



# ONE-TO-ONE FARM ADVISORY SERVICE

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Annual Report July 2024- March 2025

For Scottish Government



## EXECUTIVE SUMMARY

The **one-to-one Farm Advisory Service (FAS)** provides farmers, crofters, and land managers with high-quality consultancy and mentoring support. Its goal is to help agricultural businesses build resilience, meet emerging challenges, and seize new opportunities—both now and in the future.

The **new FAS contract**, launched in **July 2024**, introduced several key changes:

- The advice line was integrated into the one-to-one support contract.
- New grant rates were established for services, addressing the lack of inflation adjustments since 2016.

2024-25 has been a period of unprecedented demand for FAS services. The launch of the new service followed Scottish Government announcements regarding the Whole Farm Plan and demand for support surged. The programme prioritised managing this influx while upholding exceptional customer service and delivering high-quality, impactful advice. However, budgetary pressures soon emerged, by August the service was receiving approximately 300 applications a month, with budget to deliver 637 over 9 months, this was unsustainable. Consequently, a swift decision was made to pause Carbon Audit services under FAS until further notice. To ensure financial sustainability, the Pilot for Sustainable Farming was promoted as an alternative pathway for businesses seeking carbon audits. This enabled FAS to preserve funding for other one-to-one services and return the programme to a more manageable and sustainable footing.

**High Demand -** Between **July 2024 and March 2025**, FAS offered **1,271 grants**—a figure **95% above target**. Of these, **736 reports were completed**, exceeding the year’s delivery target by **16%**.

**Outstanding Feedback -** The **Farm Advisory Service logo** is a recognised mark of excellence. To uphold this standard, **Ricardo** conducts rigorous quality assurance checks on every adviser and report delivered under the FAS name. Feedback is collected from all participating businesses, and the service manager reviews all commentary to identify opportunities for further improvement and these are taken forward in the subsequent year’s delivery plan. Through this process of review and innovation we continue to optimise and enhance the value of the service.

Feedback on both the administration and quality of support has been exceptional surpassing even previous years. The high percentage of users who would recommend the service is a strong testament to its value:

Service	% of Users who would recommend to others
Mentoring	100%
Integrated Land Management Plans (ILMP)	100%
Specialist Advice	97%
Carbon Audits	90%

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# 1. SERVICE DELIVERY

## 1.1 GRANTS OFFERED

There were 1,271 grants offered in the period July 2024 – March 2023, which is 95% above target

Table 1 Number of applications for each grant scheme

	July	August	September	October	November	December	January	February	March	Total	Target	% Tracking against target
<b>ILMP</b>	13	11	15	8	5	9	7	10	1	79	50	158
<b>Specialist Advice</b>	78	93	92	94	65	67	63	69	70	691	330	209
<b>Carbon Audits</b>	79	190	162	26	5	4	3	0	0	469	207	227
<b>Mentoring</b>	5	2	2	6	6	2	3	5	1	32	50	64
<b>Total</b>	175	296	271	134	81	82	76	84	72	1,271	637	200

- The service awarded 100% more grants than targeted to deliver.
- The offer of carbon audits was paused in September as it was evident that FAS budgets could not sustain the demand for these and the PSF funding was still available to fill this gap.
- The announcements of the Whole Farm Plan requirements created a surge in specialist advice applications, this remained high and relatively steady throughout the year
- ILMP demand continued to be moderate but exceeded targets for the year.
- Mentoring demand marginally increased but is largely comparable to previous years.

## 1.2 REPORTS COMPLETED

Table 2 Number of reports completed for each grant scheme.

	July	August	September	October	November	December	January	February	March	Total	Target	% Tracking against target
<b>ILMP</b>	4	6	5	5	3	6	3	2	5	39	50	78
<b>Specialist Advice</b>	23	34	31	48	34	26	42	31	35	304	330	92
<b>Carbon Audits</b>	10	15	38	62	66	57	51	50	21	370	207	179
<b>Mentoring</b>	1	2	4	3	5	2	2	0	4	23	50	46
<b>Total</b>	38	57	78	118	108	91	98	83	65	736	637	116

- The service delivered 16% more grants than targeted (736 complete).
- Whilst the carbon audits were closed to applications in September the reports that had already been authorised continued to be delivered as they worked through the system.

