem solvers. • 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	<ul style="list-style-type: none"> • Detailed summaries of complex, technical topics. • Presenting research data. • Comprehensive information in a limited space format. • Evergreen subject matter, relevant over a prolonged period.
FAS Newsletter	<ul style="list-style-type: none"> • Regular updates on a variety of topics distributed to subscribers. • 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	<ul style="list-style-type: none"> • Written content published on the FAS website. • Often takes the form of 'keystone' content that is central to a reader's understanding of a topic. • Specific and targeted output.

	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Large group gatherings on farms to see and hear about a topic in context. • Can physically show users a site. • Opportunity for practical demonstrations. • Opportunity to discuss with peers, connects users with shared interests.
Speaker Presentation	<ul style="list-style-type: none"> • In person larger group event, presentation of information to a large group of people. • More listening and information delivery. • Opportunity to involve industry experts to share information. • Useful for sharing more universal information that would benefit a wider user group.
Online Meeting	<ul style="list-style-type: none"> • Online gathering to discuss a specific topic with a smaller group of attendees. • 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.

	<ul style="list-style-type: none"> • Hosting more interactive sessions.
Webinar	<ul style="list-style-type: none"> • Online presentation of information to a larger group of attendees. • 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	<ul style="list-style-type: none"> • Larger formal gathering, often bringing people together from across the country. • 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	<ul style="list-style-type: none"> • In person or online, typically a smaller group. • 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	<ul style="list-style-type: none"> • Small groups of 12–15 people, selected to participate in regular peer-to-peer learning meetings. • 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	<ul style="list-style-type: none"> • Providing opportunities for groups to learn together and to see first-hand ideas and successful approaches that they can implement. • 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	<ul style="list-style-type: none"> • Articles and written advisory pieces in print media, often aimed at the non-digital audience. • 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 2 – FAS Delivery Modes

4 FAS Content

4.1 Comprehensive Programme

All programme delivery provides advice on one or more of the following themes:

- Promoting sustainable and regenerative practices to support a shift towards a low carbon and climate resilient economy in agriculture.
- Enhancing competitiveness to support thriving agricultural businesses
- Promotion of nature restoration and enhancement of biodiversity
- Improving water and/or soil management
- Pollution prevention and control

4.2 Key 2026/2027 Subject Areas

Figure 3 illustrates a list of common themes across the programme, highlighting both the breadth of delivery and overlap between topics. The terms shown are drawn from an internal mechanism for assigning project themes and reflect those most frequently occurring rather than an exhaustive list. As projects are fully developed and delivered, additional themes may emerge, with variation expected across regions.

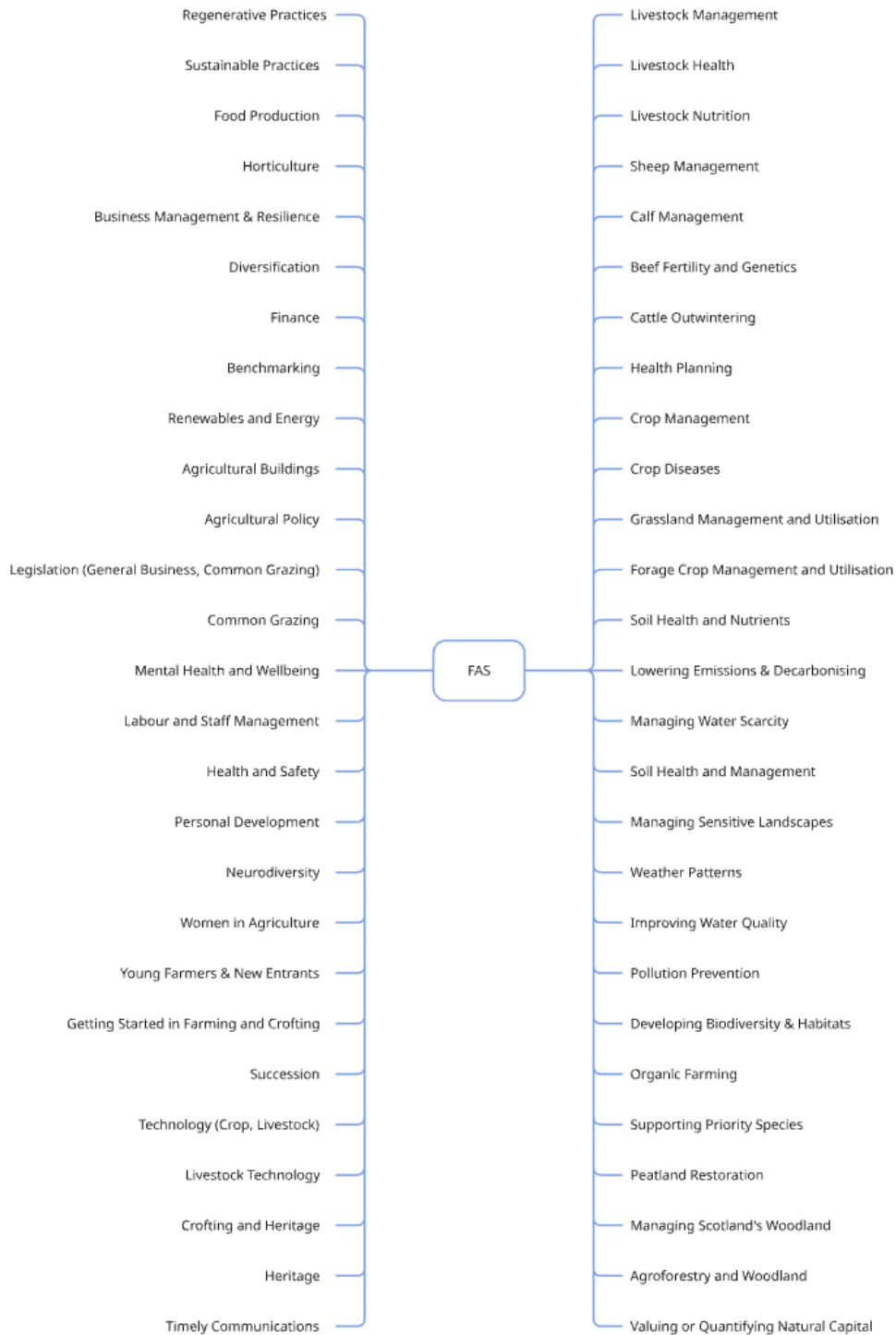


Figure 3 – Key Programme Subject Areas 2026/2027

Topics for the FAS outputs have been organised into common thematic areas to support ease of reporting. Although each topic is reported under a single theme, there is significant crossover between themes as shown in figure 4. All topics

contribute to the core strategic objectives of the ARP and provide a key support mechanism for the implementation of policy as we transition towards the four-tier system of agricultural support. Climate change and biodiversity are cross-cutting themes that underpin all areas of delivery.

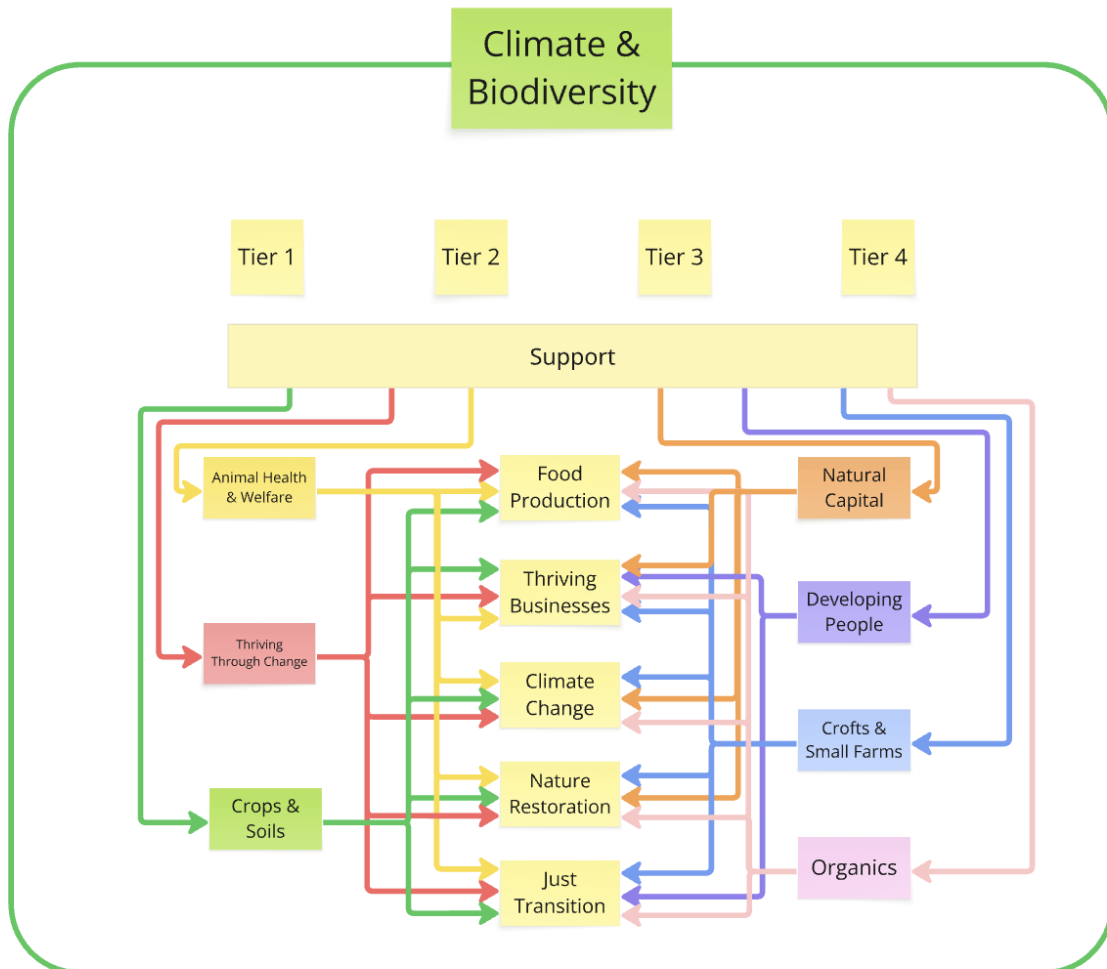


Figure 4 – FAS Topics and Linkage to ARP

4.3 NEW for 2026/2027

In 2026/2027 we will pilot a new mode of delivery to be known as FAS Academy. FAS Academy will bring together suites of information and FAS resources in a cohesive manner to take the audience on a curated learning journey. The design introduces a structured learning pathway that guides users through a defined journey.

At present, participants engage with the programme on a pick-and-choose basis, selecting individual resources, events, or media that they feel may be

useful. While this approach provides much flexibility, it places the responsibility on the user to identify what they need to learn and in what order.

The FAS Academy pilot offers participants an alternative model by actively curating the learning experience for them. Participants can choose one of the areas on offer, and the FAS Academy will prescribe the steps, and resources required to build that knowledge effectively. The package of material which makes up a FAS Academy Module, will be designed around a commitment of a defined period of time alongside materials achieving certain “points”.

Running the FAS Academy as a pilot will allow us to gather meaningful insight that can shape and refine the model for future years, as we recognise not all activities will be suited to either a time or points-based system.

Our aim is to ensure the concept is intuitive, accessible, and clearly beneficial to farmers, crofters and land managers. Understanding what motivates users to engage and what supports or hinders their learning experience, will be essential in strengthening the design. The pilot approach gives us the flexibility to review how the model is working in practice and make informed improvements.

4.3.1 Update to Approach of Newsletter Articles in 2026/2027

The number of publications included in the 2026/27 programme appears higher than in previous years; however, this reflects a change in how newsletter content is recorded and reported rather than an increase in overall activity. Individual newsletter articles will now be reported as distinct outputs, rather than being grouped under a single “newsletter” output. This approach more accurately reflects the value of each article as a standalone piece of content, with newsletters primarily serving as a distribution channel, typically supported by an additional editorial contribution.

5 Topic Content 2026/2027

5.1 Integrated Hub

The FAS Integrated Hub will continue to provide the core infrastructure required to support efficient, compliant, and high-quality programme delivery, as illustrated in Figure 5.

