



Scotland's Farm Advisory Service: One-to-Many, FAS Connect

Annual Report 2024/2025



Part of Scotland's
Rural College (SRUC)

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Introduction

In 2022/23, SAC Consulting launched FAS Connect, a peer-to-peer advisory initiative under the FAS Programme, building on the experience of earlier pilots such as the Soil Nutrient Network (2017–2019), Arran Net Zero (2019–2021), and Forage for Profit (2019–2021).

FAS Connect groups bring together a diverse mix of participants from across Scotland, representing different land types, enterprises, and priorities. Groups meet regularly to share knowledge, exchange experiences, and support each other in working towards common goals.

The principles of FAS Connect are:

- Groups typically involve around 10–15 participants.
- Membership is closed once groups are established.
- Topics are chosen by participants.
- Learning is peer-to-peer and based on shared interests and goals.
- Each group has a facilitator.
- Groups meet several times per year.
- Members continue discussions between meetings.
- Groups develop action plans to guide their activities.

This report provides information on the activities delivered through FAS Connect as part of the wider FAS One to Many programme, highlighting its value as an advisory approach within the sector.

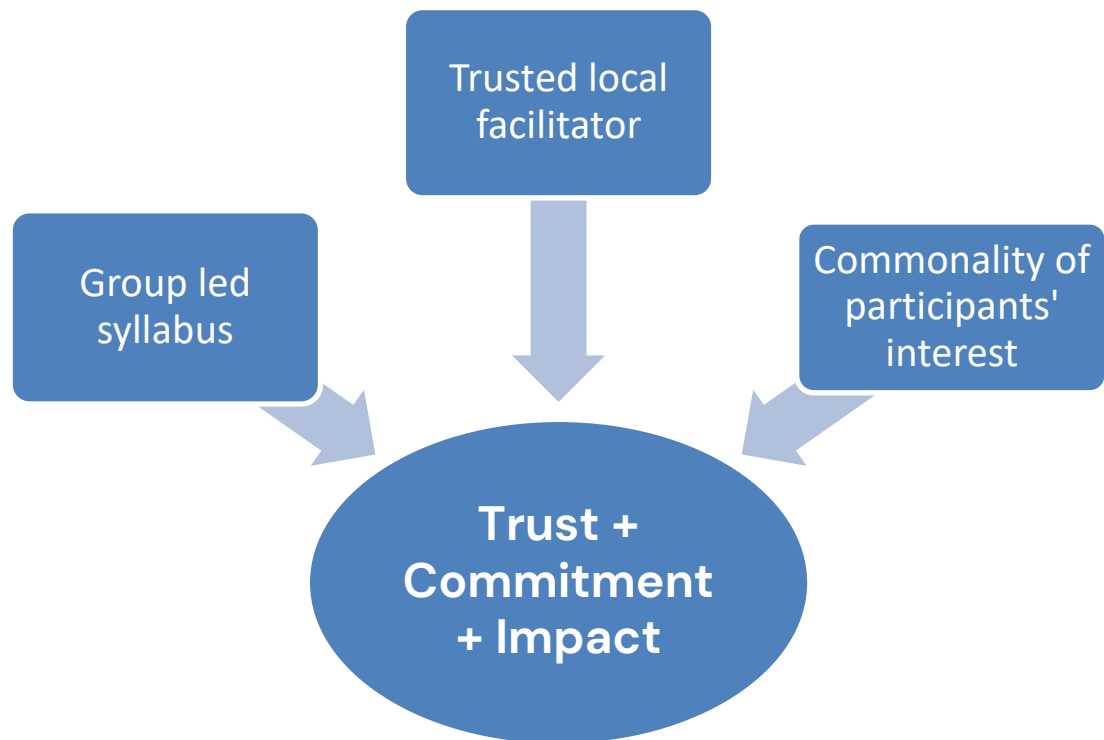


Figure 1 – Essential elements of FAS Connect

FAS Connect Overview

In the 9 months of the 2024/25 reporting period, there were 139 FAS Connect group meetings held by 47 groups across Scotland, attended by a total of 1,723 participants.

Member feedback continues to highlight the value of connecting with like-minded individuals through a variety of activities. The farmer-led nature of FAS Connect ensures that content remains relevant to the needs of each group. Scotland's diverse geography and farming systems are reflected in the programme, which provides participants with both practical knowledge and valuable social interaction. The sense of community is often noted as being as important as the professional benefits.

During 2024/25, FAS Connect groups have taken part in a range of activities, including:

- Farm visits to external sites or group members' farms.
- Visits to supply chain sites.
- Roundtable discussions among group members.
- Roundtable discussions with invited speakers.
- Online meetings and webinars.
- Study trips to explore technology, systems, or international approaches.
- Farm visits where members share feedback with the host farmer.

FAS Connect Visit Types 2024/2025



Figure 2 – Types of FAS Connect meetings 2024/2025

Group Reach and Participation

Number of groups and events

The FAS Connect approach has proved highly successful, and demand has increased. In the 9 months July 2024 – March 2025 there were 47 individual FAS Connect groups across Scotland, culminating in 139 events and meetings delivered by a network of 38 facilitators. In these meetings farmers come together to discuss the issues most relevant to them and engage in peer-to-peer support and learning. Of the groups who did not progress beyond year 1 or 2, some of these groups are still engaged with the FAS programme but were not suited to FAS Connect.

The 2024/2025 groups included 7 new groups, replacing 6 which did not continue from the year before. These new groups included the formation of Next Generation groups. These were formed from a nationwide recruitment drive with one group operating across the south of Scotland and on the west coast. The west coast group is drawing members from Mull, Oban and Campbeltown and is filling a gap in coverage from Scottish Association of Young Farmers Clubs (SAYFC).

Geographic Distribution

Figure 2 overleaf highlights the regional distribution of meetings in 2024/25. A full list of all meetings in 2024/2025 can be found in Appendix 1.

Groups engage in a mix of activities, including on-farm meetings, often hosted at a member's property, site visits to supply chain industries, and in-person gatherings at offices or hospitality venues. These indoor meetings are typically suited for sessions featuring guest speakers or presentation-style discussions.