### 1.3 WITHDRAWALS

Table 3 Number of withdrawals for each grant scheme

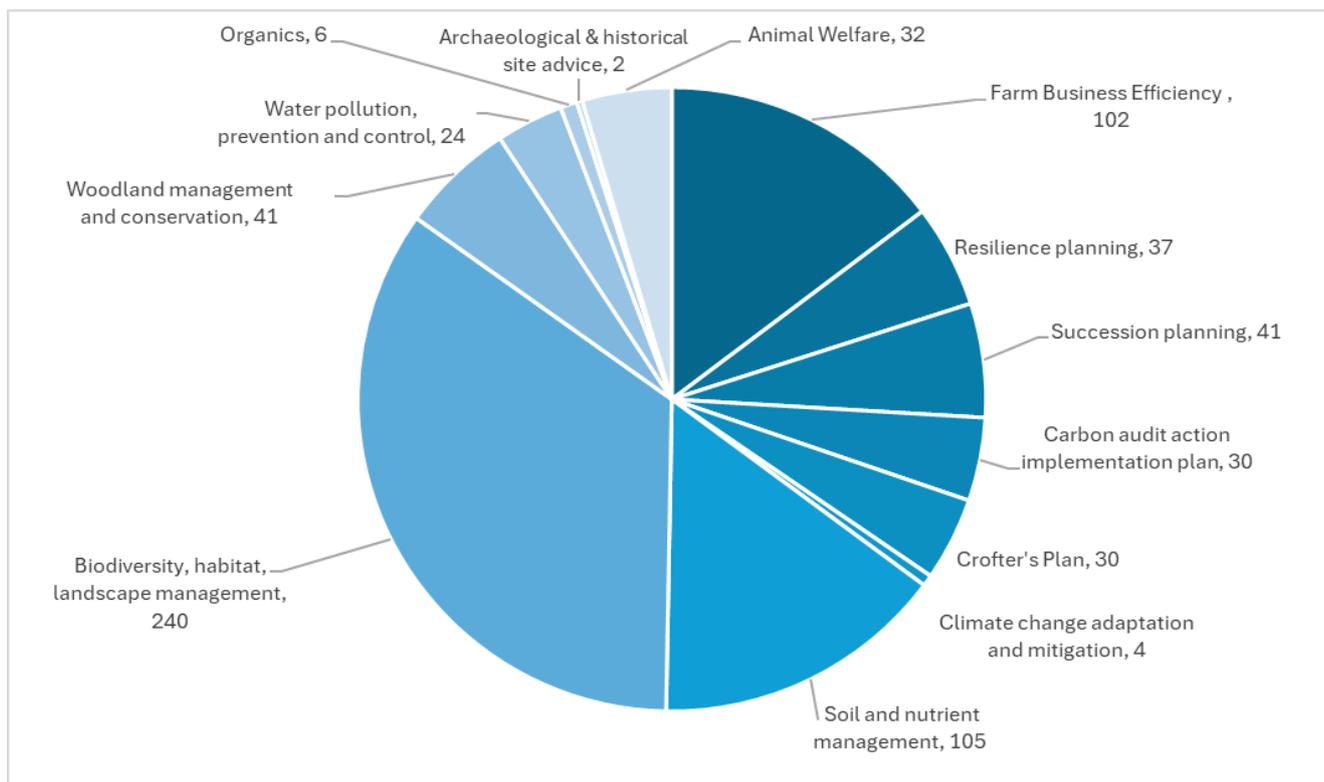
	July	August	September	October	November	December	January	February	March	Total
<b>ILMP</b>	0	32	2	7	2	3	1	2	1	50
<b>Specialist Advice</b>	24	14	9	1	3	4	16	42	33	146
<b>Carbon Audits</b>	1	9	6	1	2	1	8	1	3	32
<b>Mentoring</b>	0	0	0	0	1	0	0	0	0	1
<b>Total</b>	25	55	17	9	8	8	25	45	37	229

- Withdrawals were moderate during this period, to ensure the grant pipeline is as accurate as possible Ricardo follow up with participants and advisers where reports had not been submitted within the required delivery window. As of May 2025, a policy change was implemented, until this point, the Service allowed extensions to delivery deadlines. From May 2025 the approach was changed to withdraw the grant offer if deadlines were missed and encourage businesses to reapply when they are ready to proceed. The application process remains quick and user-friendly.
- Withdrawals are a huge burden on FAS resources- requiring significant administration time to check the eligibility of the applicant and administer the award, and to follow up with applicants and then to process the withdrawal. There is a large amount of work involved with no contribution to delivery targets.

### 1.4 TOPICS OF SPECIALIST ADVICE

Biodiversity, habitat and landscape management was the most popular specialist advice topic (35%), followed by Improved Farm Efficiency (15%), Soil and nutrient management (15%), Succession Planning (6%), Woodland management and conservation (6%) and Resilience planning (5%).

Figure 1 Topics of specialist advice support.



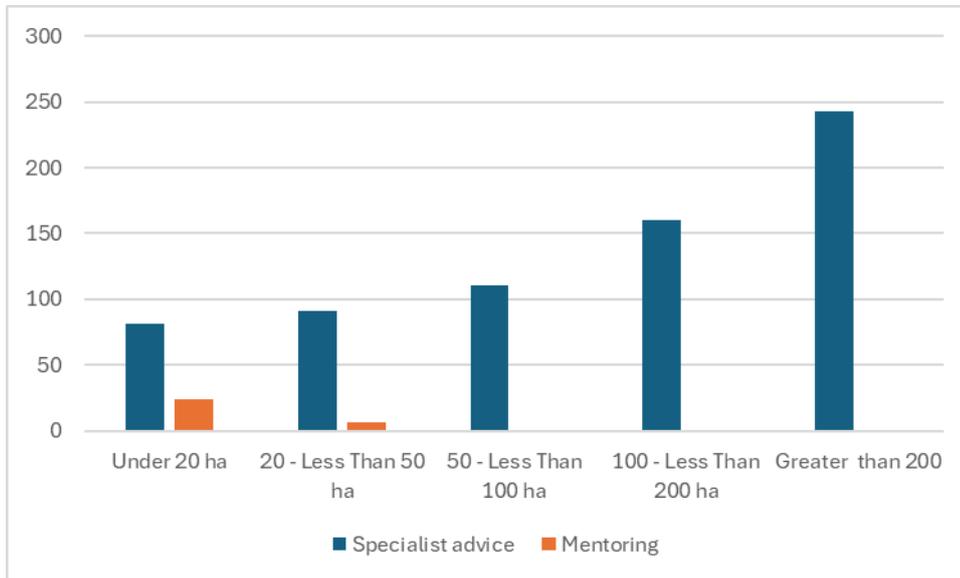
## 1.5 TRENDS IN DEMAND

In previous years we have ascertained that the demographics of uptake for services is comparable for ILMP, Specialist Advice and Carbon Audits, but different trends are seen in the mentoring, as such we have reported in the following section on Specialist Advice and Mentoring rather than showing multiple repeats of charts for carbon audits and ILMPs which show the same trends as for Specialist Advice. The data is available for all grant services and can be interrogate further if there is an interest.