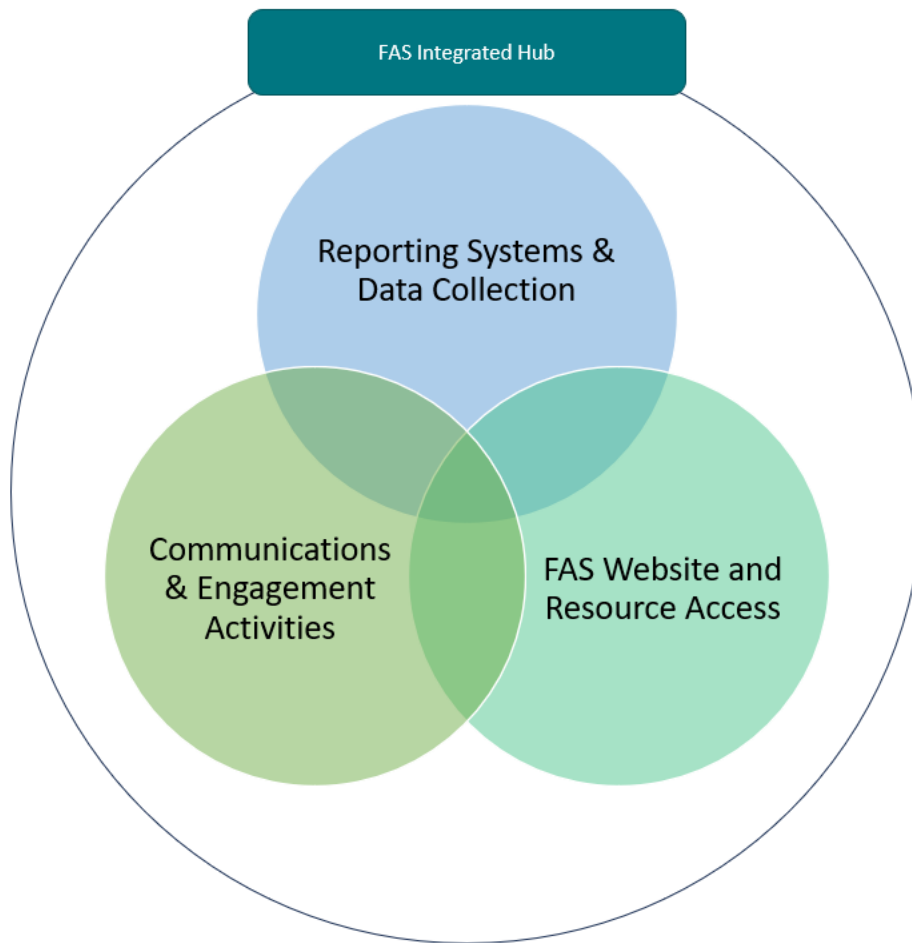


Figure 5 – FAS Integrated Hub Core Activities

Reporting, Data & Continuous Improvement

The hub is responsible for maintaining the operational systems that underpin all FAS activities. This includes the upkeep of data management platforms, ensuring that key delivery information is accurate, secure, and consistently updated.

In addition, the hub sustains central support functions, including the timely input, processing, and analysis of operational data. This ensures that these foundational systems remain robust, reliable, and capable of supporting programme scalability, performance monitoring, and strategic decision-making.

FAS Roadshow

The FAS Roadshow will run again in 2026/2027 as a core audience engagement activity, which will see presence at a range of local and national agricultural shows as well as industry events such as the Royal Highland Show and AgriScot,

to ensure visibility and accessibility to the service. These events will be used to promote relevant FAS resources, upcoming events, as well as one-to-one services.

FAS Conference

The Farm Advisory Service Conference will once again be a key component of the programme's knowledge-exchange and stakeholder engagement. This annual event ensures that farmers, crofters, land managers, industry partners, and technical specialists, come together to share best practice, explore emerging policy and regulatory requirements, and strengthen the consistency and quality of advice delivered by the programme across Scotland.

The conference will provide a structured platform for the audience to access the latest innovation, and practical tools that support improved on-farm performance, environmental outcomes, and business resilience, while providing a valuable networking opportunity and showcasing the range of advice available through FAS.

FAS Newsletters

The suite of FAS newsletters provides timely, curated updates to subscribers, offering seasonal guidance, highlighting newly developed resources, and promoting relevant events. Each newsletter consolidates key outputs from across the programme and delivers them through tailored, topic-specific mailing lists, ensuring audiences receive information that is both relevant and actionable.

These newsletters give us direct ownership of an engaged, accessible, and targetable audience in a way that is impossible when relying exclusively on social media. They also function as a trace-able and immediate tool for the dissemination of important information using non-scheduled bulletins.

FAS Website

The FAS website will continue to act as the central platform for all FAS advisory resources. This will support the daily updates to website content, as well as ongoing improvements to the alignment of resources, ensuring quality user journeys in seeking out relevant advice.

The website will have tools such as the Problem Solver, updated frequently, as well as updates to our Responding to Weather Extremes page and Preparing for the Future page. The homepage will be regularly updated with highlighted events, or resources, as well as key or important compliance or policy information.

Particular attention will be paid this coming year to the website search function, improving accessibility to users and identifying common search terms to help ensure browsers are taken to the best possible page.

Advisory Reels

Advisory Reels will be delivered across topics to cover technical advice on timely or important subjects which may include policy, compliance, and/or any technical content the audience need to know about. These are intended to be around one minute in length. Covering key points before signposting viewers to other relevant FAS resources publications, webinars, videos, podcasts, or web pages for more information.

5.2 Natural Capital

The key focus of the topic is to equip farmers, crofters and land managers with the knowledge, skills and resources to build environmental and economic resilience by integrating climate change and biodiversity considerations into their practices. This is illustrated in Figure 6. Many of the subject areas being covered by the topic directly relate to proposed measures under the Agricultural Reform Programme (ARP), particularly climate change and nature restoration. While the Natural Capital topic offers dedicated events and resources around the themes of biodiversity and climate change, many of the messages are intertwined into other topics as well. This integrated approach of delivery across the FAS programme highlights to our audience that enhancing biodiversity and climate change can go hand-in-hand with increasing profitability, efficiency and high-quality food production. This delivery format also helps our audience to understand where activities or measures link together or have additional benefits which will help align with the packages of measures for cumulative benefit under the ARP.

The activities under this topic will upskill and inform on topics including but not limited to, creating and establishing good habitats and margins; providing for pollinators; quality of hedges as a habitat; resilience to changing weather patterns; changes to legislation and policy such as Muirburn and Biodiversity audits; emerging carbon and biodiversity markets; energy efficiency and renewable energy opportunities as well as river management.

Links with various researchers have been identified and built to bring specialist expertise and the latest knowledge to the program delivery. For the upcoming FAS year, we look to utilise researchers, including those in SRUC, within our Farm Wildlife Walk series and for feature articles in our Woodland and Natural Capital News. As part of this topic, we also have close connections and regular conversations with NatureScot; SEPA; Scottish Forestry as well as sharing expertise and initiatives from local groups such as River Trusts; wader working groups and other sustainability initiatives at a local level.

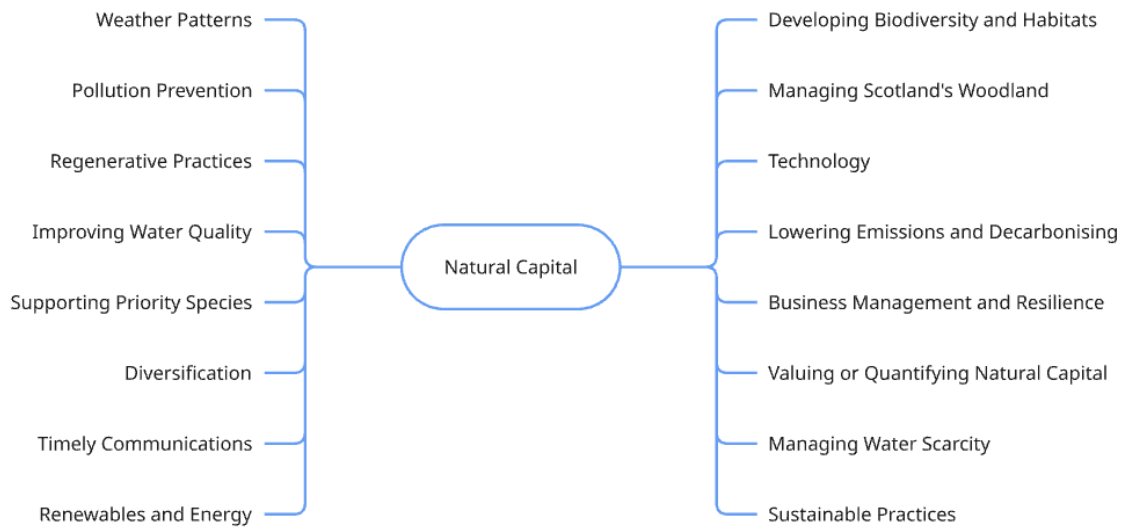


Figure 6 – Natural Capital Key Topic Areas 2026/2027

Objectives:

- Provide resources around how to measure habitat quality and how to best establish habitats on farm.
- Share case studies on nature-friendly farming and landscape management collaboration initiatives to highlight adaptations to extreme weather and improved resilience on farm alongside the benefits to the environment.
- Further develop resources around building resilience for extreme weather and changing weather patterns including flooding and drought. Build a bank of resources around measures that businesses can take in the short, medium and long term.
- Provide information on how to assess energy use on farm and the opportunities that renewable energy may present using farm based case studies.
- Continue the successful series of events on how to map and recognise habitats on farm as well as our Farm Wildlife Walks which look at great examples of habitat provision and management on farm.

- Update existing resources with the changes to Muirburn licensing and create new resources around the licensing process and requirements.
- Share knowledge and information around emerging natural capital markets including carbon and biodiversity.
- Create resources to explain the integration of the supply chain in terms of requirements of the producer and how those supply chain requirements could develop.
- Regular releases of the Woodland and Natural Capital Newsletter to provide timely updates; feature articles and share resources from many of our stakeholders.

Highlights:

Habitat Management and Quality Videos:

Create videos around how to determine hedge quality as well as how to establish/manage green covers and wild bird seed to get the most benefit from the habitat.

Magic Margins for Biodiversity:

An instructional video that looks at the on-farm practicalities of adapting the Magic Margins concept for biodiversity and wildlife

Farm Wildlife Walks:

Continuation of an existing and very successful event series with peer-to-peer learning to showcase examples of habitats on farm and how to best manage these. This year's series will also include researchers and specialists bringing in expertise on specific areas such as acoustic monitoring and providing for pollinators.

Resilience For and Response to Weather Extremes:

A package of delivery with resources that includes events; webinars; videos and publications, supporting the theme of planning for and increasing resilience to weather extremes. This includes:

- A webinar series on drought resilience.

- A simple self-assessment template to help farmers, crofters and land managers identify flood and drought risks, map water assets, and plan interventions.
- On-farm events providing expert detail on changing weather patterns and how to build resilience against weather extremes and adapt farming systems to the change in weather trends.
- Knowing the Risk video series looking at hazard, exposure and vulnerability to water scarcity.
- “What now?” responses video series providing detail on what steps and strategies are available to increase resilience to water scarcity in the short, medium and long term.
- Video covering technology and tools that can be used for water measurement to improve efficiency of management.

Muirburn Suite:

Updates to previous videos in English and Gaelic providing the detail on the new Muirburn code when released; a publication on the 10 licensable purposes and what is required for each; a leaflet summarising the key changes that can be circulated at other FAS events and a video demo of the interactive map to determine whether land is peatland or not.

Nature Based Approaches and Landscape Management Case Studies:

A mix of written publications showcasing practical measures being used on farms to improve resilience while benefiting the environment as well as video case studies of collaboration projects such as Leven LENS and Dreel Catchment with Fife Coast and Countryside Trust.

Field to Frameworks:

A written publication addressing the lack of clarity that farmers, crofters and land managers have on why there is the growing pressure from the supply chain to meet carbon, nature and sustainability reporting requirements, and what is expected of them. This publication will answer many of the questions and misunderstandings that exist and provide practical guidance on key frameworks helping agricultural workers understand what is relevant to them.

[Invasive Species:](#)

A suite of written and video resources looking at three key invasive species for various parts of Scotland and how to manage them appropriately. Namely Rhododendron; Sitka Spruce and Giant Hogweed.

[Avenues For On-Farm Natural Capital Funding:](#)

A webinar series introducing carbon and biodiversity markets exploring what these markets could look like in practice; what the potential future opportunities could be and why supply chains are particularly interested in these markets.