The variety in location provides valuable opportunities for members to gain new perspectives, spend more time together, and expand their knowledge of regional farming variations.

In addition to the locations mapped below, we had 4 groups make short study trips overseas, offering peer learning groups in agriculture a practical way to explore alternative farming systems and gain real-world insights.



Figure 3 – 2024/25 group meeting locations. Note, this map excludes an additional 3 x overseas group trips

Group demographics

FAS Connect group members are predominantly male. Of the 70% of members who provided feedback, 341 identified as male, 46 as female, and 6 either preferred not to say or left the question unanswered.

Group members span broad age brackets, showing that FAS Connect appeals to a broad age demographic and has strong potential for widespread impact across the industry.

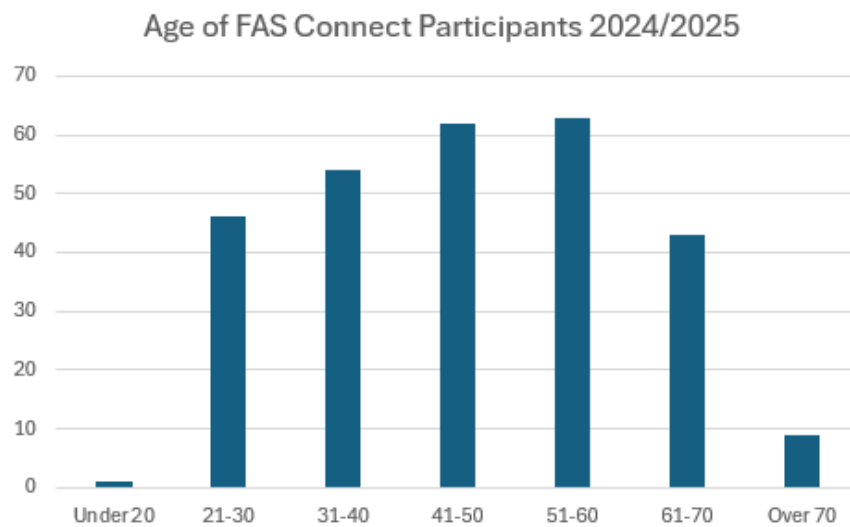


Figure 4 – Age of participants, based on survey results

Seasonal variation in meeting frequency

The timing of meetings varies across Scotland depending on the seasonality of the different sectors and arranged to work to the group members' availability. There are generally very few meetings in April and May as we see farmers concentrating on the lambing, calving, and crop work.

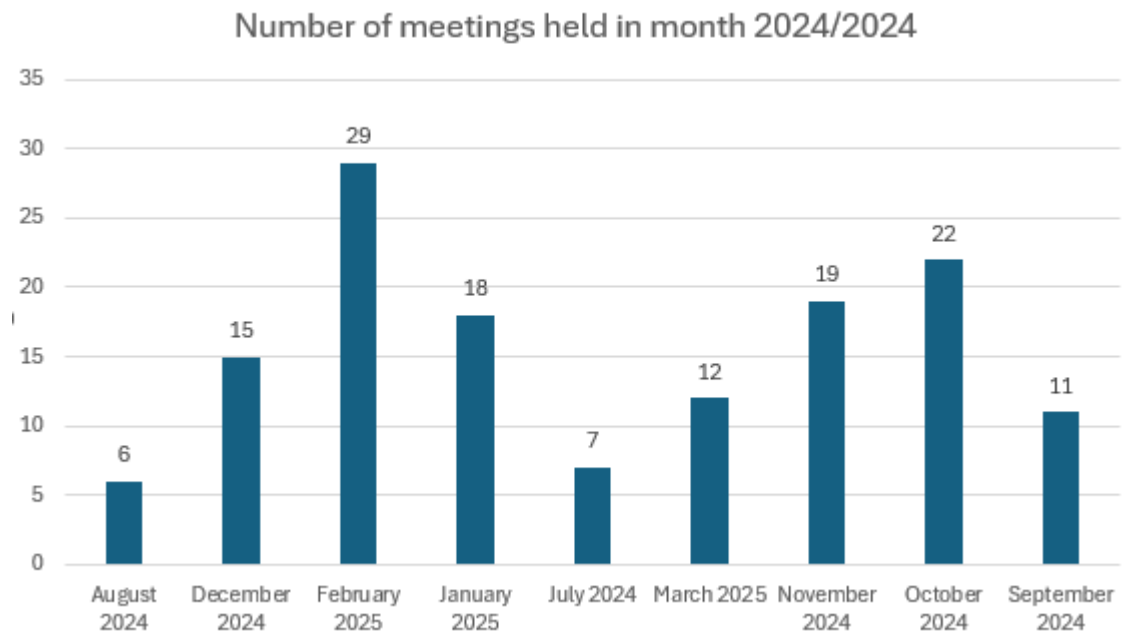


Figure 5 – 2024/2025 meetings held in each month

Member Engagement and Commitment

Depth of Participation

Participants in FAS Connect have shown strong commitment to the programme during 2024/25, with long-running groups demonstrating the value of building relationships over time. Consistent attendance and active engagement highlight the importance members place on their involvement.

The programme of meetings this year has been more ambitious, with many groups seeking interactive and practical learning opportunities. This reflects a growing appetite for collaboration and continued development. Despite seasonal demands, members continue to prioritise participation, recognising the benefits of being part of the groups.

Overnight Trips and Study Tours

Notable highlights this year have been the inclusion of overnight and multi-day study trips. Four groups undertook extended trips to Europe and Northern Ireland, visiting farms, agricultural shows, and industry experts to gain insight into farming systems operating in different climatic, policy, and market conditions. These included:

Group 1

A visit to Denmark, hosted by Viking Genetics saw the group visit multiple dairy farms to learn more about using genetics to optimise milk production and breeding cows for lower carbon emissions. The group looked at the agricultural policy is developing in Denmark and how dairy farmers are responding to de-carbonising their farming systems.

Group 2

A group visited Sweden to see four dairy farms, three of which has been organic up until very recently. The group looked at alternative systems in response to the compulsory grazing of dairy cattle, and how farmers

manage this. Automation and technology were a key theme of the trip, with a large majority using robots. In addition, the group was impressed with the succession methods, with a notable difference being acknowledged that it was common for the next generation to buy farm assets.