### 1.5.1 Farm size

Typically, applications for ILMP, Carbon Audits and Specialist Advice are dominated by the larger businesses. 59% of uptake for specialist advice is from businesses of over 100 ha, this is only 3% of the mentoring. The reverse is seen for mentoring, 75% of mentoring applications are from farms or crofts of under 20ha,

Figure 2 Farm size of FAS applicants.



### 1.5.2 Farm Sector

All advice uptake is dominated by Cattle and Sheep (59% of specialist advice applicants, and 53% of mentoring). The mentoring has proportionately a greater representation of mixed farming.

Figure 3 Specialist Advice applicants by farm sector.

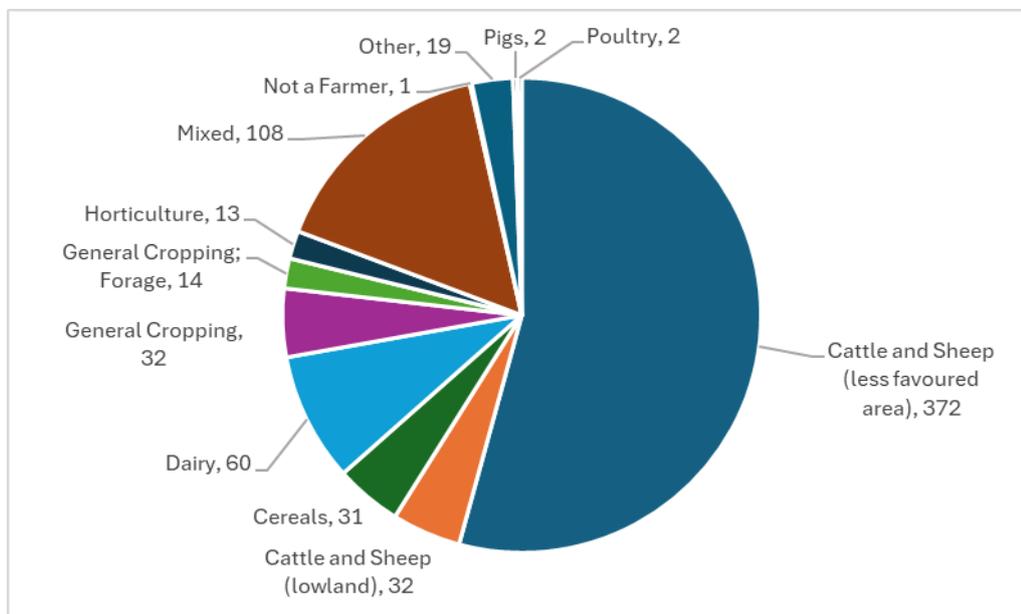
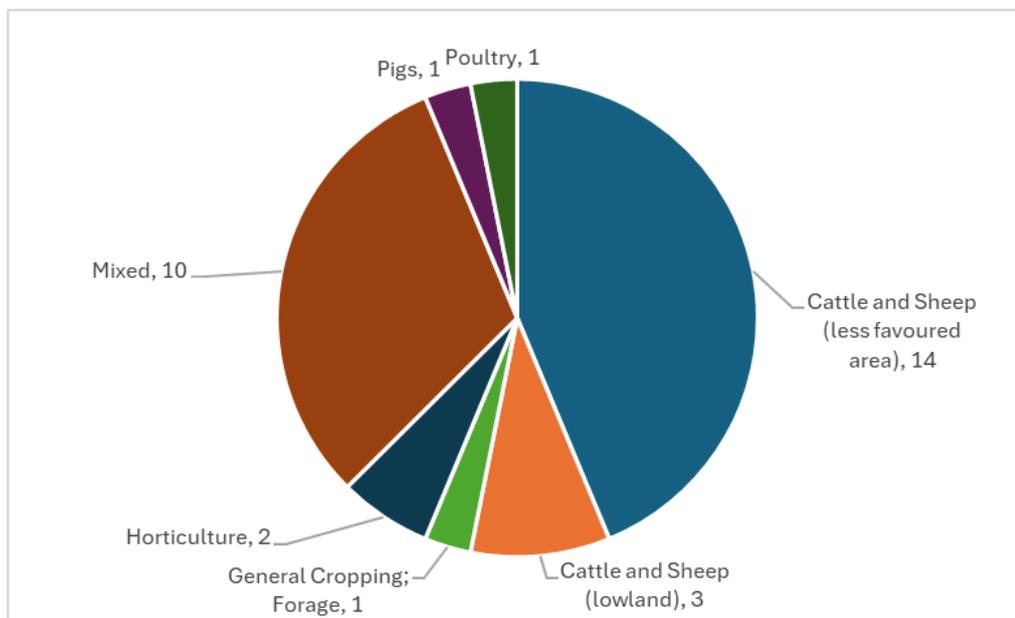


Figure 4 Mentoring applicants by sector.



### 1.5.3 Gender

Uptake of grant support is male dominated, 75% of specialist advice applications are from males, but an evening up/slight reversal of this is seen with the mentoring (52% of applications are from females). It is unclear whether

this trend reflects a greater willingness of females to be mentored, is related to the younger demographic or other reasons.

Figure 5 Gender split of specialist advice applicants.