[Natural Capital Podcast Season 5:](#)

A ten-episode podcast series focusing on environmental sustainability issues. Hosted by Harry Fisher, an environmental consultant and natural capital specialist, and featuring a range of guests from across the network of Natural Capital experts and enthusiasts in our industry and beyond.

[Thrill of the Hill Season 6:](#)

A ten-episode 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.

Figure 7 provides a full summary of Natural Capital's planned delivery.

Topic	Group	Pod'	Pub	Tool	Video	Web'	Event	Total Outputs
⊟ Natural Capital		18	25		25	6	21	95
⊕ Avenues for On Farm Natural Capital Funding						3		3
⊕ Biodiversity Audit Suite					2		4	6
⊕ Farm Wildlife Walks							12	12
⊕ FAS Newsletter: Woodland & Natural Capital Articles & Editing			3					3
⊕ FAS Non Digital Communications			6					6
⊕ FAS Website Review & Updating								0
⊕ Field to Frameworks			1					1
⊕ Habitat Management Calendars			2					2
⊕ Innovation to Improve Water Management			2		1			3
⊕ Invasive Species			3		3			6
⊕ Landscape Management Case Studies					2			2
⊕ Magic Margins for Biodiversity					1			1
⊕ Muirburn Suite			2		5			7
⊕ Natural Capital Podcast		9						9
⊕ Nature Based Approaches Resources					2			2
⊕ On Farm Renewables					1		2	3
⊕ Resilience for and Response to Weather Extremes			5		4	2	3	14
⊕ River Management					1			1
⊕ Small Scale Beekeeping			1			1		2
⊕ Social Media Advisory Reels					3			3
⊕ Thrill of The Hill Podcast		9						9

**Please note variance in podcast numbers arises due to reporting of two podcast episodes being reported within Organics*

Figure 7 – Natural Capital Summary 2026/2027

Topic leader: Mhairi Dalglish

E-mail: mhairi.dalglish@sac.co.uk

5.3 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 the Vision for Agriculture and the ARP. High standards of animal health and welfare go hand in hand with climate change mitigations and as such climate change is a core component of this topic.

The topic will deliver timely, relevant information and advice to livestock farmers, crofters and land managers, regardless of their system, knowledge level, or location, resulting in enhanced animal health and welfare, improved productivity and profitability. The key topics are highlighted in Figure 8. This will provide enhanced industry integrity and reduce negative impacts on the environment. The topic will also be used to highlight how improvements or management of land for biodiversity can also be beneficial to animal health and welfare as well as overall livestock productivity.

Managing livestock in a changing climate, whether that be through increased or changing disease risk or reacting to droughts and/or flooding will also feature as a key component to this topic to ensure that livestock businesses can be resilient and continue to thrive as we face continued climate challenges.

Combining the expertise of local and specialist consultants, vets, and researchers from SAC Consulting and SRUC, those working with livestock 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:



Figure 8 – Animal Health & Welfare Elements Key Topic Areas 2026/2027

Objectives:

- Promote best practice for animal health and welfare management to maximise performance and reduce disease throughout Scotland.
- Provide integrated advice on nature-based solutions routinely throughout delivery and highlight the dual benefit of actions such as agroforestry or hedge planting on both nature and livestock welfare.
- Provide livestock keepers 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.
- Raise awareness of changing weather patterns and their impact on animal health and welfare.
- Encourage and support livestock keepers 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.
- Demonstrate practical changes that can be made to reduce mitigations as well as improving farm profitability.
- Complement, signpost and promote relevant resources from other topics which are integral to the livestock sector including adaptations to a changing climate

Highlights:

Beef Nutrition Workshops:

Following the success of the Sheep Nutrition Workshops, two pilot, one-to-few beef nutrition workshops will be delivered. The workshops will provide livestock keepers and managers with key nutrition advice at each stage in the production cycle and will aim to provide delegates with a tailored pre-calving ration for their herd. It also provides the opportunity to learn practical rationing skills, avoid common feeding problems, and make more efficient use of forage and purchased feed. Overall, it supports more productive, resilient, and welfare focused suckler systems.

The Silage Series: Quality Silage Starts Here:

This project supports the production of better silage. Producing four short videos covering all key stages of silage production, from soil health considerations, optimising fertiliser application for maximum yield and quality, timing and managing cuts for ideal dry matter, and improving clamp management to minimise spoilage. It also helps producers make sense of forage analysis so they can understand the nutrient profile of their silage and use feed budgeting to match supply with animal needs more precisely. This project combines practical sustainable and regenerative agronomy advice with nutritional planning to reduce waste, lower emissions and improve animal performance improving overall farm productivity, helping businesses to thrive.

Sheep Handling Design:

Creation of a publication to provide clear, practical guidance on how to set up handling systems that improve efficiency, animal flow, and handler safety. Good design reduces stress for both sheep and handlers, making routine tasks such as dosing, tagging, and weighing quicker and less labour intensive.

Cattle and Sheep Record Keeping Series:

The 2022 video series achieved outstanding reach within the industry and now has over 15,600 views across its seven videos on the YouTube channel. To compliment this success, a further three short videos will provide a clear overview of what to expect during an SGRPID livestock inspection. Two of the videos, one for cattle and one for sheep will outline key compliance points, highlight common areas for improvement, and offer practical tips to ensure farms are well prepared. The final video will cover the steps you can take if you suspect your record keeping has fallen behind. By providing this guidance, the series aims to support agricultural workers in maintaining accurate records, meeting regulatory requirements, and reducing stress during inspections.

Livestock WhatsApp Updates:

A pilot trial of a new way to contact the audience to share rapid, on the spot animal health updates, allowing livestock keepers to respond proactively to emerging disease risks. By receiving real-time information from vets, advisors, and fellow producers, people can spot early warning signs, take preventative action, and adopt recommended control measures before problems escalate. This fast, direct communication strengthens on-farm biosecurity, supports better decision making, and helps protect overall herd and flock health.

Sustainable Beef & Sustainable Sheep Systems:

A continuation of previously popular campaigns where each will focus on neonatal loss to improve animal welfare and productivity. In the 2026/2027 period we will also join with Edinburgh University to explore their research.

Sustainable Parasitology:

Due to the popularity and high engagement within these events, a further two face-to-face events will be held. Delivered by vets, researchers and local and specialist consultants to equip those working with animals with the latest developments in sustainable parasite control and provide practical advice. Key focus areas include gastrointestinal parasites, liver fluke, sheep scab, ticks and

lice. These events will be tailored to local issues and will highlight emerging issues as a result of a changing climate.

Health Planning Workshops:

Provision of a further 6 livestock health planning one-to-few workshops to build on the success of the events held over the past two years. With the introduction of the Whole Farm Plan animal health and welfare plan, the workshops were considered a highly valuable resource to promote animal health planning.

Beef Calving Efficiency Roadshow:

The four pilot events in 2025 were well attended and received excellent feedback. To build on the success of these, a further four on farm national meetings will be held, covering suckler beef calving efficiencies with a particular focus on improving calving intervals through nutrition, body condition and culling strategies. Including a focus on utilising the data held on MyHerdStats to align with the policy changes within the Scottish Suckler Beef Scheme to help producers improve and reach 410-day calving intervals. These events epitomise the practical steps that can be taken to improve productivity and demonstrate how climate change mitigation goes hand in hand with improved profitability.

Livestock Traceability Pop Up Stands:

Aiming to reach every livestock market across the country, the next series of seven pop-up stands will inform and remind producers about livestock tagging and traceability requirements. The 2025 series received excellent engagement from farmers and crofters, and quiz responses highlighted that further work is needed to strengthen knowledge in this area.

Weaning Beef Calves:

Building on the weaning beef calves publication, improving ventilation videos and pilot event held on farm in November 2025, a further two events will be held to focus on preventing Pneumonia in calves. Topics include minimising risks in key areas to include best practice at weaning, creep feeding, ventilation at housing and vaccination strategies. This animal health focussed meeting will ensure the audience is aware of the importance of animal health and improved growth rates on climate change mitigation. Speakers include vets, specialist consultants and Moredun representatives. The meeting will include new work from the USA on calf behaviour and stress as well as using existing FAS materials.

Stock Talk Podcast Season 5:

A ten-episode podcast show of high standing in livestock focussed circles. Hosted by Captiva Mills, a vet to trade, and now a livestock consultant, featuring timely updates from vets, specialists and industry voices; innovative ways of improving animal health and welfare and tackling the climate and biodiversity crises are at the forefront for listeners.

Figure 9 provides a full summary of Animal Health & Welfare's planned delivery.

Topic	Group	Pod'	Pub	Tool	Video	Web'	Event	Total Outputs
Animal Health & Welfare		9	38	1	15	6	27	96
Beef Calving Efficiency Roadshow							4	4
Beef Nutrition Workshops							2	2
Cattle and Sheep Record Keeping Series					3			3
FAS Newsletter: Dairy Edition Editing & Articles			12					12
FAS Newsletter: Livestock Edition Articles & Editing			10					10
FAS Non Digital Communications			7					7
FAS Website Review & Updating								0
Getting Started in Poultry			4					4
Lameness Control in Beef & Sheep					2		2	4
Livestock Health Planning Events							8	8
Livestock Traceability Pop Up Stand							7	7
Livestock WhatsApp Updates				1				1
Optimising Energy in Dairy			1					1
Sheep Handling Design			1					1
Social Media Advisory Reels					3			3
Stock Talk Podcast		9						9
Sustainable Beef Systems			1			3		4
Sustainable Parasitology							2	2
Sustainable Sheep Systems			1			3		4
The Silage Series: Quality Silage Starts Here					4			4
Toxicity Awareness Series			1		3			4
Weaning Beef Calves Event							2	2

*Please note variance in podcast numbers arises due to reporting of one Stock Talk episode within Organics

Figure 9 – Animal Health & Welfare Summary 2026/2027

Topic leader: Hazel Laughton

E-mail: hazel.laughton@sac.co.uk

5.4 Crop & Soils

The Crops and Soils programme will engage with farmers, crofters and land managers in a variety of ways to help develop and build a greater understanding of crop and soil management to help improve productivity, reduce emissions and pollution and create more sustainable farms and crofts across Scotland. This topic will also encompass lessons learnt from organic and regenerative practices ensuring that farmers, crofters and land managers can build more sustainable and resilient businesses. This will be achieved using a range of delivery methods including: in-person events, videos, podcasts, technical guides as well as timely communications distributed across social media channels, FAS website and farming press. Utilising the latest knowledge from researchers, industry, and peer-to-peer learning the programme aims to showcase best practice, the latest technologies and provide practical advice from real farms. Content is tailored to accommodate regional variation across the country and looks to deliver benefits to nature restoration, biodiversity, climate change whilst ensuring agricultural businesses can thrive.

The Crops and Soils programme will challenge those working the land to review the fundamentals of soil and crop management on their farm regardless of their system. Technical outputs will be complemented by practical workshops, either on-farm, where attendees can see first-hand new practices and methods, or in a classroom-based setting to supplement existing extensive written resources. Interactive workshops will allow participants to not only hear and learn from specialists but also share experiences with their peers. This allows evidence-based decision making and crucially helps provide the confidence to take home ideas to employ new skills and techniques to develop their own businesses.

The outputs and resources produced through the crops and soils programme will keep the audience well-informed and up-to-date on the latest policy and cross compliance regulations as they evolve. The key topics areas are highlighted in Figure 10. We will provide valuable cross organisation messages from partner agencies such as NatureScot, SEPA and RPID, considering the Whole Farm Plan, and the implementation of the Agricultural Reform Route Map . This approach also extends to operating a sign posting system, where FAS can promote relevant complementary and supporting resources available from partner and

industry led organisations such as Farming and Water Scotland, AHDB, Agri Food Bioscience Institute (AFBI) and the Voluntary Initiative.