"Many aspects of Sweden impressed us, and the trip undoubtedly broadened our perspective."

Group 3

Visiting France the group attended the Sommet De L'Elevage, a trade and livestock show attracting visitors from across the globe featuring livestock demonstrations, research seminars, technology showcases and organised farm tours. They noted particularly interesting approaches taken by French farmers in response to climate change and evolving policies. Additionally, group members highlighted the French farming lifestyle—especially the apparent willingness among farmers to share machinery and labour with neighbours—as a noteworthy and culturally distinct practice.

Group 4

A sheep focussed group visited Ireland to gain an insight into sheep wintering systems on farms with limited land and to see how sheep slatted systems are used to rest the pasture platform ahead of lambing. The group also observed rotational grazing practices and different housing systems, as well as approaches to managing reduced farm labour availability.

Links to Wellbeing and Personal Development

Beyond technical knowledge, FAS Connect continues to support participants' personal wellbeing. The structure and social interaction inherent in group meetings align closely with Farmstrong's *"Five Steps to Wellbeing"*, particularly by creating opportunities to *Connect*, *Give*, and *Keep Learning*. Participants frequently highlight the benefits of meeting others in similar roles, reducing feelings of isolation, and building a support network of like-minded peers.

Group involvement provides members with time off the farm to gain new perspectives, share challenges, and return with renewed motivation. This contributes not only to professional growth but also to emotional resilience. As one member shared:



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"It's so refreshing to get off the farm, chat with other farmers, and gain knowledge from experts. I come back home with fresh eyes."

Meeting Content and Key Themes

Themes Covered in 2024/25

FAS Connect meetings in 2024/25 covered a wide range of topics, with each group focusing on issues of interest to its members. This ensured a varied programme of discussions across the year.

Survey responses gathered in March 2025 (394 out of 564 members, a 70% response rate) provided clear insight into the themes most covered. Figure 6 illustrates the relative popularity and depth of coverage for each topic. Many of the most frequently addressed themes such as soil health, grazing management, and livestock efficiency are closely aligned with objectives around carbon mitigation and sustainable agriculture.

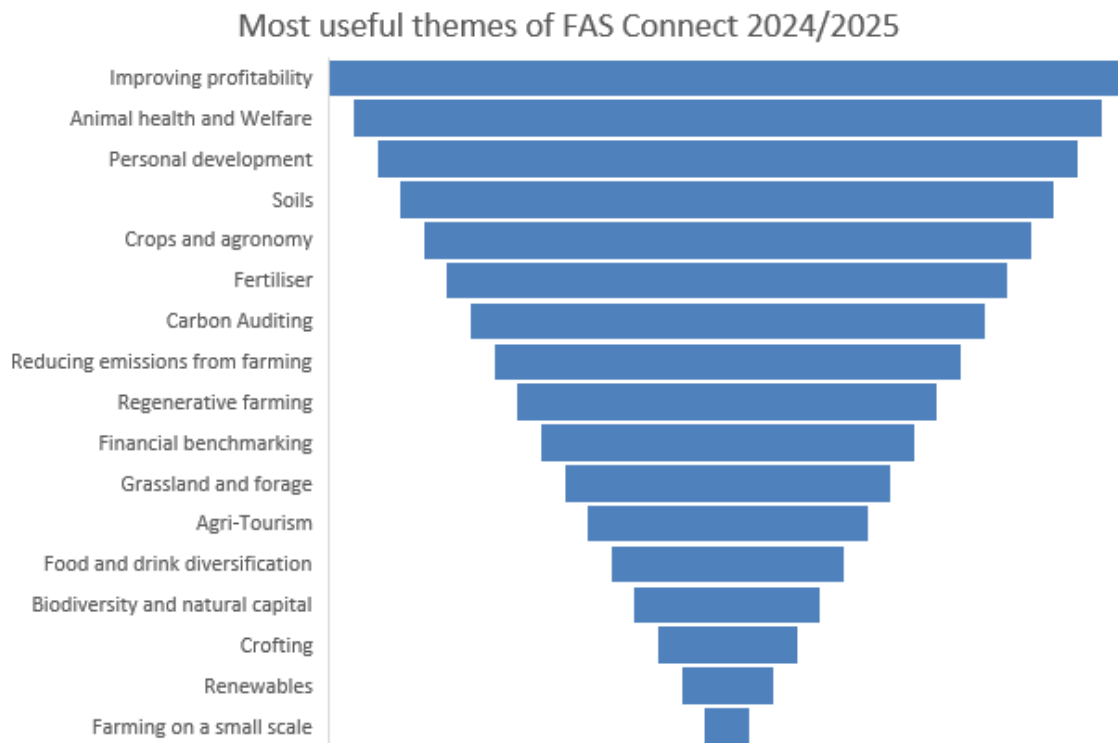


Figure 6 – FAS Connect themes that groups ranked as being the most useful in 2024/2025

Priorities for future learning

When asked about future themes of interest for the coming year, group members highlighted multiple topics that have already been a strong focus during the 2024/25 programme. Improving profitability and animal health remain consistently popular priorities, while interest in grassland and forage management has grown significantly.