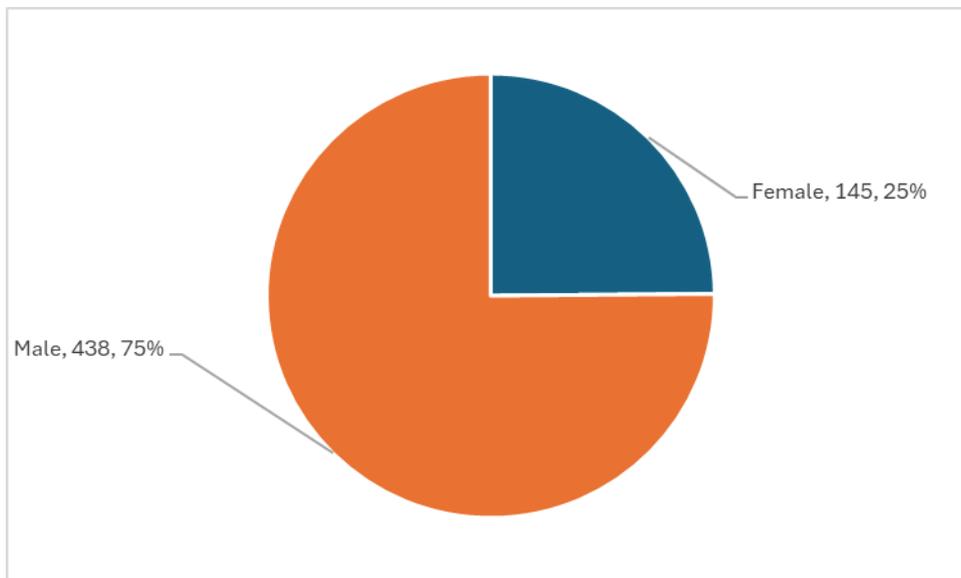
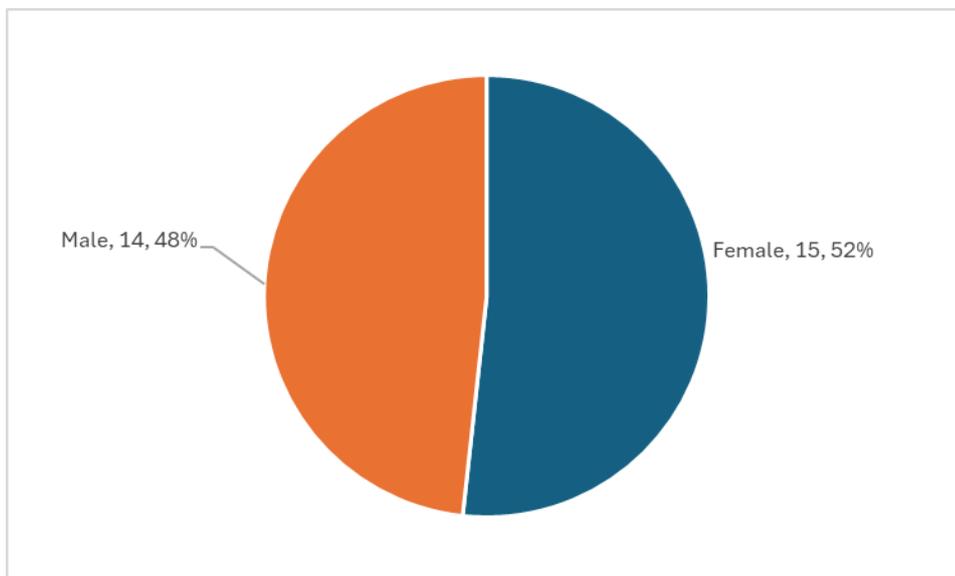


Figure 6 Gender split of mentoring applicants.



### 1.5.4 Crofting

Crofting is well represented in the mentoring, 39% of applicants stated that they were a crofter, whilst this was only 14% of specialist advice applicants.

Figure 7 Crofting uptake of mentoring.

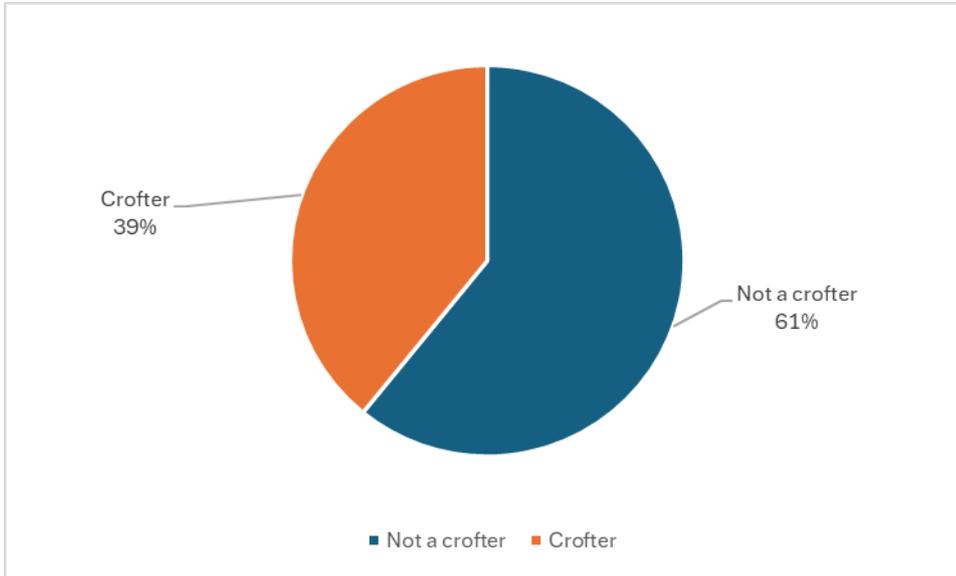
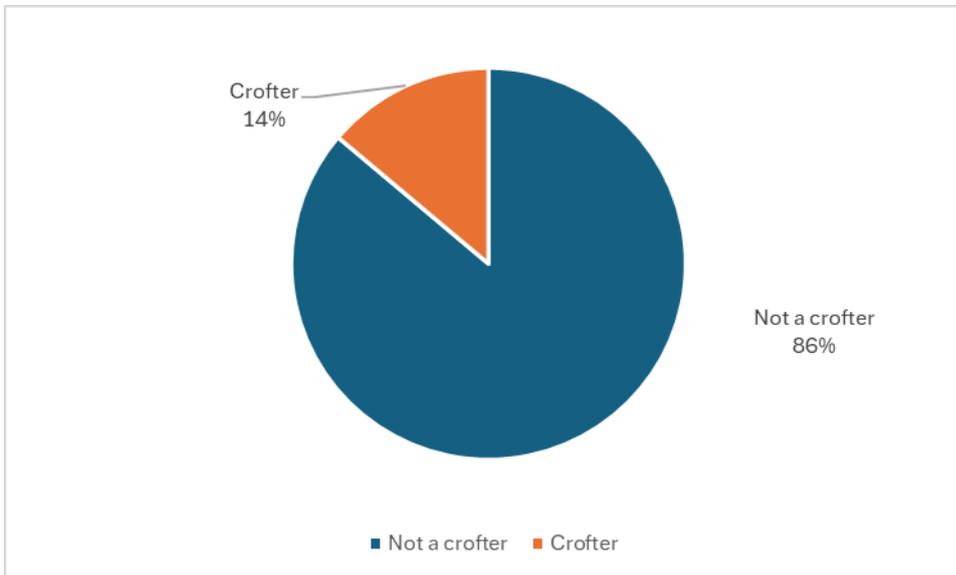