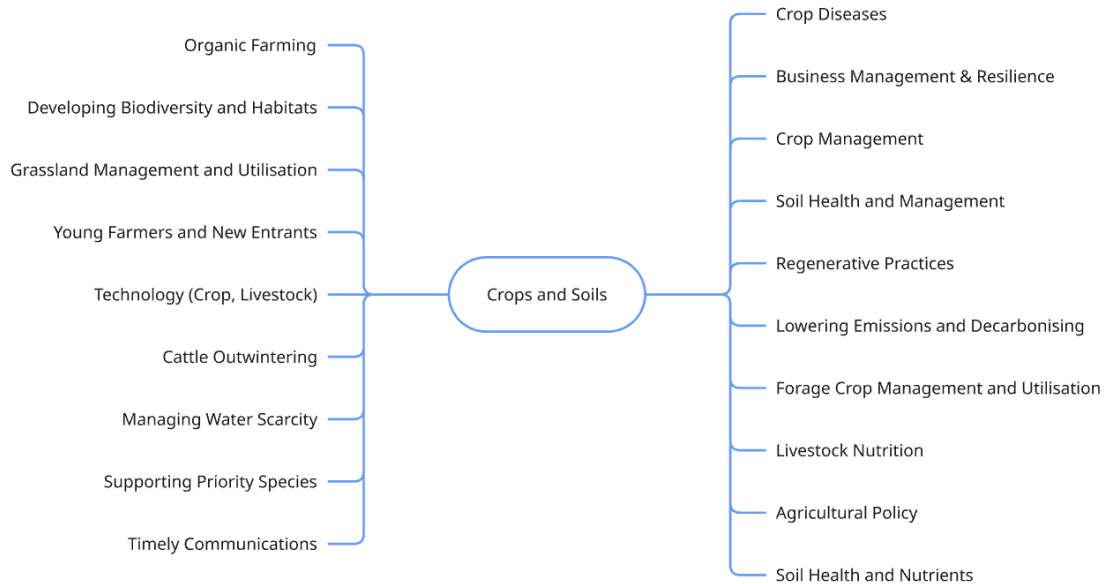


Figure 10 – Crops & Soils Elements Key Topic Areas 2026/2027

Objectives:

- Promote and encourage best practices for the management and husbandry of Scotland's soils, environment, natural resources, diversity, and crops.
- Highlight evolving research, technologies and innovations within the industry and showcase their benefits in a practical setting.
- Provide the required knowledge to enable agricultural businesses to make informed strategic business decisions.
- Continue to encourage and support farmers, crofters and land managers on their Net Zero journey to build sustainable farming businesses.
- Promote technical efficiency through the encouragement of best practices to improve profitability, whilst also building resilience and reducing emissions.

- Demonstrate lessons learnt from organic farming and regenerative practices whilst highlighting where these principles are employed successfully on mainstream farming businesses.
- Enhance understanding of the living soil by developing greater knowledge of good “soil health” and its properties ranging from nutrition to structure to biology.
- Improve understanding of nutrient management and promote practices to reduce diffuse pollution to support policy areas such as Nitrate Vulnerable Zones, and Protected Waters.
- Provide a range opportunities for the audience to develop their knowledge and networks, by hearing about cutting-edge research while sharing experiences with their peers.
- Provide the necessary advice and information for to carry out Integrated Pest Management (IPM) plans as part of a Whole Farm Plan.
- Support farmers, crofters, and land managers through evolving policy and the implementation of the whole Farm plan and the journey along the Agricultural Reform Route Map.

Highlights:

Grassland Roadshows:

Building on the successful events of 2024 and 2025, a further ten regional events will be held across the country. These events will challenge how we manage grassland and forage crops, how we can use them to build a sustainable rotation, optimise our inputs alongside improving our soils and our livestock performance.

These bespoke, local events will also consider the impact of grassland management on environment and biodiversity, showcase technology that is available to aid grassland management and promote the integrated pest management tool for grassland and the FAS companion app with its organic manures calculator and feed budgeting tool.

Arable Roadshow:

A long-standing fixture of the crops and soils programme these popular events provide farmers, crofters, and land managers with the opportunity to get together and hear from a range of experts including researchers, industry figures, advisors and fellow agricultural workers. Events not only consider and discuss the challenges and issues facing those working the land at the time, but they also look to provide practical solutions and measures that can be applied on their farms. Subject areas covered include the latest research, sustainable practices, technology, achieving net zero, financial performance and cost control, breeding advances and regulatory changes which will influence their business.

Crop Trials Technical Night:

Crop trials events are the 'show and tell' of the plant breeding world. These events provide arable workers and growers with a direct connection to the research and science of crop production and are an essential part of how we educate agricultural workers to the reality of farming with lower fertiliser and pesticide inputs.

These events also provide the opportunity for attendees to see first-hand the latest thoughts on varieties, input use, crop health, rotations and practices that improve the sustainability of arable farming such as bringing diversity into rotations using cover crops and under sowing. Pulling these topics together forms a greater understanding of IPM, a key component of the Whole Farm Plan as well as demonstrating how regenerative practices could benefit their business.

Nutrient Management and Integrated Pest Management Workshops:

A series of practical workshops building on the events run in 2022, 2024 and 2025. These events help farmers, crofters, and land managers to understand the principles of a nutrient management plan as well as looking at the core principles of sustainable soil management. Events are tailored on a local basis to cover the most relevant issues facing the areas. Events will be targeted at varying levels of ability across the country. The events have also been expanded to include Integrated Pest Management IPM to build understanding and compliance with the Whole Farm Plan requirements. All sessions are led by Fertiliser Advisor Certification Training Scheme (FACTS) qualified advisors.

Forage Focus Field Days:

Building on the successful field days held in 2024 and 2025, this project will deliver a final round up meeting supplemented by a case study at the initial farm whilst simultaneously launching a new Forage Focus project in the north of Scotland. Since its inception this project has served to showcase different grassland and forage crop practices. These have included a number of sustainable and regenerative techniques such as minimum tillage, multi-species swards, pasture rejuvenation and improved use of farmyard manures. These events combine technical knowledge with in-field demonstrations to allow attendees to see how the successful integration and management of different livestock and forage systems can improve productivity, efficiency and reduce emissions.

Arable + Field Days:

Now into the second year of the project these arable fields days are continuing to follow how measures and practices undertaken through the year have impacted growing costs, crop quality and soil health. These events serve to showcase how a number of farmers are adopting a variety of sustainable and regenerative practices, such as maintaining a living root or integrating livestock on an arable farm. Monitoring of crops will continue to allow growing costs and benefits to be considered along with yields, quality and the effect on soil health. These measures are readily transferable and able to be implemented on most farms. Events will be used to demonstrate the measures being undertaken, disseminate the data gathered on the impact these measures have had and to follow the progress of that business as they become more climate resilient and sustainable.

CropCast Season 5:

A twelve-episode podcast show, with monthly episodes, alternating between "Cropcast Technical" episodes 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. There will be six "Technical" episodes released this year linking advice and activity on plant health to broader rotational issues. This optimises 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. The further six alternate

episodes are “CropCast Conversations” featuring supply chain conversations with arable producers, processors, merchants and more. These episodes will inspire mindset change, help arable producers to futureproof, and find new opportunities for supply.

[Grassland and Arable Productivity Suite Publications:](#)

Additional publications to develop and expand on the initial set created in 2025. This series of publications cover a range of topics from grassland management, soil health, forage management, forage crops, optimising water use and improving biodiversity whilst acknowledging some of the organic and regenerative practices that can be undertaken to ensure productivity. These will be expanded to include arable specific topics such as soil and crop management, soil health, different types of crops, systems and technologies and improving biodiversity in an arable setting Publications are designed to present information in an easy-to-understand format. These guides are aimed at varied knowledge levels from new entrants looking to gain a basic understanding to those looking to develop exist knowledge to improve their farms and systems. The suite builds on existing materials on the FAS website whilst also providing supplementary information for themes covered at in person events. This also takes into consideration the requirements of the Whole Farm Plan and the Agricultural Reform Route Map.

[Soils Crops and Grassland Event Pilot:](#)

A pilot on-farm event looking at the whole soil and cropping system in an upland farming situation. Event will focus on improving productivity alongside promotion of sustainable and regenerative practices. This event will blend the technical knowledge from researchers and farmers with understanding regulatory requirements such as enhanced EFA and how measures under the ARP can be embraced to bring about positive change on farm.

Figure 11 provides a full summary of Crops & Soils planned delivery.

☐ Crop & Soil	11	41	10	31	93
☐ Arable Journey to Net Zero Toolkit		1	1		2
☐ Arable Productivity Suite Publications		4			4
☐ Arable Roadshow Events				3	3
☐ Arable+		4		2	6
☐ Crop Update Videos			6		6
☐ Cropcast Podcast	11				11
☐ Crops Trials Night				2	2
☐ FAS Arable Technical Notes		3			3
☐ FAS Newsletter: Crop & Soil Edition Articles & Editing		17			17
☐ FAS Non Digital Communications		7			7
☐ Forage Focus		1		2	3
☐ Grassland Productivity Suite Publications		4			4
☐ Grassland Roadshow Events				11	11
☐ Nutrient Management & IPM Workshops	0	0		10	10
☐ Social Media Advisory Reels			3		3
☐ Soils, Crop and Grassland Event Pilot				1	1
☐ Website Review & Updating Key Crop & Soils					0

**Please note variance in podcast numbers arises due to reporting of one Crop Cast episode within Organics*

Figure 11 – Crops & Soils Summary 2026/2027

Topic leader: George Chalmers

E-mail: george.chalmers@sac.co.uk

5.5 Crofts & Small Farms

The Crofts and Small Farms topic aims to strengthen crofters' and smallholders' capacity to enhance biodiversity, protect natural resources and the crofting landscape, reduce emissions, comply with crofting regulatory and Whole Farm Plan (WFP) requirements, and improve business resilience. Crofting serves as a practical vehicle for delivering Scottish Government priorities on climate, nature, community resilience and rural economic development, however crofters need support to understand agricultural reform and achieve these outcomes. Our key topics for the delivery year are collected in Figure 12

This year, support for smallholders will be focused on food production from horticulture and livestock, to contribute to producing local, seasonal food. This supports resilient rural economies, improving animal health and welfare, and managing land in ways that enhances biodiversity and soil health. This helps deliver key ambitions across climate, nature, land reform, and the Good Food Nation agenda.

Cross-topic collaboration will also continue, including information sharing between crofters (FAS Connect), smallholder-focused beekeeping events (Natural Capital), horticulture techniques (Organics), managing habitats for 'Species On The Edge' (FAS TV) and succession planning support (Next Generation).

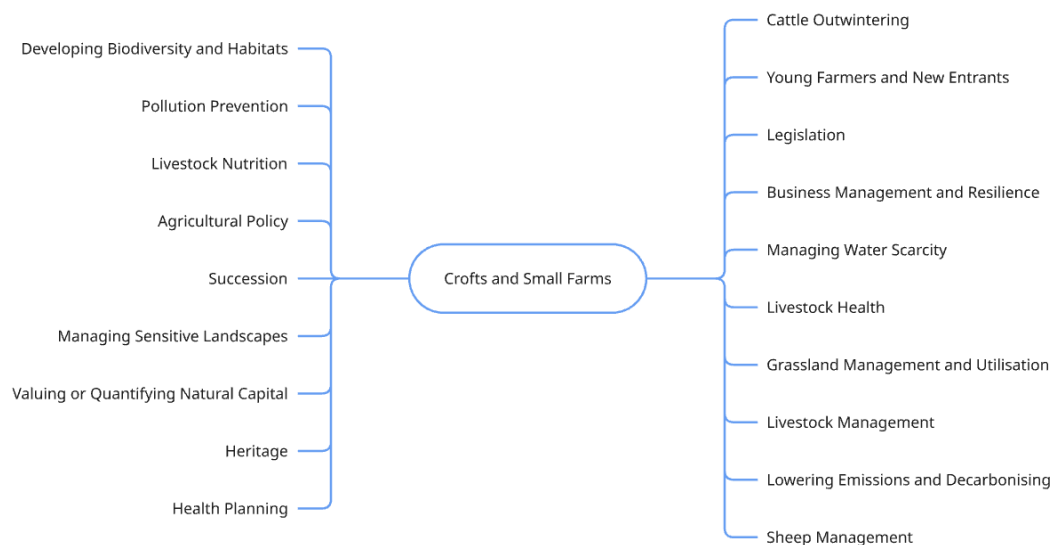


Figure 12 – Crofts & Small Farms Elements Key Topic Areas 2026/2027

Objectives:

- Increase accessibility for different learning styles through a blend of interactive in-person events, publications, podcasts, web-based tools, videos, and FAS TV episodes.
- Broaden reach and ensure high-quality technical input through continued collaboration with partners, including the Crofting Commission and NatureScot.
- Inspire and support crofters from a common grazing to develop networks and encourage correct governance of Common Grazings.
- Encourage succession planning and the transfer of crofts.
- Help crofters understand the Agricultural Reform Programme (ARP) and how to meet the requirements of the Whole Farm Plan and the wider benefits of engaging in the audits and plans.
- Connect crofters and build their knowledge networks.
- Support smallholders to maintain safe, sustainable food and farming systems

Highlights:

Common Grazing Finance Management:

This programme continues the well-attended series of in-person events delivered in partnership with the Crofting Commission. Sessions support the establishment and continuity of Common Grazings committees by providing clear guidance on financial regulations and ensuring committees understand their legal responsibilities.