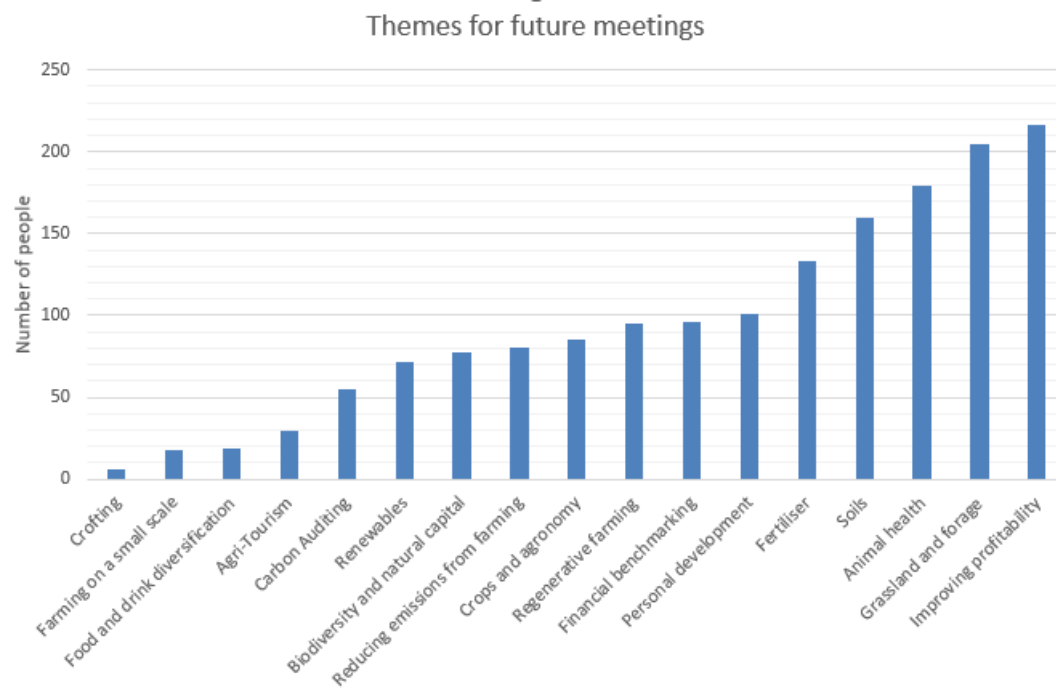


Figure 7 – Topic popularity for future meetings in 2025/2026

Opportunities for Participant Input

As seen in Figure 8, 96% of attendees felt they had sufficient opportunities to contribute to the topics covered in meetings. The ownership of learning is a core principle of FAS Connect.

Opportunity to input to topics 2024/2025

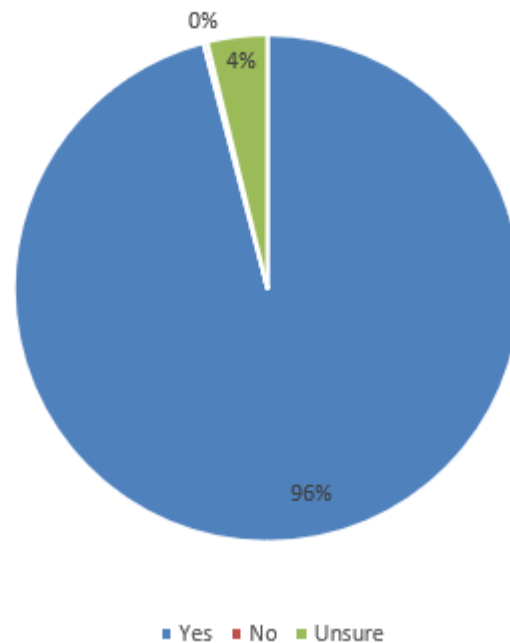


Figure 8 – Opportunity to input to learning

Facilitator Role and Peer Support

The Role of Facilitators

FAS Connect facilitators play a significant role in supporting the operation of each group. They are actively involved with members and help coordinate meetings, adapt action plans, and respond to evolving group priorities. Facilitators provide a point of continuity across the year, ensuring activities reflect the interests and availability of participants.

Facilitator Collaboration and Knowledge Sharing

Facilitators connect with one another through regular catch-ups and dedicated communication channels. These allow them to share ideas, discuss challenges, and coordinate when groups have overlapping interests. Joint meetings between groups are sometimes arranged where appropriate, providing opportunities to explore shared themes.

Tools to Support Planning and Participation

To support structured farm visits, host farmers often provide a short summary of their business. This may be a written note, a short piece, or a summary provided by the facilitator. These summaries give group members context before a visit and highlight areas for discussion.

Between scheduled meetings, members also keep in touch through email, phone calls, and messaging apps offering features such as sharing photos, updates, and polls to make it easier for groups to exchange information quickly and stay connected.

When asked how participants felt the organisation and communication of facilitators was, the results were overwhelmingly positive, with 81% of respondents saying it was “Excellent”, showing the methods undertaken by facilitators is achieving the desired results.

Organisation and Communication

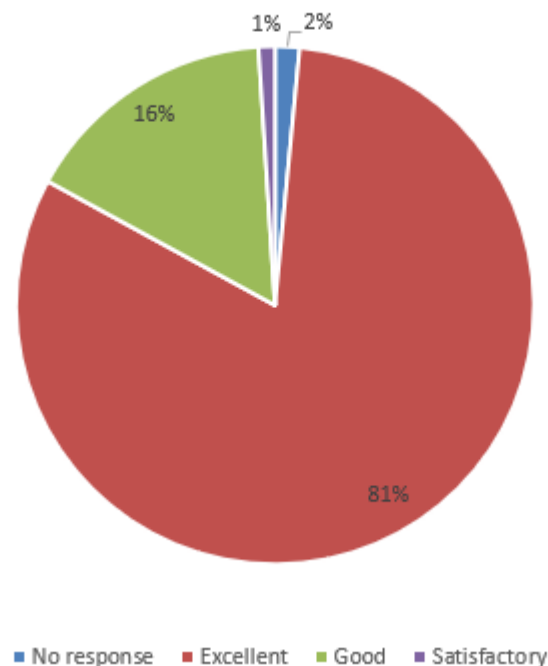


Figure 9 – Member feedback on organisation and communication of meetings 2024/2025

Further feedback from participants on the organisation and communication can be seen below:

“Good presentations by all staff, opportunity to discuss individual circumstances”

“We have been notified well in advance of any meetings and been given a thorough description of what to expect at them. The meetings have been well run from directions on how to get to them, to the actual content of the meetings.”

“The communications regarding meetings are excellent. This group is extremely well organised compared to other similar events I have attended”

Measuring Impact

Survey results and impact assessment

At the end of the 2024/2025 year, all FAS Connect attendees were issued a formal survey to evaluate the impact of the programme. The results from 70% of members gave us 394 responses from 564 members, which highlighted the significant positive impact of the programme:

- 97% of respondents rated the level of technical expertise as excellent (71%) or good (26%).
- 98% rated the facilitator as excellent (88%) or good (11%).
- 97% rated the organisation of the meetings as excellent (81%) or good (16%).
- 93% stated they would make one or more changes to their business because of attending FAS Connect meetings.
- 70% reported adopting PSF (Profitable Sustainable Farming) actions because of group participation.