Figure 8 Crofter uptake of specialist advice.



### 1.5.5 Location of applicant

	Farm Business Efficiency	Resilience planning	Succession planning	Carbon audit implementation	Crofter's Plan	Climate change adaptation & mitigation	Soil and nutrient management	Biodiversity, habitat, landscape	Woodland management & conservation	Water pollution, prevention & control	Organics	Archaeological & historical site advice	Animal Welfare	Total
Aberdeenshire	10	3	5	3			2	14	5		1	1		41
Angus	3	1	1	1			7	19	1					33
Argyll and Bute	5	2	3	2	6	1	8	10	6		1		1	45
City of Edinburgh								1						1
Clackmannanshire	1													1
Dumfries and Galloway	15	3	1	2			19	68	6	17		1	3	134
Dundee City	1							2						3
East Ayrshire		1	2	1			6	2	1	1			2	16
East Dunbartonshire	1												1	2
East Lothian	9	4	2	2				8	1				1	27
East Renfrewshire							1							1
Falkirk								1						1
Fife	4	2	1	3			1	12	3	1			1	28
Glasgow City	1			1			1	2						5
Highland	19	2	10	2	19		21	18	4		3		14	112
Lanarkshire	4	2	1		1		5	6	2	1			3	25
Midlothian			1	1			1	5					1	9
Moray	3	1	1	1			1							7
Na h-Eileanan Siar								3						3
North Ayrshire	2	1					3	1	2					7
Orkney Islands			1		1		1	10			1			14
Other	5	1	3	2	2		5	7	3	1			2	31
Perth and Kinross	2	1	4	6		3	8	17	3				1	45
Renfrewshire	1						1	1						3
Scottish Borders	12	10	3	2			7	24	1				1	60
Shetland Islands					1			1						2
South Ayrshire	2	2	1	1			2	4	2	3				17
South Lanarkshire							1	2					1	4
Stirling							1							1
West Dunbartonshire							1							1
West Lothian	2	1	1					2	1					7
Total	102	37	41	30	30	4	103	240	41	24	6	2	32	694

## 2. MONITORING AND EVALUATION

The Farming Advisory Service requires all users of the grant schemes to complete an evaluation of the service prior to payment of the grant. Whilst this report provides a high-level summary of results, detailed analysis of the feedback from each grant scheme has been provided as separate reports included as appendices to this report.

- Appendix 1 July 2024 – March 2025 FAS ILMP Feedback
- Appendix 2 July 2024 – March 2025 FAS Specialist Advice Feedback
- Appendix 3 July 2024 – March 2025 FAS of Mentoring Feedback
- Appendix 4 July 2024 – March 2025 FAS Carbon Audit Feedback

### 2.1 HOW USERS HEARD ABOUT THE GRANT?

As with previous years the primary source of referral for ILMP, Specialist Advice and Carbon Audits is through contact with an adviser. It is important that we continue to work with the adviser network to ensure that they are able and willing to promote the scheme to farmers they engage with. It is notable that referrals from another farmer are increasing. This is now the source of 20% of ILMP referrals and 52% of mentoring applicants heard of the support from another farmer.

Referrals from a farming event are still disappointing low considering these are such an important/high profile element of the FAS programme.

### 2.2 FEEDBACK ON THE ADMINISTRATION

The feedback form investigates the participant’s experience of the administration process delivered by Ricardo.

Table 4 Feedback on the administration of the service.

	ILMP	Specialist Advice	Carbon Audits	Mentoring
	<i>% rating excellent or good</i>			
The ease of access to information as excellent or good	97%	97%	87%	100%
Helpfulness at initial contact point as excellent or good.	97%	98%	96%	100%
Ease of application process as excellent or good.	100%	95%	91%	100%
Efficiency of scheme administration as excellent or good	100%	94%	89%	100%

Feedback on the administration of all schemes is excellent. The key performance indicator (KPI) for this service is for the quality of advice to be rated as good or better by at least 90% of participants. This has been fully exceeded for every metric measured. The service has introduced new processes in July 2025 to further simplify the application and feedback process, streamlining forms and making all available for electronic completion.