Common Grazings Learning Journey:

To inspire initiatives such as habitat management, renewable energy projects, and peatland restoration, the learning journey to see other Commons will build confidence among clerks and committee members.

Digital skills:

A pilot of 2 workshops for crofters, focused on using the Rural Payments online system, would improve confidence and independence in managing applications,

submissions, and compliance requirements. By strengthening digital capability, the workshops aim to enhance business efficiency, support record keeping, and enable crofters to engage more effectively with future agricultural reforms and online services.

The Smallholder Festival:

Participation in the Festival provides an excellent platform to engage with a large and motivated audience of smallholders. The FAS stand features varied displays, alongside talks, workshops, and advisory sessions. Proximity to SRUC animal disease surveillance and Farming and Water Scotland supports effective signposting to complementary services. Popular sessions such as grassland management, introductory livestock keeping, and Whole Farm Planning consistently drive high levels of engagement.

Crofting Clubs:

The successful Crofting Club discussion groups will continue. These crofter-led meetings facilitate knowledge exchange and open discussion on current issues.

Crofting Matters – Season 5:

This six-episode podcast is evolving this year, to include different crofting enterprises and considerations. This season will be hosted from Shetland, continuing to explore the opportunities and challenges unique to crofting. The series will deliver practical advice, highlight innovative approaches, and engage with crofters working in a challenging environment. Though content may not be limited solely to Shetland, we will use the opportunity to explore some of the more unique challenges the Island faces and bring this into discussion with mainland crofters and smallholders.

Smallholder Livestock:

Aimed at smallholders, a series of workshops will combine practical handling, veterinary topics, nutrition and legislation. Events will increase confidence and competence among new or inexperienced keepers.

Figure 13 provides a full summary of Crofts & Small Farm's planned delivery.

Topic	Group	Pod'	Pub	Tool	Video	Web'	Event	Total Outputs
☐ Croft & SF		6	12		6	2	48	74
☐ Common Grazing Finance							6	6
☐ Crofting Clubs						2	22	24
☐ Crofting Livestock							4	4
☐ Crofting Matters Podcast		6						6
☐ Digital Skills for Crofting							2	2
☐ FAS Non Digital Communications			6					6
☐ FAS Website Review & Updating								0
☐ Northumberland Common Grazing Learning Journey							1	1
☐ Practical Lambing							2	2
☐ Smallholder Festival							1	1
☐ Smallholder Livestock							4	4
☐ Smallholding Technical Resources			2		2			4
☐ Social Media Advisory Reels					3			3
☐ Succession for Crofters			3					3
☐ West Coast Calves			1		1		3	5
☐ Whole Farm Plan for Crofters							3	3

Figure 13 – Crofts & Small Farms Summary 2026/2027

Topic leader: Siobhan MacDonald

E-mail: siobhan.macdonald@sac.co.uk

5.6 Developing People

Work through the Developing People topic will boost 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 a range of events including Women in Agriculture (WIA) groups, events focusing on farmer resilience, personal development and business skills supporting the Agricultural Reform Programme (ARP) strategic outcome for Thriving Businesses. The topic aims to develop personal skills that empower agricultural business owners to make confident decisions, communicate effectively, and understand their skills and business to drive it forward. Figure 14 highlights our key topics for the coming contract year.

The WIA groups 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 to share and promote activities to benefit women across Scotland.

New for this year will be a suite of farm safety resources developed in conjunction with Yellow Wellies to help promote good health and safety as well as the links between farm safety, mental health and overall business resilience. Building on the podcasts we have already recorded on neurodiversity, we will create resources and run a workshop to support those with neurodiversity working in agriculture.

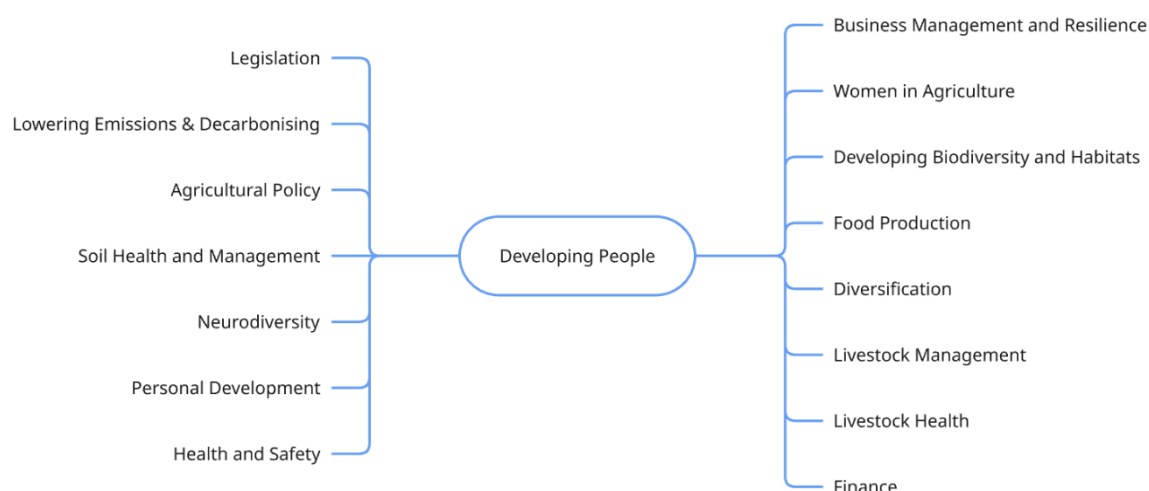


Figure 14 – Developing People Key Topic Areas 2026/2027

Objectives:

- Build the confidence of women in agriculture and create opportunities to develop and learn new skills in a women only environment. This year will have a particular focus on highlighting women led diversified businesses, nature restoration and climate change, supporting the Agriculture Reform Programme.
- Continue to facilitate the Women in Agriculture Facebook group which has been a successful online forum for open discussion, networking, and education.
- Help those working in agriculture prepare for the changes under the ARP, build resilience, and overcome challenges to ensure their businesses continue to thrive through the transition.
- Continue to work alongside charities such as FarmStrong, RSABI and Yellow Wellies to build a greater understanding of personal resilience and mental wellbeing.
- Focus on raising awareness of Health and Safety and its link to wellbeing.
- Continue to raise awareness and provide support around neurodiversity in agriculture.

Highlights:

Women in Agriculture Groups:

Events specifically catering to women in agriculture and crofting. This extensive package covers 15 in-person groups including a new Islay group: Argyll, Aberdeenshire, Ayrshire, Borders, Caithness, Inverness-shire, Lewis and Harris, Lothian, Morayshire, Orkney, Perthshire, Stornoway, Wester Ross, Ross-shire, and Islay. For 2026/27 we will be restarting the Aberdeenshire women in agriculture group and splitting the Western Isles group into Stornoway and Lewis and Harris, due to demand in these areas, and will be continuing the new Islay group which has been well attended.

Agri Culture Podcast Season 5:

A ten-episode podcast show platforming inspirational and thought-provoking conversations from people living and working in the agricultural sectors. This show deals with diversity, mental health and resilience, neurodiversity, 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. Ten episodes will be produced for this show, but several episodes will sit (for reporting purposes) in the Organics topic, in Crofts & Small Farms, and in Next Generation to ensure that we cover Developing People across all key topics and demographics.

Farm Safety Resources:

A collection of resources on farm safety which will be evergreen content, available through the website. Users will be guided through a series of publications, podcasts and videos to highlight farm safety issues, with the option to build their own health and safety policy (by signposting to the Yellow Wellies website). Resources are designed to be suitable for all levels of understanding, and can be shared with employees and family members.

Neurodiversity Resources:

Create neurodiversity resources, specifically aimed at those working in agriculture. This will include a guide for employers/parents of neurodiverse people, to allow them to support them and work with them to find solutions for them to be successful at work.

Good to Great: Growing Ambition:

Aimed at those who want to take their business and themselves to the “next level”. These workshops and webinars will aim to inspire confidence in the next generation of farmers, and the oft-forgotten employed farm staff giving them room to grow and develop and try new things. Delivered by experts, mentors and coaches with an element of peer-to-peer learning from their cohort these events/webinars will be designed to give farmers, crofters and land managers space to reflect on themselves and their businesses. It is thought that attendees are likely to be “early innovators” who have achieved a high level of technical efficiency and are looking for the next challenge for themselves or their business, taking them from Good to Great!

Figure 15 provides a full summary of Developing People’s planned delivery.

Topic	Group	Pod'	Pub	Tool	Video	Web'	Event	Total Outputs
Developing People		7	10		5	6	34	61
▣ Aberdeenshire Women in Agriculture							2	2
▣ Agri Culture Podcast		7						7
▣ Argyll Women in Agriculture							2	2
▣ Ayrshire Women in Agriculture							2	2
▣ Borders Women in Agriculture							2	1
▣ Caithness Women in Agriculture							2	2
▣ Farm Safety Resources			3		2		1	6
▣ FAS Non Digital Communications			6					6
▣ Good to Great: Growing Ambition						5	2	7
▣ Inverness Women in Agriculture							2	2
▣ Islay Women in Agriculture							2	2
▣ Lewis and Harris Women in Agriculture							2	2
▣ Lothian Women in Agriculture							2	2
▣ Morayshire Women in Agriculture							2	2
▣ Neurodiversity in Agriculture			1			1	1	3
▣ Orkney Women in Agriculture							2	2
▣ Perthshire Women in Agriculture							2	2
▣ Rossshire Women in Agriculture							2	2
▣ Social Media Advisory Reels					3			3
▣ Western Isles Women in Agriculture							3	3
▣ Wigtownshire Women in Agriculture							1	1

*Please note variance in podcast numbers arises due to reporting of Agri-culture episodes within Next Generation and Crofting.

Figure 15 – Developing People Summary 2026/2027

Topic leader: Mary-Jane Lawrie

E-mail: mary-jane.lawrie@sac.co.uk

5.7 Thriving Through Change

The Thriving Through Change topic is designed to help build business resilience by improving knowledge and awareness of changing regulations, evolving technology, and matching that to help deliver the Scottish Government aims as set out in the Vision for Agriculture. Adopting sustainable and regenerative agricultural practices will be key to developing resilient farm businesses in the years ahead, as the Agricultural Reform Programme (ARP) is rolled out and the associated list of measures are unveiled. The uptake of the measures is likely to be determined not just by the financial rewards available but also by the scheme requirements and how well the requirements are communicated to agricultural workers across all areas of the country.

The outputs from Thriving Through Change will not only assist farmers, crofters and land managers to meet compliance obligations; the outputs will also introduce new concepts, new approaches, and new technologies which can be used to improve business efficiency. As in previous years of the FAS programme, outputs will also help farm businesses to analyse financial performance to identify where improvements can be made and greater efficiencies achieved.

Outputs from this topic will take the form of publications and news bulletins, in-person events, videos and reels, webinars, podcasts, and the development of online tools.

Whilst most of the news bulletins are typically produced as online publications, more interactive elements (online tools, interactive calculators, online webinars and workshops) will be produced to help improve the learning experience and to deliver our messaging to a wider target audience than ever before.

The outputs proposed for delivery under the Thriving Through Change topic incorporate key messaging from the FAS programme stakeholders including Scottish Government, NatureScot, and SEPA and several outputs crossover with multiple programme topics (e.g. FAS Business and Policy Newsletter, which incorporates policy, livestock, and crop themes). There is also input from a variety of other interested parties such as AHDB, Scottish Venison, and professionals such as accountants and tax experts. The key topics are illustrated in Figure 16.