According to the 2024/2025 FAS Connect feedback survey, participants cited improving business profitability and learning from other farmers as their primary reasons for joining. Notably, 10% of participants specifically value FAS Connect as an opportunity to take time off the farm.

What was your principle reason for joining a FAS Connect group in 2024/2025?

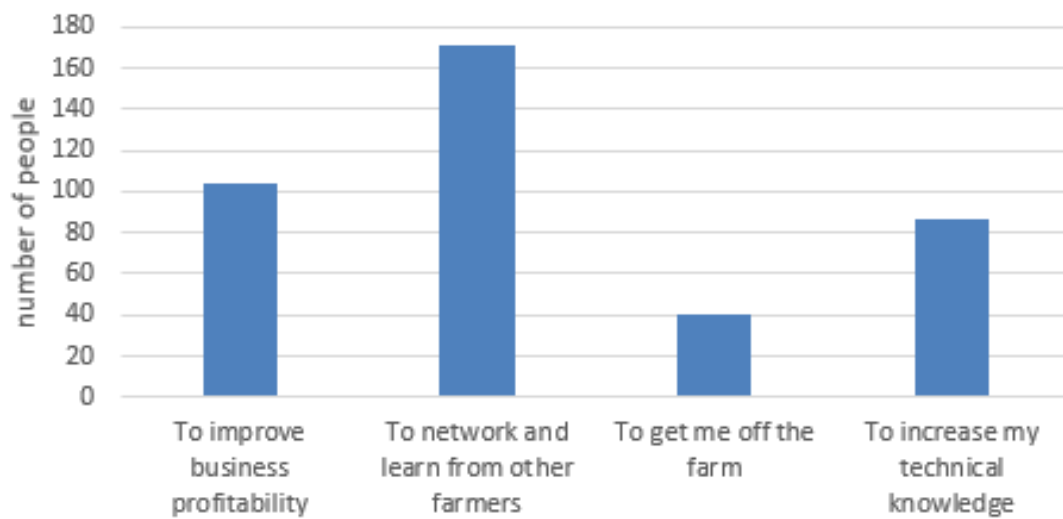


Figure 10 – Reasons for joining FAS Connect

Other reasons for joining a FAS Connect group included:

"To compare farming techniques"

"To work with others to improve biodiversity"

"Good to discuss with other farmers and see new ideas"

"Want my daughter to network more and get some farming experience"

"To meet other farmers and visit other farms. There is always something to learn. It is encouraging to see the interest in improving biodiversity among farmers"

"to see the impact of management changes in a real farm situation"

Feedback from participants highlights how being part of a FAS Connect group has benefited both their personal development and business aspirations.

When asked, **"What is the best thing about FAS Connect for you?"** the responses can be grouped into the following themes:

Knowledge Sharing and Learning

"Interaction with farmers and facilitator, discussing different practices and why people do things differently."

"The expertise it has brought the Island that wouldn't otherwise be there."

"Meeting new people and learning new things."

"Allows active discussion with farmers you wouldn't normally be in touch with."

"Mixing and networking with other similar minded farmers, sharing knowledge at well-organised meetings, covering important topics, keeping up to date with what's new and learning new techniques."

Farm Visits and Seeing Other Practices

"Getting off farm, networking and learning from others."

"Keeping up to speed with current farming practices. Always learn so much from other businesses."

"Seeing different ways of doing things and learning from others' experiences."

Problem Solving and Discussion

"Time away from the day to day to forward plan."

"Seeing how other people overcome similar challenges."

"Talking to fellow farmers as part of a visit to see new places and systems stimulates interesting topics of conversation. Getting out with your own bubble also allows you to see other farmers' solutions to the same problems."

Business and Farm Improvement

"Talking to other farmers and finding out about their businesses. Seeing other ways of doing things and getting ideas that can help improve my business."

"Gaining better knowledge to make better decisions on farm."

"It facilitates links and connections with likeminded farmers in the Borders helping to reverse biodiversity decline."

"Technical data and seeing other systems."

"Benchmarking and comparing farm systems."

Mental Health and Wellbeing

"Lets me get to know other farmers in the area."

"Gives me confidence I am doing the right thing."

"It's so refreshing to get off the farm, chat with other farmers, and gain knowledge from experts. I come back home with fresh eyes."

"Getting out and about and seeing other people's set ups and learning the positives and negatives. A break from the farm is always good for the mental health and knowing you are not alone with problems is good and as well as gaining helpful advice."

Networking and Socialising

"Regular opportunity to engage in constructive discussion and learn about important farming matters."

"Networking. Asking for advice on problems I am trying to solve."

"My daughter is taking over the farm after me and this group is a good way for her to engage with other farmers."

Many participants noted that FAS Connect provides opportunities to meet with peers, exchange experiences, and discuss shared challenges and approaches. Visits to different farming systems also allow members to

observe a range of practices and gain insight into how other businesses operate.

Intention to make change

When asked what changes they would implement based on the insights gained from your group in 2024/2025, participants reported a wide range of expected outcomes and actions. A considerable proportion of members indicated that they felt better equipped to make improvements across various business and system areas. These included enhancements in livestock and crop management, improved decision-making, more effective soil and nutrient management, and strategies for reducing costs.