### 2.3 FINDING AN ADVISER OR MENTOR

Generally, there seem to have been little problem finding suitable advisers and mentors.

- 100% of ILMP recipients state it is very easy or easy to find an adviser.
- 97% of Specialist Advice recipients state it is very easy or easy to find an adviser.
- 98% of Carbon Audit recipients state it is very easy or easy to find an adviser.
- 96% of mentoring recipients state it is very easy or easy to find a mentor.

Table 5 Feedback on finding an adviser or mentor.

	ILMP	Specialist Advice	Carbon Audits	Mentoring
	<i>% rating</i>	<i>% rating</i>	<i>% rating</i>	<i>% rating</i>
Very Easy	80%	61%	73%	76%
Easy	20%	30%	26%	20%
Not Easy	0%	3%	2%	4%

### 2.4 RECOMMEND TO OTHERS

- 100% of users of the mentoring would recommend the service to others.
- 100% of users of the ILMP would recommend the service to others.
- 97% of users of the Specialist Advice would recommend the service to others.
- 90% of users of the carbon audit would recommend the service to others.

As seen in previous years the number of farmers and crofters who would recommend the service to others is exceedingly high. This is a great testament to the value of the service.

### 2.5 ADVISER/MENTOR PERFORMANCE

The feedback on all grants is excellent. The key performance indicator (KPI) for this service is for the quality of advice to be rated as good or better by at least 90% of participants, this has been fully exceeded in all categories. It is pleasing to see that the advisers and the team delivering quality assurance of reports have continued to deliver to such a high standard.

Table 6 Feedback on adviser or mentor performance

	ILMP	Specialist Advice	Carbon Audits	Mentoring
	<i>% rating excellent or good</i>			
Working practices (helpfulness, understanding, expertise)?	100%	98%	98%	100%
How would you rate the quality of the report/support you received?	100%	97%	94%	100%

## 2.6 IMPACT OF THE SUPPORT

The most highly ranked benefits of engaging with the service are economic benefit and improvements in environmental performance. Accessing grant funding is clearly a driver for the uptake of carbon audits and specialist advice, but whilst this is detailed as a benefit, it is great to see this is not the most highly rated benefit.

Table 7 Benefits of engaging with the service.

	ILMP	Specialist Advice	Carbon Audits	Mentoring
<b>RANK</b>	<i>Impact</i>	<i>Impact</i>	<i>Impact</i>	<i>Impact</i>
<b>1.</b>	Improved soil or nutrient management	More awareness of environmental issues and opportunities	Improved soil or nutrient management	Livestock/crop improvements
<b>2.</b>	Livestock/crop improvements	Better planning/decision making	Accessing grant support	Better planning/decision making
<b>3.</b>	Better planning/decision making	Accessing grant support	Livestock/crop improvements	Improved soil and nutrient management
<b>4.</b>	Financial benefit from reduced costs/overheads	Improved soil and nutrient management	More awareness of sources of advice	Financial benefit from improved profit margin

## 2.7 IMPLEMENTING THE ACTIONS

- 84% of users of the Specialist Advice would implement all the actions recommended.
- 92% of users of the Mentoring would implement all the actions recommended.
- 86% of users of the ILMP would implement all the actions recommended.
- 62% of users of the Carbon Audit would implement all the actions recommended.

These statistics report on the number of businesses that will implement all the actions. It is very clear from the commentary provided in the feedback forms that a large proportion of those who will not implement all do plan to implement some, or most. A new feedback form has been launched from July 2025 onwards, this has been slightly redesigned to better capture information on what actions the business will take because of the intervention.

Table 8 Reasons for not implementing all the actions recommended:

	Too costly	Insufficient time to implement action	I do not understand why this was recommended	I do not think this is necessary for my business
<b>Mentoring</b>	0	0	0	1
<b>Carbon Audits</b>	22	22	55	0
<b>ILMP</b>	1	2	0	1
<b>Specialist Advice</b>	11	0	18	0

Cost is the most frequently mentioned reason for not implementing actions, except for Carbon Audits where ‘I do not understand why this was recommended’ dominates. The action plan in the carbon audit provides details of the benefit of the action and links to supporting information, however, is not always being utilised. FAS additionally provides specialist advice ‘Carbon implementation plan’ which is available to help support businesses with the implementation of their action plan.

## 4. KEY PERFORMANCE INDICATORS

### 4.1 ADVICE DELIVERY

The contract establishes the following key performance indicators for advice delivery. The KPIs have been exceeded on 30/32 occasions

Table 9 Key performance indicators for advice delivery

Key Performance Indicators (KPIs)		Achieved in 2024/25			
Key Performance Indicators (KPIs)	Key Performance Indicator (KPI) Description	ILMP	Specialist Advice	Carbon Audits	Mentoring
1	90% of users rate the ease of access to information as excellent or good.	97%	97%	87%	100%
2	90% of users rate the helpfulness at initial contact point as excellent or good.	97%	98%	96%	100%
3	90% of users rate the ease of application process as excellent or good.	100%	95%	91%	100%
4	90% of users rate the efficiency of scheme administration as excellent or good.	100%	94%	89%	100%
5	90% of users of 'One to One product in question' would recommend the service to others	100%	97%	90%	100%
6	90% would rate the advisor's/mentor's working practices as excellent or good.	100%	98%	98%	100%
7	90% would rate the quality of the report/support as excellent or good.	100%	97%	94%	100%
8	75% state that they will implement all the actions received.	86%	84%	62%*	92%

\*The only KPI that has not achieved is for 75% of carbon audit participants to state that they will implement all of the actions recommended in their report. The service achieved 62%. It is not surprising that less businesses state they will implement all the actions detailed in their carbon audit as the report provides a range of actions for the business, some of which will be new ideas to the business and need considering further, and many are not directly related to business performance and may require additional investment and technical support to implement fully.