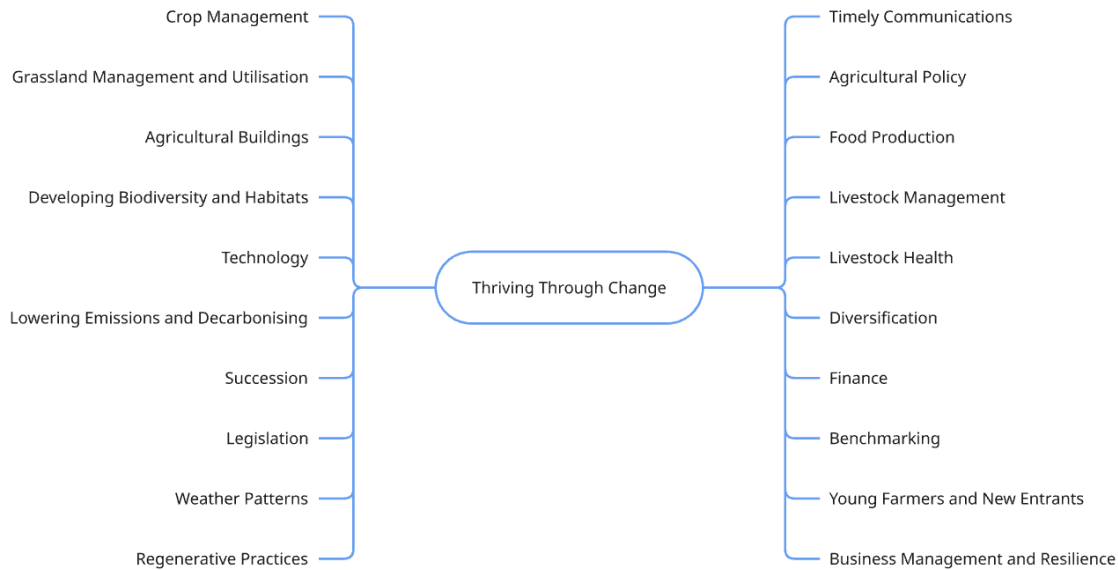


Figure 16 – Thriving Through Change Key Topic Areas 2026/2027

Objectives:

The objectives for the Thriving Through Change topic include:

- Increasing awareness of sustainable and regenerative farming practices and demonstrates how measures can work within a practical context.
- Helping farmers, crofters, and farm managers to better understand financial measures of farm business performance to support thriving rural businesses.
- Building farm business resilience – both through the adoption of sustainable and regenerative practices and through improved financial performance.
- Producing benchmark datasets to allow farms to compare financial performance against farms of a similar type or system.
- Highlighting recent advances in technology which can be employed to deliver improvements to business efficiency.
- Promote opportunities for farm business diversification in Scotland.

- Reporting on economic and policy news for the key agricultural sectors – beef, sheep, milk, and arable. This includes commentary on the UK autumn and spring budgets.
- Highlight Scottish Government policy change to ensure those working in agriculture are kept up-to-speed with compliance obligations and requirements for government schemes as we progress through the Agricultural Reform Programme (ARP) route map.

Highlights:

Preparing for the Future:

A suite of deliverables to help agricultural workers keep up-to-speed with agricultural policy and regulatory changes including further changes to greening rules in 2027 and rollout of the ARP list of measures.

Enhanced Greening - Biodiversity Benefits:

A series of three publications which will be supplemented by a video. All outputs will consider both the new and amended EFA management options available for 2026 and will highlight which options can be selected for the greatest benefits to biodiversity outcomes.

UK Budget Commentary:

A bi-annual summary of the key tax changes announced during the autumn and spring budgets and discussion on how these changes will impact upon farm businesses in Scotland.

FAS Newsletter - Business & Policy:

A monthly newsletter distributed via email mailing list containing a range of resources, information and advice about rural business management, finance, and policy. This is part of a suite of audience-targeted FAS Newsletters which contain a curated selection of publications, videos, podcasts and upcoming event information. We will continue to produce a monthly episode of Business & Policy Audio, made available through FAS Sounds.

Diversification Opportunities:

A series of four publications looking at the diversification opportunities within the areas of livestock, crops, agri-tourism, and food & drink.

Deer Farming:

Continuation of popular event series, providing four 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.

Advances in Agricultural Technology:

A package of four videos and four publications exploring the use of new technologies in farming and crofting in Scotland. The outputs will seek to highlight some of the benefits that new technology can deliver, with particular focus on business efficiency, biodiversity, and climate.

Livestock Unit Calculator:

An online Livestock Unit (LU) calculator will be produced to assist farmers, crofters, and land managers with converting livestock numbers into livestock units. Several Scottish Government schemes contain minimum stocking density requirements which are typically expressed in Livestock Units per hectare (LUs/ha). A FAS online calculator will provide farmers, crofters and land managers with a quick access reference point which is easy to use.

Planning Checklist

A further addition to the FAS suite of business resources includes, a farm-buildings planning checklist which will be designed to help farmers consider all aspects of planning requirements in relation to the construction of farm buildings such as general-purpose sheds, slatted sheds, silage pits, slurry stores, and dwelling houses.

Rural Round up Podcast Season 5:

A 12-episode podcast show providing a timely and regular source of agricultural news. This will include reminders of deadlines, policy updates, funding applications as well as promotion of relevant upcoming events. For 2026/2027 this will incorporate updates from SEPA, Farmstrong, Yellow Wellies & HSE, and other important Stakeholders to ensure their key messages are shared at the right time to key audiences.

Scottish Farm Business Survey: Whole Farm Benchmarks

Once again, the whole farm benchmarks tool will be updated with the most recent data from the Scottish Farm Business Survey. This online resource allows

farmers, crofters and land managers to establish how their business is performing compared to similar businesses, and to identify areas where change might be required. This is a valuable resource to enable profitable, resilient and sustainable businesses as per the objective of the ARP for thriving rural businesses.

[Financial Management Workshop:](#)

A four-part online workshop designed to help farm business managers better understand financial management reports (profit & loss, balance sheet), cashflow budgets, tax planning, and benchmarking. This output was delivered as an in-person event during the 2025/2026 programme and has been adapted for online delivery to allow greater reach to our FAS audience during 2026/2027.

Figure 17 provides a full summary of Thriving Through Change's planned delivery.

Topic	Group	Pod'	Pub	Tool	Video	Web'	Event	Total Outputs
☐ Thriving Through Change		24	98	7	10	5	11	155
☐ Advances in Agri-Technology			4		4			8
☐ Business & Policy Audio Podcast		12						12
☐ Deer Farming Visit Suite							4	4
☐ Diversification Opportunities			4					4
☐ Enhanced Greening - Biodiversity Benefits			3		1			4
☐ FAS Newsletter: Business & Policy Edition Articles & Editorial			72					72
☐ FAS Non Digital Communications			7					7
☐ FAS Website				5				5
☐ Livestock Unit Calculator				1				1
☐ Online Financial Workshops						4		4
☐ Planning Checklist			1					1
☐ Preparing for the Future Events							7	7
☐ Preparing for the Future: Resource Kit			5		2	1		8
☐ Rural Roundup Podcast		12						12
☐ Scottish Farm Business Survey - Whole Farm Benchmarks tool				1				1
☐ Social Media Advisory Reels					3			3
☐ UK Budget Update			2					2

Figure 17 – Thriving Through Change Summary 2026/2027

Topic leader: Alastair Beattie

E-mail: alastair.beattie@sac.co.uk

5.8 Next Generation

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). In recent years we have extended support to newcomers to farming and crofting 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 a suite of FAS in-person events, publications and pilot CPD modules alongside peer-to-peer learning. This approach will provide a solid foundation of skills and knowledge that will support the next generation of Scottish farmers, crofters and land managers. The key topics for Next Generation can be seen collected in Figure 18.

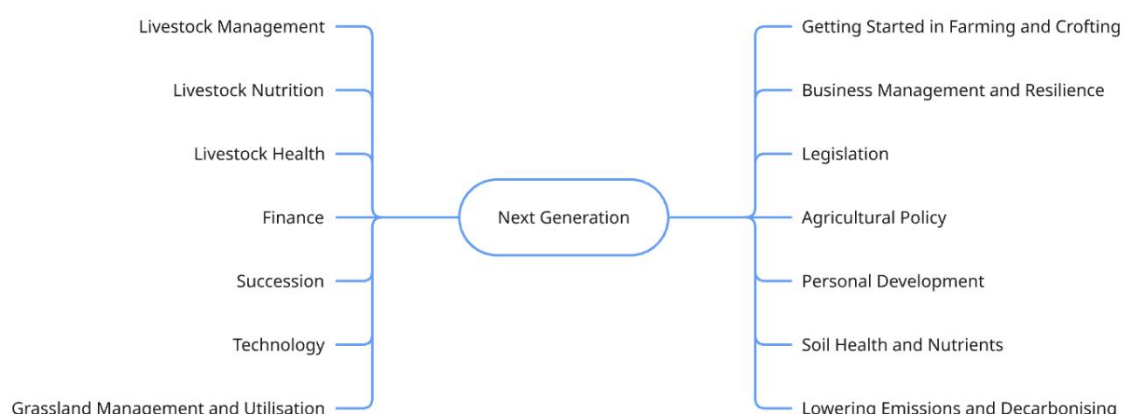


Figure 18 – Next Key Topic Areas 2026/2027

Objectives:

- Develop and enhance the one-to-many Next Generation support to ensure the next generation of Scottish farmers and crofters run profitable and resilient businesses with climate change and nature restoration embedded.
- Promote generational renewal through succession planning.
- Raise awareness of the new entrant mentoring service and other initiatives targeted at the next generation e.g. Land-based pre-apprenticeship scheme and Next Generation Practical Training Fund.
- 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. SAYFC, SLMS, Lantra, NFU Next Generation, QMS (in the context of the new entrant monitor farm) and FONE who are also collaborating with new entrants/next generation.

Highlights:

Young Farmers Roadshow:

In conjunction with SAYFC clubs and SRUC campuses these “how to” events, with content tailored to the local area, will highlight the breadth of the FAS delivery themes to new entrants, next generation farmers, and next generation crofters.

Succession Planning for Crofters:

Building on the succession planning webinars and publications produced in 2024 and events held in 2025, a series of events will take place in mainland and crofting areas in conjunction with SLMS to support generational renewal in crofting areas – a key focus area of the National Development Plan for Crofting. These events will also highlight the crofting legislation that must be adhered to when relinquishing or assigning a croft.

Next Generation Crofting Groups:

Formation of small learning groups for next generation crofters in Lewis & Harris and Assynt. Aimed at young crofters aged 18 to 30, these groups will cover a range of topics from agricultural policy and legislation (including how to run common grazing committees), livestock health and welfare, soils and grassland management and managing biodiversity on their crofts.

Content of these groups in the first year will be designed and delivered to bring everyone in the group to the same basic knowledge level. Whilst these groups have much of the same ethos and benefits of FAS Connect (meeting likeminded people, group discussion, group continuity) the content will not, at this stage be farmer led. As the group develops in skills and confidence it is likely that these may become future FAS Connect groups provided sufficient commonality between participants can be found.

FAS Academy Modules:

Three FAS Academy Modules will be piloted to help farmers crofters and land managers start their lifelong learning journey to develop their skills and capabilities in a convenient manner. Comprising of a series of events and online resources, summarized with the completion of a quiz, these knowledge level 1 modules will cover health and safety, soil health and management, and livestock record keeping. Aligning with the Developing People, Crops & Soils, and Animal Health & Welfare topics, these modules will provide a foundational knowledge of

the relevant legislation and subsequent benefits for business resilience and greenhouse gas emissions. FAS Academy will be built as a structured learning pathway taking participants on a guided and curated learning journey. Participants can then be directed to further expand their knowledge of the module topic through cross-topic collaboration and the wider FAS programme.

FAS Newsletter - Next Generation Edition:

A bi-annual newsletter distributed via email mailing list containing a range of resources, information and advice relevant to New Entrants and Next Generation farmers and crofters. This is one of a suite of new audience-targeted FAS Newsletters which contain a curated selection of publications, videos, podcasts and upcoming event information.

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

Figure 19 provides a full summary of Next Generation's planned delivery.