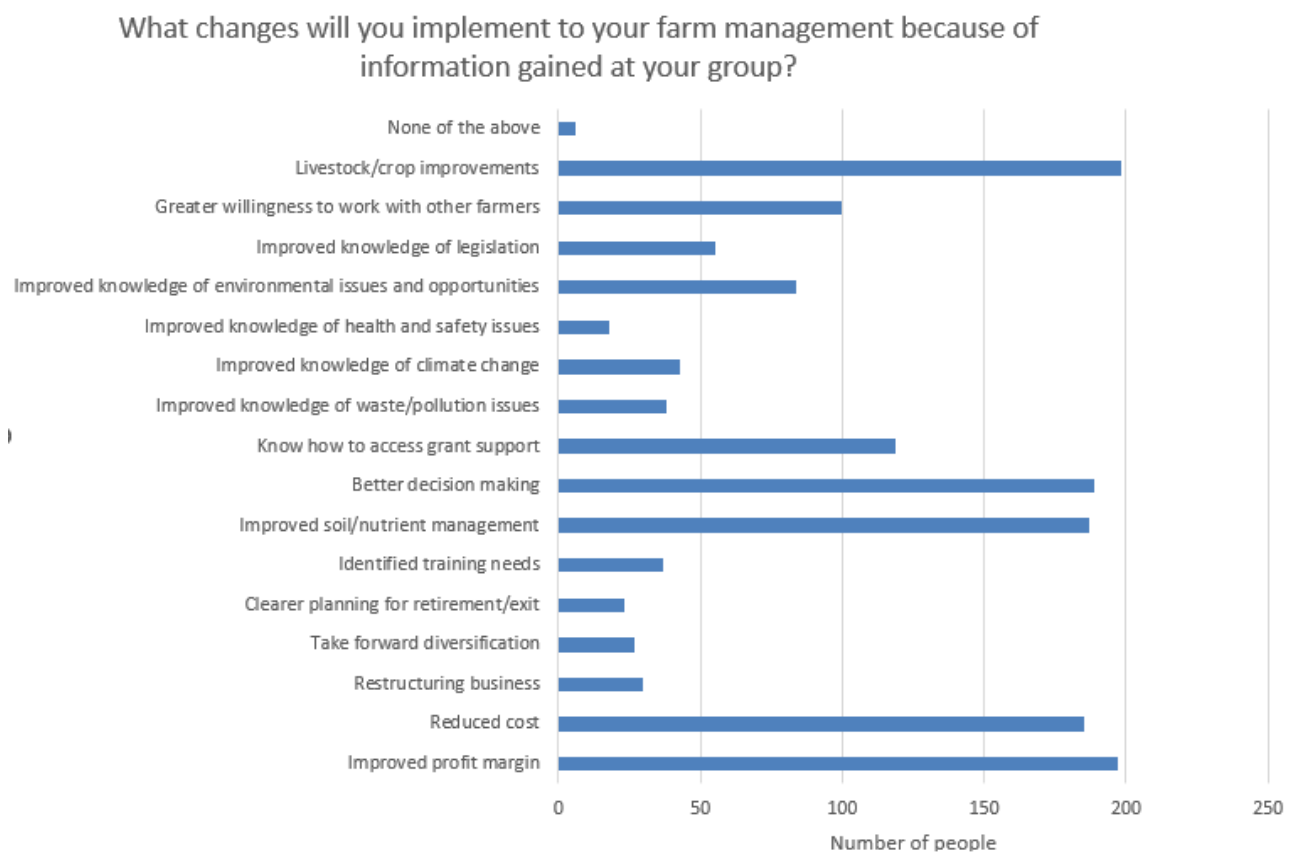


Figure 11 – Participant Feedback – Intended Primary Changes 2024/2025

Challenges and Barriers to Change

Barriers to change

Only 22 respondents indicated they would not be implementing changes, down from 50 in the 2023/2024 period. The main barriers to adopting change continue to be cost, time constraints, and the need for more information.

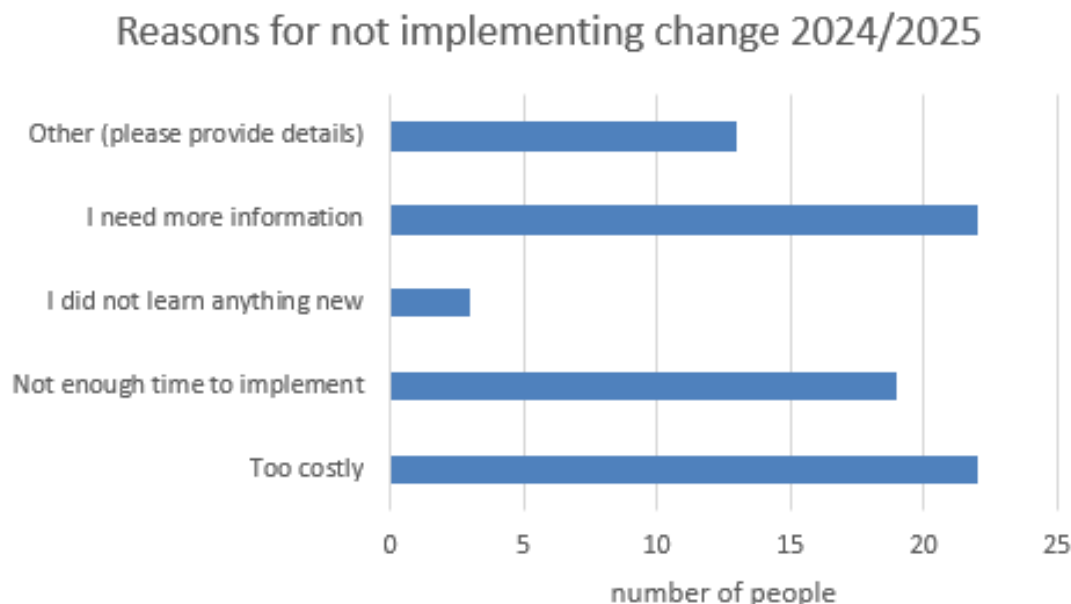


Figure 12 – Participant Feedback – Reasons for Not Implementing Changes

**Note, participants were able to select more than one option*

Of the 22 people who indicated that they wouldn't make a change, the "other" comments included barriers such as *requiring sign off by the business owner, not owning a farm, and changes in policy creating an uncertain environment.*

"The imposition of inheritance tax into our equation has resulted in reserves earmarked for improvements being diverted towards restructuring"

- FAS Connect group member, 2025

Responses reflected a similar pattern to broader FAS evaluation activity, where some participants do not identify themselves as having a formal farm management or primary decision-making role, therefore reducing the ability of members to identify notable changes to farm management.