## 4.2 ADVICE LINE

The contract establishes the following key performance indicators for advice delivery. The KPIs have been exceeded on 22/27 occasions.

Table 10 Key Performance Indicators for advice line delivery

Key Performance Indicators (KPIs)		Achieved in 2024/25								
Key Performance Indicators (KPIs)	Key Performance Indicator (KPI) Description	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
1	90% of routine queries were dealt with within one working day by the helpdesk team.	100	96	98	98	98	100	100	94	99
2	90% of emails received a response within one working day of receipt.	100	88	83	97	97	100	97	98	96
3	100% of complex queries (Tier 2 referrals to external advisers) were dealt with within five working days of receipt.	100	100	80	66	100	100	100	34 <sup>1</sup>	100

<sup>1</sup> Based on 2 out of 3 enquiries being late (1 adviser)

## 5. ADVISERS

There are currently 201 advisory organisations delivering one-to-one support on behalf of FAS (many of whom are micro-organisations or independent advisers, this comprises the FBAASS accredited advisers who deliver ILMPs and Carbon Audits, and the advisers whose credentials are verified to deliver Specialist Advice and those who act as mentors.

### 5.1 FBAASS ADVISERS

Ricardo work closely with Lantra who manage the FBAASS accreditation of advisers. It is a requirement of advisers delivering ILMPs and Carbon Audits to be FBAASS accredited. Lantra work independently to manage this accreditation process and reaccredit advisers on an annual basis. In accrediting advisers Lantra consider evidence of ILMP reports that they have reviewed during the previous delivery year. If an adviser is new to the programme or has not delivered an ILMP within the year, then they are required to provide further examples of their work for evaluation. In addition to evidence of work, Lantra also stipulate that each adviser must demonstrate continued learning and 20 CPD points during the year.

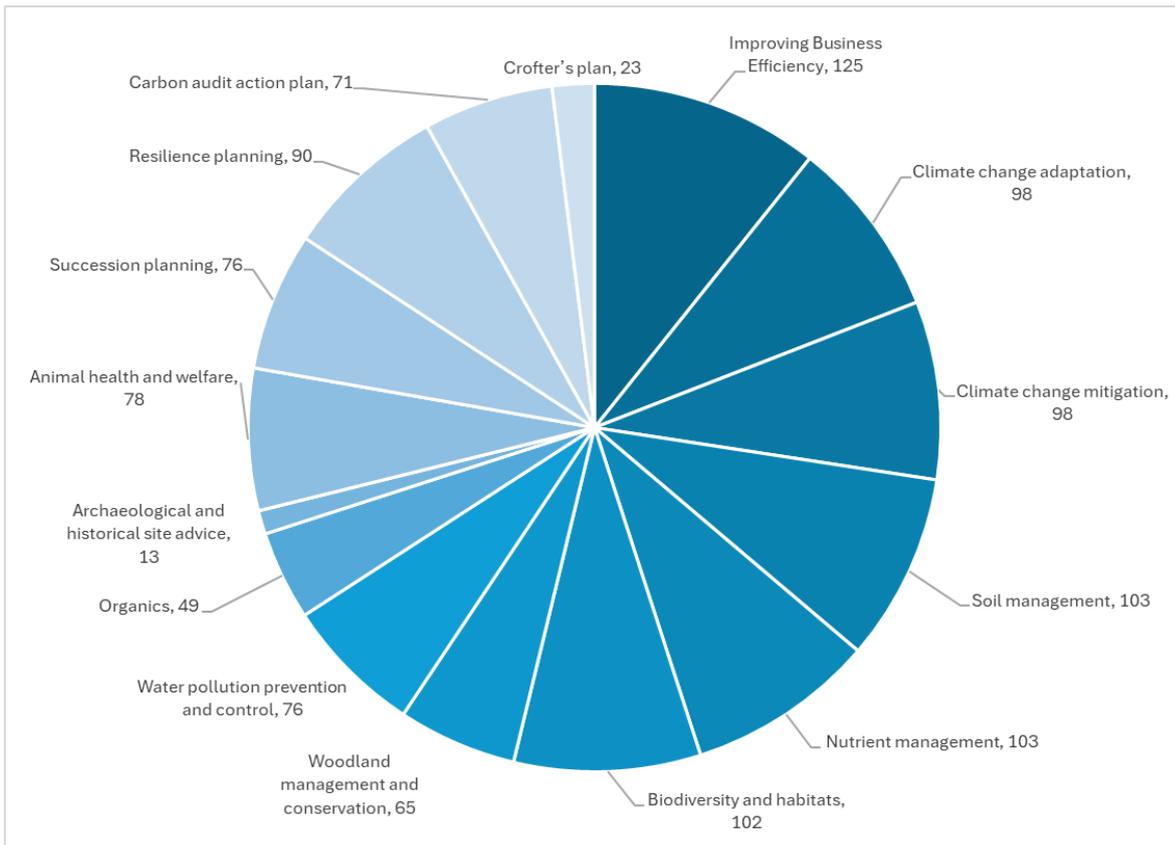
Lantra are tasked with ensuring the advisor panel is sufficiently robust with approximately 90 advisers and an appropriate ratio of advisers from SAC to other organisations.

At the close of March 2025, there were 111 full advisers and 48 associates. Of the organisations providing FBAASS advisers, SAC Consulting is the largest pool, accounting for 43 of the advisers, this reflects SAC's interest in delivering Carbon Audits, for which FAS require an FBAASS accreditation.