Topic	Group	Pod'	Pub	Tool	Video	Web'	Event	Total Outputs
Next Generation		3	10		4		33	50
Agri Culture Podcast		3						3
FAS Academy Operations								0
FAS Academy: Record Right							8	8
FAS Academy: Soils					1		6	7
FAS Newsletter: Next Generation Articles & Editorial			4					4
FAS Non Digital Communications			6					6
Next Generation Crofting							5	5
Social Media Advisory Reels					3			3
Succession Planning for Crofters Roadshow							5	5
Succession Planning for Crofters Workshops							1	1
Young Farmers Roadshow							8	8

Figure 19 – Next Generation Summary 2026/2027

Topic leader: Laura Henderson

E-mail: laura.henderson@sac.co.uk

5.9 Organics

The Scottish Government is committed to the organic farming sector aiming to double the amount of land under organic management by 2026. Organic farming has many benefits that align with the Scottish Governments “Vision for Agriculture” to become a global leader in sustainable and regenerative agriculture namely:

- Reductions in Green House Gas (GHG) emissions,
- Improved biodiversity and natural capital,
- Improved soil health and reduced soil erosion,
- Reduced risk of water pollution,
- Provision of resilient farming systems that have a holistic approach,
- Promotes high standards of animal health and welfare,
- Contributes to Good Food Nation and Local Food strategies.

The Organic & regenerative section of the Farm Advisory Service (FAS) will therefore support three key target audiences:

- Farmers, crofters and land managers who are interested in sustainable farming and agroecological/regenerative practices.
- Farmers, crofters and land managers planning/starting conversion to organic
- Existing organic farmers, crofters and land managers.

With a range of sector bodies in Scotland providing the essential certification required to ensure that producers and processors remain fully compliant with legal organic standards, the FAS will continue to collaborate with these organisations to deliver vital knowledge-transfer support, helping those following organic principles to further develop and strengthen their businesses.

Organic farming is governed by a legally defined set of principles and standards that producers must follow to maintain certified organic status. However, many other terms, such as *agroecological* and *regenerative*, are also used to describe farming practices that are traditional or environmentally sympathetic. The influence of the organic sector extends far beyond the specific boundaries of certified organic production and markets; for many years it has played a leading role in shaping wider industry adoption of agroecological approaches that promote sustainable and regenerative farming practices.

To ensure the organic offering from FAS has as wide an appeal as possible it will therefore seek to link (where relevant) to topics similar to these types of farming systems (illustrated in figure 20), fostering knowledge transfer and exchange using the full range of communication methods adopted within the FAS, e.g. on farm events, discussion groups, publications, podcasts etc.

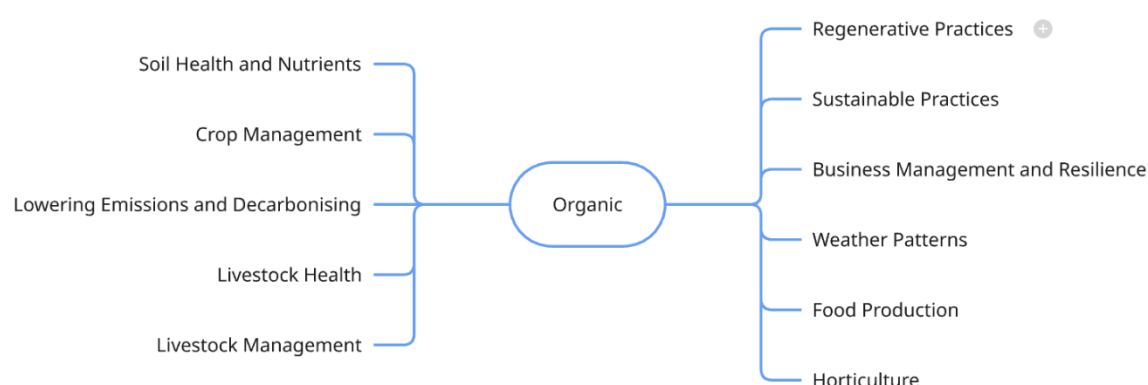


Figure 20 – Organics Key Topic Areas 2026/2027

Objectives

- Provide a trusted source of information to support knowledge transfer amongst organic farmers, crofters, and others adopting agroecological or regenerative approaches in the management of their farming system.
- Highlight the benefits that organic farming and its techniques can bring to reducing farmers, crofters and land managers greenhouse gas emissions and improve their sustainability.
- Highlight the associated benefits that organic farming can bring to farming systems such as improved biodiversity and nature restoration.

- Provide clear pathways and information to support farmers, crofters and land managers who wish to consider (or start) conversion to organic farming.
- Engage with stakeholders and certifying sector bodies such as Scottish Organic Stakeholder Group, Scottish Organic Producers Association (SOPA) and the Soil Association.
- Support the new Scottish Organic Action Plan.

Highlights

Organic and Regenerative Roadshows:

Events on farm, supported by organic certification bodies, to highlight sustainable practices that benefit not only organic farmers but support other farmers, crofter and land managers on their journey to increase sustainable and regenerative practices, in line with the Code of Practice for Sustainable and Regenerative Agriculture

Scottish Organic Farming Network:

This will provide support for farmers and crofters converting to or who have recently converted to organic farming. It will do this through network creation, knowledge sharing and mentoring. This will utilise the data sharing agreement to target farmers and crofters who have AECS organic conversion or maintenance contracts and will be facilitated through the use of WhatsApp amongst other communication methods.

Growing Grain Legumes:

Videos and articles showing growers of grain legumes (e.g. beans and peas) highlighting the agronomy practices they adopt to grow a homegrown protein source as well as they sustainable and regenerative benefits incorporating grain legumes into the rotation can have.

North East Scotland Organic Discussion Group:

Continuation of a long-running organic discussion group with events, webinars and videos.

Small Scale Organic and Regenerative Horticulture:

Events for small growers on the benefits and opportunities from organic production and practical advice about agronomy.

Organic Technical Farming Summaries:

Continue the series of information sheets with tips on practical organic farming techniques.

FAS Sounds:

Several podcast episodes will be integrated amongst our existing shows, covering organic and regenerative farming topics encompassing crops, stock, natural capital and policy, making organics, or organic practices an embedded part of our audio audience.

FAS Newsletter - Organic Farming Edition:

Provision of a quarterly organic farming newsletter. This is part of a suite of audience-targeted FAS Newsletters which contain a curated selection of publications, videos, podcasts and upcoming event information.

Further to the projects directly reported under the Organics topics provision will be made within the following events to ensure organic, sustainable and regenerative practices as and/or an organic host farm are selected to further broaden the reach of the organic topic within the mainstream FAS outputs.

- Farm Wildlife Walks
- Nutrient Management and IPM Workshops
- Grassland Roadshows
- FAS Connect –Holistic management

Figure 21 provides a full summary of Organic's planned delivery.

Topic	Group	Pod'	Pub	Tool	Video	Web'	Event	Total Outputs
Organic		4	18	1	7	2	8	40
Cropcast Podcast		1						1
FAS Non Digital Communications			7					7
FAS Website Review & Updating								0
Growing Grain Legumes			3		3			6
Natural Capital Podcast		1						1
New to Organics- Conversion Assistance						2		2
North East Organic Meetings							3	3
Organic & Regenerative Roadshows							3	3
Organic Newsletter Articles			4					4
Organic Technical Case Studies			1		1	0		2
Scottish Organic Farming Network				1				1
Small Scale Organic and Regenerative Horticulture							2	2
Social Media Advisory Reels					3			3
Stock Talk Podcast		1						1
Technical Farming Summaries			3					3
Thrill of The Hill Podcast		1						1

Figure 21 – Organics Summary 2026/2027

Topic leader: Ewan Johnston

E-mail: ewan.johnston@sac.co.uk

5.10 FAS Connect

The network of FAS Connect discussion groups has been growing and evolving since 2022. The 2026/2027 year will see 45 groups deliver 154 meetings across the year. The FAS Connect network is not only a close-knit community for each individual group but it is also a wider network where groups are coming together for one-off meetings or collaborating on specialist projects. FAS Connect delivers regionally and sector specific content through peer-to-peer learning, allowing group members to respond to the challenges facing their sector or their regional area. Involvement in peer-to-peer learning and in a form of learning which is sustained over a long period of time is promoting transformational change within the industry. Group members are encouraged to share their experiences, positive and negative, with a group of trusted peers and co-ordinated by an agricultural facilitator. FAS Connect fosters positive mindset, receptiveness to change and promotes dynamic thinking. This attitude is not restricted to the boundaries of FAS Connect groups with members taking this positive outlook to other networks within agriculture, providing development for the industry as a whole. FAS Connect succeeds through trust between members and their facilitator. The constant support from facilitators ensures the benefits of being in a FAS Connect group do not get lost during the busy spells in the farming calendar but instead highlights the importance of this support network. Figure 22 highlights the range of different topics and elements covered in FAS Connect discussions.



Figure 22 – FAS Connect Elements 2026/2027

Objectives

- Provide peer-to-peer learning from a trusted group.
- Continue to be driven by member needs. Delivering the content when they need it and in an engaging and accessible way.
- Encourage members to engage in new technologies and evolving farming practices such as the principles of regenerative farming.
- Promote health and well-being of group members but also raise their awareness of the issue to apply in their wider networks.

- Foster an environment where everyone can be a mentor and be mentored.
- Raise awareness of evolving agricultural policy and cross compliance.
- Promote technical excellence in agricultural practice.
- Develop a sphere in which attendees feel confident to accept and provide feedback for the benefit of their business and their peers business.
- Encourage FAS connect group members to share their experiences with fellow farmers, crofters, and land managers outwith their group, broadening the impact of FAS Connect.
- Develop the resilience of our farmer and crofters and their businesses. Improve their ability to respond to challenges and adapt to change.

Delivery in 2026/2027

FAS Connect will continue to be driven by FAS group members with delivery co-ordinated and facilitated by an agricultural consultant. As groups engage for longer the ambitions and intensity with which they approach FAS Connect increase. FAS will respond and adapt to this need ensuring farmer and crofters are challenged to continue developing their technical skills and their own personal development.

In 2026/2027 there will be an opportunity for groups to undertake specialist projects within their group or across groups under FAS Connect Plus. Support would be provided from the FAS Connect topic lead and the outcome of these specialist projects would be shared across the wider FAS network, for example through FAS sounds, an episode of FAS TV or delivery at a relevant event. FAS Connect is growing organically, driven by our farmers, crofters and land managers as the need arises and we will continue to accommodate the development of any new groups or people looking to become involved with FAS Connect.

FAS Connect facilitators will also continue to engage closely sharing their experiences of farm/supply chain visits, content delivery and new concepts to ensure positive engagement is shared and replicated across the country. Facilitators will continue to encourage their farmers and crofters to 'look up' from

their business to ensure Scotland has an agricultural industry which is aligned with Scotland's Vision for Agriculture.

Figure 23 provides a full summary of FAS Connect's planned delivery.

Topic	Group	Pod'	Pub	Tool	Video	Web'	Event	Total Outputs
FAS Connect	153							153
⊕ Ayrshire Sheep Group		4						4
⊕ Beef Group Dumfries		3						3
⊕ Biodiversity Skye		3						3
⊕ Border Grassland Group		3						3
⊕ Borders Biodiversity		4						4
⊕ Borders Business Efficiency		4						4
⊕ Bute Grassland Group		3						3
⊕ Cairngorm Wader Group		3						3
⊕ FAS Connect - End of Year Report								0
⊕ Fas Connect Plus								0
⊕ Forage for Profit		5						5
⊕ Glenshiel Crofting Group		3						3
⊕ Graze Plus		5						5
⊕ Harris Sustainable Beef Group		3						3
⊕ Holistic Management Ayrshire		3						3
⊕ Islay Net Zero		2						2
⊕ Lochaber Discussion Group		3						3
⊕ Net Zero Arran		4						4
⊕ Net Zero Oban		2						2
⊕ New Entrant Group South		3						3
⊕ Perth Business Improvement Group		3						3
⊕ Sheep and Beef Central		3						3
⊕ Sheep Group Lanark		3						3
⊕ Sheep Group Perth		3						3
⊕ Soil Nutrient Network Fife		3						3
⊕ Soil Nutrient Network Inverness		4						4
⊕ Soil Nutrient Network Morayshire		4						4
⊕ Soil Nutrient Network St Boswells		4						4
⊕ Soil Nutrient Network Thainstone		3						3
⊕ Soil Nutrient Network Turriff		3						3
⊕ South West Dairy Group		3						3
⊕ Stirling Dairy Group		3						3
⊕ Sustainable Beef Borders 1		4						4
⊕ Sustainable Beef Borders 2		4						4
⊕ Sustainable Beef Inverness		4						4
⊕ Sustainable Beef Lanark		4						4
⊕ Sustainable Beef Lothians		3						3
⊕ Sustainable Beef NE		3						3
⊕ Sustainable Beef Orkney		3						3
⊕ Sustainable Beef Stranraer		3						3
⊕ Sustainable Dairy Campbeltown		4						4
⊕ Sustainable Dairy Dumfries		3						3
⊕ Sustainable Dairy Fife		4						4
⊕ Sustainable Dairy Lanarkshire		4						4
⊕ Sustainable Dairy Stranraer		4						4
⊕ West Fife & Kinross Business Improvement Group		4						4
⊕ Westhill Mixed Farming		3						3

Figure 23 – FAS Connect Summary 2026/2027

Topic leader: Lorna Galloway

E-mail: lorna.galloway@sac.co.uk

5.11 FAS TV

Since its inception in 2016, video content has been a growing and key component of the FAS delivery, evolving into a 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 format 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 continues to be a hugely successful and popular output since its beginning, and this regular programme attracts large numbers of viewers and drives subscription to the FAS YouTube channel. The growth in FAS TV has also had a positive impact on other digital outputs driving viewership to other videos, reels, and podcasts, to further their learning and engagement through the programme. The range of topics covered by FAS TV is illustrated by Figure 24.