Support needed to overcome barriers

In addition to the above questions, participants were asked what **would** help them make changes. Key themes emerged which can be seen in the responses below.

Financial support and funding

"Security and financial funding"

"Support for new entrants"

Continuing peer-to-peer support

"Continued support of these meetings which are very valuable to a boy just starting out"

"Seeing what works for other farmers."

"Group discussions."

"More farm visits out with our area."

Policy and direction

"Strategic clarity from the Government."

"Confidence in the direction of farm support policy over medium to long term. Can't plan ahead without a long-term vision."

"Tenants being able to access all farm support streams"

Practical advice and implementation

"Seeing a system working for someone else"

"Help getting the most out of the technology at our disposal."

"Benchmarking."

"Technical information."

Confidence and knowledge sharing

"Group discussions."

"Optimism."

"More visits to trades/grains stores/farms."

"Greater base profitability."

Time and capacity

"Time and investment."

"More hours in the day!"

FAS Connect continues to focus on supporting farmers to overcome current challenges by promoting skills development, encouraging knowledge exchange, and fostering confidence and innovation across the sector.

Reflections on FAS Connect

Effectiveness of FAS Connect

Over the 2024/25 reporting period, FAS Connect has continued to demonstrate strong value as a platform for peer interaction and shared learning within Scottish agriculture. Participants consistently highlight the benefits of connecting with others who face similar opportunities and challenges, reinforcing the importance of community-based professional development. The flexible structure of the programme ensures that discussions remain relevant to the evolving needs of members, supporting a balance between technical insight and practical application.

Value of the Facilitator Network

Facilitators play a key role in supporting productive discussions, maintaining group cohesion, and ensuring alignment with programme objectives. They also form an important link across the wider network, sharing experience and knowledge to help maintain consistency in delivery standards while adapting content and format to suit local contexts. This approach ensures that groups benefit from a shared framework while retaining flexibility in how they operate and engage.

Balancing National Consistency with Local Flexibility

The strength of FAS Connect lies in its ability to provide regular, dependable opportunities for farmers and crofters to come together, while remaining responsive to regional priorities and seasonal demands. The programme's model allows participants to explore relevant issues within a familiar and trusted setting, helping to maintain continuity in learning and collaboration. This consistency of engagement also ensures that discussions build progressively over time, supporting sustained reflection and incremental development across the network.

Personal and Group Development

Beyond knowledge exchange, FAS Connect continues to foster personal growth and confidence among participants. The peer-based format helps individuals strengthen communication and critical thinking skills while gaining new perspectives from across Scotland's varied agricultural systems. Regular participation encourages members to reflect on their own practices and consider novel approaches in a supportive environment. Over time, these shared experiences contribute to a stronger, more connected community within the rural sector, promoting innovation, resilience, and collaboration.

Looking Ahead

Evolving Group Ambitions

Each FAS Connect group is on its own development journey. While some groups are in the early stages of building relationships and exploring themes, others are accelerating, taking on more ambitious activities. As groups mature, there is a growing appetite for more in-depth learning and tailored support.

Opportunities for Cross-Group Learning

To build on the success of the peer learning model, FAS Connect will continue to explore ways of enhancing collaboration and knowledge exchange across its network. Future activity will include opportunities for members to connect around shared themes and priorities, creating additional avenues for discussion and joint learning. These targeted interactions will have the potential for strengthening links between groups and regions.

Future approaches will help to maintain consistency, encourage innovation, and ensure that learning continues to be both relevant and responsive to the needs of participants.

Expanding Reach and Sharing Impact

FAS Connect continues to attract strong interest from across the sector, with growing demand expected in the years ahead. The programme will continue to evolve to reach a broader audience and ensure that farmers and crofters across Scotland can benefit from the collaborative learning approach.

Insights and themes emerging from group discussions will be shared more widely through established FAS communication channels, helping to showcase the value of peer learning and extend its impact across the wider agricultural community.



Appendix 1 – Full Meeting Details

Group	Meeting	Date	Attendees	Meeting type
Sheep Group 1	1	February 2025	8	Farm visit
	2	September 2024	7	Meeting in an office, hotel etc
	3	November 2024	9	Meeting in an office, hotel etc
Sheep Group 2	1	August 2024	15	Farm visit
	2	January 2025	8	Meeting in an office, hotel etc
	3	January 2025	8	Meeting in an office, hotel etc
Biodiversity Group 1	1	September 2024	17	Meeting in an office, hotel etc



	2	February 2025	2	Meeting in an office, hotel etc
Biodiversity Group 2	1	October 2024	12	Farm visit
	2	January 2025	18	Farm visit
Business Efficiency Group 1	1	November 2024	10	Farm visit
	2	July 2024	11	Meeting in an office, hotel etc
	3	February 2025	10	Meeting in an office, hotel etc
Grassland Group 1	1	December 2024	7	Farm visit
	2	February 2025	11	Meeting in an office, hotel etc



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Wader Group 1	1	March 2025	12	Farm visit
Common Grazing Group 1	1	February 2025	14	Meeting in an office, hotel etc
	2	March 2025	14	Meeting in an office, hotel etc
	2	November 2024	10	
Soils Group 1	1	December 2024	13	Farm visit
	2	February 2025	7	Farm visit
	3	October 2024	14	Visit to group members farm
Food and Drink Group 1	1	March 2025	15	Meeting in an office, hotel etc
	2	September 2024	12	Meeting in an office, hotel etc



	3	February 2025	49	Meeting in an office, hotel etc
Grassland Group 1	1	July 2024	15	Farm visit
	2	September 2024	10	Farm visit
	3	March 2025	16	Meeting in an office, hotel etc
	4	December 2024	13	Visit to group members farm
	5	February 2025	10	Visit to group members farm
Grassland Group 2	1	September 2024	9	Study trip (more than 1 day)
Grassland Group 3	1	March 2025	8	Meeting in an office, hotel etc



	2	September 2024	11	Study trip (more than 1 day)
	3	October 2024	11	Study trip (more than 1 day)
	4	December 2024	10	Visit to group members farm
Holistic Management Group 1	1	September 2024	10	Farm visit
	2	October 2024	12	Meeting in an office, hotel etc
	3	February 2025	10	Meeting in an office, hotel etc
Discussion Group 1	1	January 2025	10	Farm visit
	2	October 2024	14	Meeting in an office, hotel etc