Moving forward with FAS TV, we will continue to have a strong geographical spread of segments across Scotland and will build on and align with key strategic priorities of the Agricultural Reform Programme (ARP) namely high quality food production, climate change, thriving businesses and nature restoration. FASTV is an excellent platform to showcase sustainable and regenerative practices put forward in a farmer friendly peer- to-peer learning style. We will continue to re-visit previous contributors to illustrate the developments and changes they've made in their businesses and systems to inspire our audience and further engagement. By revisiting key topics, we will explore how challenges have been overcome during the implementation of new systems and inspire viewers to learn from their peers.

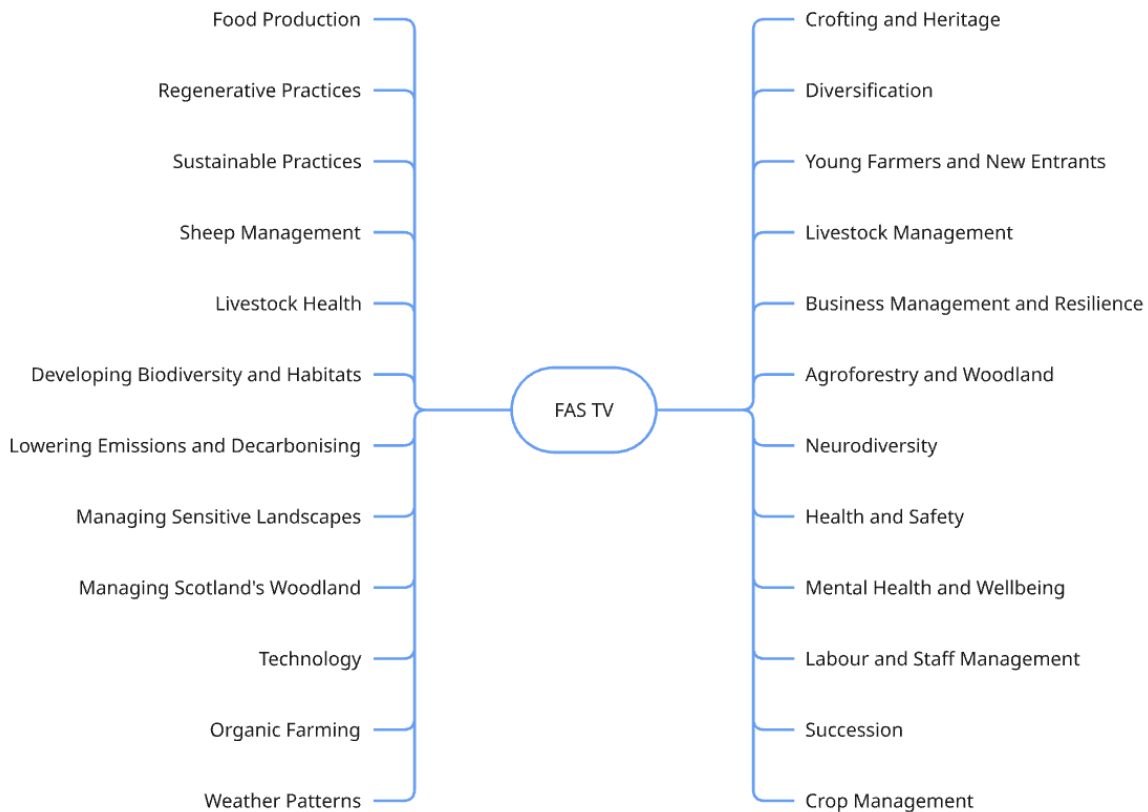


Figure 24 – FAS TV Elements 2026/2027

Objectives

- Provide peer- to- peer learning through digital media.
- Reduce social isolation and geographical challenges of participating in farm visits.
- Encourages farmers, crofters and rural businesses to engage in new ideas and innovations.
- Promotes best practice in Scottish Agriculture and crofting.
- Encourages farmers, crofters and land managers to promote themselves and their businesses.
- Transfers strategic developments to industry in a farmer-friendly way.

- Builds confidence in the agricultural community to engage in digital media and digital learning.

Delivery in 2026/2027

Future episodes of FAS TV will link even more closely with other parts of the FAS programme to strengthen links with key topic areas, including Woman in Agriculture all while ensuring that we are covering topics that are relevant to our viewership. FAS TV episodes will continue to have 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 current and highly timely feel from each episode. The high-level plan for 2026/2027 delivery includes:

- Biodiversity
- Diversification
- Succession
- Livestock production systems
- Organics
- Crofting & Heritage
- Regenerative Agriculture
- Next Generation
- Agroforestry and Woodland

Social Media Highlights Reels

Social media highlights will continue to be produced as appropriate, forming promotion and extended reach of episode outputs. Reels are an excellent method of communicating short, bitesize, informative content to social media users on Facebook and Instagram.

Promotional Reels for FAS TV are designed to show the highlights from our episodes, sparking interest and inspiring viewers to watch full episodes.

Figure 25 provides a full summary of FAS TV's planned delivery.

Topic	Group	Pod'	Pub	Tool	Video	Web'	Event	Total Outputs
 FAS TV					30			30
 FAS TV					30			30

Figure 25 – FAS TV Summary 2026/2027

Topic leaders: Cara Campbell & Sarah Balfour

E-mail: cara.campbell@sac.co.uk , sarah.balfour@sac.co.uk

Appendix

Outputs by Programme Area

Reporting Topic	Group	Event	Web'	Pub	Video	Pod'	Tool	Total Outputs
Animal Health & Welfare		27	6	38	15	9	1	96
Croft & SF		48	2	12	6	6		74
Crop & Soil		31		41	10	11		93
Developing People		34	6	10	5	7		61
FAS Connect	153							153
FAS TV					30			30
Integrated Hub		15		60				75
Natural Capital		21	6	25	25	18		95
Next Generation		33		10	4	3		50
Organic		8	2	18	7	4	1	40
Programme Management								0
Thriving Through Change		11	5	98	10	24	7	155
Total	153	228	27	312	112	82	9	922

Figure 26 – Outputs By Programme Area

Proportion Spend by Topic/Programme Area

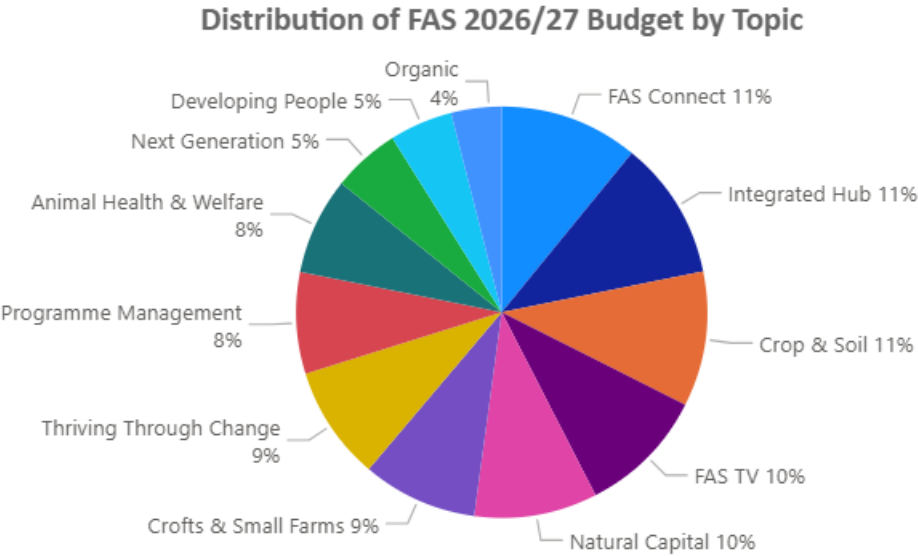


Figure 27 – Proportion Spend By Topic/Programme Area

Proportion of Programme Outputs by Type

Proportion of 2026/27 Programme Outputs by Type

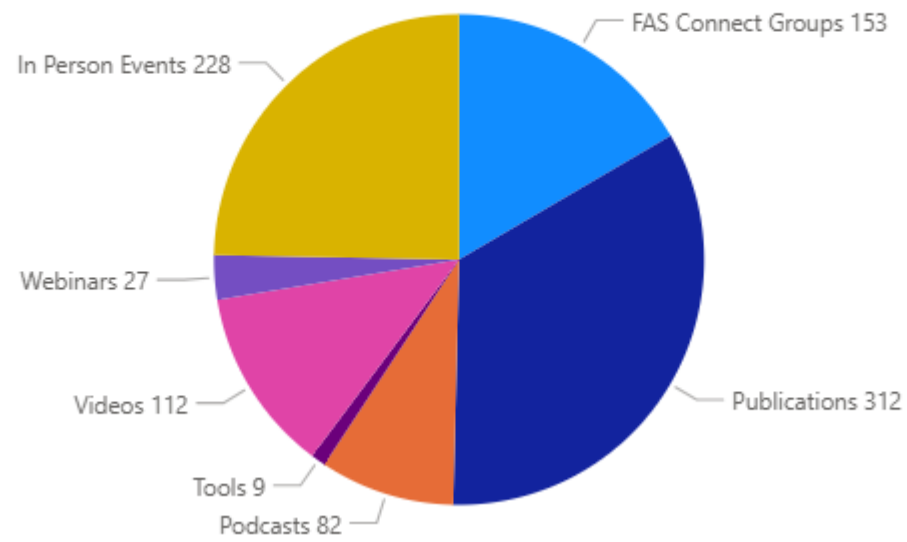


Figure 28 – Proportion Of Programme Outputs By Type

Performance Targets, 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 2 are recognised:

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.

Table 1 – Performance Targets

KPIs

Table 2 sets out the KPIs which will be included in the advice facility evaluation.

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.

Table 2 – Advice Facility KPIs

Delivery Model & Key Personnel



Figure 29 – Delivery Model & Key Personnel

Delivery will be led by Programme Leader Lily Reade, 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 3, Table 4, **and** Table 5 in the following pages provide details of the individuals within each role.

FAS Programme Leadership Team		
Name	Role	Location
Lily Reade	One to Many Programme Leader	Ayr
Jennifer Struthers	Strategic Content Lead	Lanark
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 Next Generation & FAS Academy Development Leader	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
Ewan Johnston	Topic Leader Organics	Thainstone
Jacalyn Laird	Communications Officer	Edinburgh
Alex Blott	Communications Officer	Glasgow
Cara Campbell	FAS TV Producer	Campbeltown
Sarah Balfour	FAS TV Producer	Thainstone
Calum Johnston	FAS Video Lead	Perth
Kerry Hammond	FAS Sounds Producer	Aberdeen
Rebecca Audsley	Strategic Advisor – Climate Change	

Table 3 – FAS Programme Leadership Team

FAS Delivery Operations & Digital Team		
Name	Role	Location
Lily Reade	Senior Project Manager	Edinburgh
Lindsay Officer	Operations Manager	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 4 – FAS Delivery Operations & Digital Team

FAS Programme Board Summary		
Name	Job Title	Location
Dr Mary Thomson	SRUC Vice Principal	Edinburgh
Chloe McCulloch	Head of SAC Consulting	Edinburgh
Niall Campbell	Regional Development Manager (NW)	Oban
Raymond Crerar	Regional Development Manager (SW)	Ayr
Sascha Grierson	Principal Consultant	Perth
Derek Hanton	Regional Development Manager (NE)	Inverness
Peter Lindsay	Regional Development Manager (SE)	Forfar

Table 5 – FAS Programme Board Summary