	3	November 2024	15	Meeting in an office, hotel etc
Net Zero Group 1	1	October 2024	17	Farm visit
	2	January 2025	12	Meeting in an office, hotel etc
	3	July 2024	11	Visit to group members farm
	4	July 2024	18	Visit to supply chain business
Net Zero Group 2	1	September 2024	18	Farm visit
	2	October 2024	14	Meeting in an office, hotel etc



	3	November 2024	19	Meeting in an office, hotel etc
Net Zero Group 3	1	September 2024	21	Farm visit
	2	November 2024	13	Meeting in an office, hotel etc
	3	October 2024	21	Visit to group members farm
Next Generation Peer Learning Groups	1	March 2025	10	Farm visit
	2	February 2025	9	Farm visit
	3	January 2025	16	Meeting in an office, hotel etc
	4	March 2025	7	Meeting in an office, hotel etc



	5	November 2024	9	Meeting in an office, hotel etc
	6	February 2025	9	Meeting in an office, hotel etc
Sheep Group 1	1	July 2024	12	Farm visit
	2	February 2025	6	Farm visit
	3	December 2024	9	Meeting in an office, hotel etc
Sheep and Beef Group 1	1	August 2024	15	Farm visit
	2	October 2024	20	Farm visit



Soil and Nutrient Network Group 1	1	August 2024	9	Farm visit
	2	November 2024	17	Farm visit
	3	February 2025	7	Meeting in an office, hotel etc
	4	February 2025	15	Visit to group members farm
Soil and Nutrient Network Group 2	1	February 2025	14	Farm visit
	2	February 2025	14	Farm visit
	3	December 2024	10	Meeting in an office, hotel etc
Soil and Nutrient Network Group 3	1	October 2024	13	Meeting in an office, hotel etc



	2	February 2025	10	Meeting in an office, hotel etc
	3	March 2025	9	Meeting in an office, hotel etc
	4	November 2024	10	Visit to supply chain business
Soil and Nutrient Network Group 4	1	October 2024	14	Farm visit
	2	December 2024	7	Meeting in an office, hotel etc
	3	January 2025	25	Meeting in an office, hotel etc
Soil and Nutrient Network Group 5	1	March 2025	7	Meeting in an office, hotel etc
	2	July 2024	7	Visit to group members farm



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	3	January 2025	7	Visit to group members farm
Soil and Nutrient Network Group 6	1	January 2025	14	Farm visit
	2	March 2025	8	Meeting in an office, hotel etc
	3	November 2024	15	Visit to supply chain business
Arable Group 1	1	November 2024	16	Visit to group members farm
Sustainable Beef Group 1	1	October 2024	10	Meeting in an office, hotel etc
	2	November 2024	11	Visit to group members farm



Sustainable Beef Group 2	1	October 2024	6	Meeting in an office, hotel etc
Sustainable Beef Group 3	1	July 2024	14	Farm visit
	2	February 2025	14	Meeting in an office, hotel etc
	3	November 2024	12	Farm visit
Sustainable Beef Group 4	1	October 2024	20	Meeting in an office, hotel etc
	2	February 2025	14	Meeting in an office, hotel etc
	3	December 2024	12	Farm visit
Sustainable Beef Group 5	1	September 2024	13	Farm visit
	2	October 2024	14	Farm visit
	3	February 2025	12	Meeting in an office, hotel etc



Sustainable Beef Group 6	1	December 2024	15	Farm visit
	2	February 2025	14	Farm visit
	3	January 2025	12	Meeting in an office, hotel etc
Sustainable Beef Group 7	1	February 2025	12	Farm visit
	2	February 2025	12	Farm visit
	3	November 2024	20	Visit to group members farm
Sustainable Beef Group 8	1	November 2024	9	Farm visit
	2	February 2025	9	Meeting in an office, hotel etc



Sustainable Beef Group 9	1	October 2024	13	Meeting in an office, hotel etc
	2	December 2024	15	Meeting in an office, hotel etc
	3	February 2025	15	Meeting in an office, hotel etc
Sustainable Beef Group 10	1	October 2024	11	Farm visit
	2	December 2024	17	Visit to group members farm
	3	January 2025	16	Visit to group members farm
Sustainable Beef Group 11	1	August 2024	11	Farm visit
	2	December 2024	9	Farm visit



	3	November 2024	9	Meeting in an office, hotel etc
	4	January 2025	8	Meeting in an office, hotel etc
	5	February 2025	8	Visit to group members farm
Sustainable Dairy Group 1	1	January 2025	9	Meeting in an office, hotel etc
	2	October 2024	13	Visit to group members farm
Sustainable Dairy Group 2	1	September 2024	12	Meeting in an office, hotel etc
	2	November 2024	11	Meeting in an office, hotel etc



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	3	January 2025	9	Meeting in an office, hotel etc
	4	March 2025	12	Meeting in an office, hotel etc
Sustainable Dairy Group 3	1	October 2024	18	Farm visit
	2	February 2025	15	Farm visit
Sustainable Dairy Group 4	1	October 2024	19	Farm visit
	2	December 2024	12	Meeting in an office, hotel etc
	3	March 2025	6	Meeting in an office, hotel etc
Sustainable Dairy Group 5	1	December 2024	9	Meeting in an office, hotel etc



	2	January 2025	16	Study trip (more than 1 day)
	3	January 2025	16	Study trip (more than 1 day)
Sustainable Dairy Group 6	1	October 2024	17	Farm visit
	2	December 2024	13	Farm visit
	3	January 2025	12	Meeting in an office, hotel etc
	4	February 2025	11	Meeting in an office, hotel etc
	5	August 2024	12	Visit to group members farm
Sustainable Sheep Group 1				
	1	August 2024	12	Meeting in an office, hotel etc



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	2	January 2025	12	Study trip (more than 1 day)
	3	November 2024	10	Visit to group members farm
Discussion Group 2	1	October 2024	6	Farm visit
	2	February 2025	10	Farm visit
	3	November 2024	13	Visit to supply chain business



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