### 5.2 SPECIALIST ADVICE

Advisers delivering specialist advice are required to have evidence of relevant academic qualification and a minimum of 4 years' experience delivering in their specialist area. There are 205 advisers currently approved to deliver Specialist Advice on behalf of FAS. The figure below shows the number of advisers currently approved to deliver support on each specialist advice topic. Applicants are not limited to choose from this list and can select their own adviser, Ricardo verify that any new advisers have appropriate credentials and experience.

Figure 9 FAS advisers per specialist topic.



### 5.3 MENTORS

FAS currently have 130 mentors for new entrants. When looking to find a mentor for a new entrant FAS will first look to the specific requirements of the mentor and location of the new entrant. We try to find a suitable mentor with the skills required but also as geographically close to the new entrant as possible. If there is not a suitable match on our current database we will go out to our stakeholder networks and the new entrant's own local knowledge to establish suitable candidates.

## 5.4 QUALITY ASSURANCE

The quality of delivery is paramount. Ricardo operates several tiers of assurance.

### 5.4.1 Advisor/mentor approval at application stage

Ricardo verifies that the chosen adviser or mentor has the requisite experience, accreditations and or academic qualifications at application stage and only with this approval is work commissioned.

### 5.4.2 Report review.

Quality assurance is undertaken to quality check each advisor and create a clear benchmark for the standard which all advisors should achieve – this relates to both technical competences, style, and use of language. All reports are subject to quality review. Ricardo work with a panel of peer reviewers convened by Lantra to review ILMPs. The panel comprises: Jim Seaton; Euan Hart; John Eccles; Ian Pearce; Ali McKnight and Tamsin Morris.

The ILMP reviewers score reports against the following matrix.

Score	Description
10	Technical advice provided appears to fully meet client requirements
9	Technical advice provided appears to substantially meet client requirements
8	Minor omission in terms of technical advice which does not substantively affect the business.
7	Minor omission in terms of technical advice which affects the business and should have been identified and explored within the report.
6	Significant omission in terms of technical advice which affects the business and should have been identified and explored within the report.
5	Major omissions in technical advice in one part of the report which could have a significant effect on the business.
4	Inappropriate advice in one part or throughout the report which is clearly identifiable from the evidence presented in the report.
3	Serious technical errors in most of the report
2	Serious technical errors in all areas of the report
1	Insufficient technical information in to allow any assessment (report generic not tailored to the client)

The quality of reports is very high, the average score for a first draft of an ILMP was 8.8, nine reports were outstanding and scored a 10, and the lowest score was a 7. Reviewers provide feedback to the advisers and often suggest points to consider in future reports. If the reviewer identifies any points that must be addressed to fully meet our requirements, the Ricardo team will work with the adviser to ensure that these are satisfactorily completed prior to Ricardo issuing the report to the client.

The Quality Review Group meet on a quarterly basis throughout the year for a standard setting day. The group jointly review ILMP reports to ensure consistency in scoring between the group. Jim Seaton, the head reviewer also

provides a secondary review of reports on occasions when a reviewer has significant concerns.

Specialist Advice and Carbon Audit reports are reviewed by a team of inhouse reviewers. Ricardo work with the adviser to ensure that any identified weaknesses in reports are addressed prior to delivery to the client.

### 5.4.3 Feedback from client

Each report is issued to the client with a feedback form, it is a condition of the grant that the recipient completes this feedback in order for payment to be released. Ricardo administrators read each feedback form and enter data into the CRM. Any issues raised are brought to the attention of the programme manager in real time for appropriate follow up with the client or their adviser.

## 5.5 TRAINING

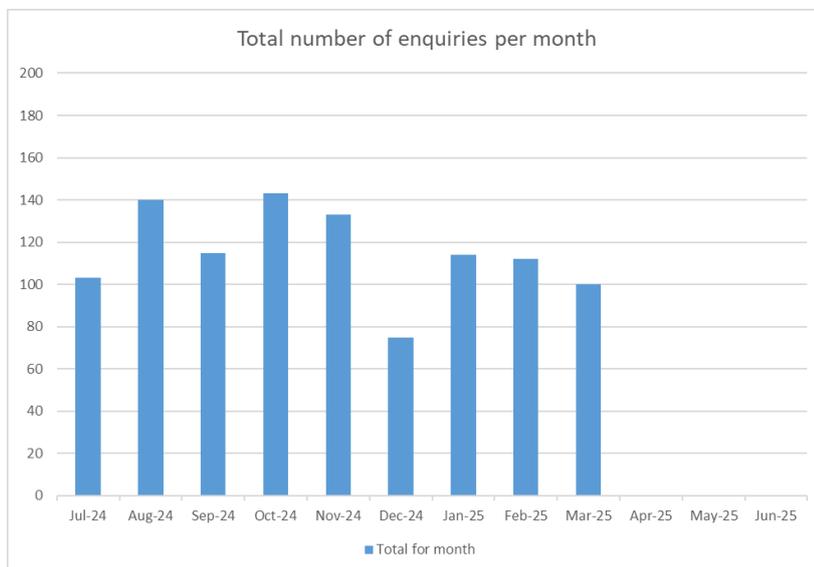
The one-to-one programme provided training to advisers via on-line meetings and ongoing communication through the advisers’ newsletter.

- Training for advisers; Practical training to save time and get the best out of an ILMP (March 2024) delivered by Ian Pierce and Caroline Wood. This training was repeated and offered as an in-person and on-line session.
- Integrating trees on Farm; FAS Adviser Briefing: Integrating trees on farm – the benefits to the farming business on Vimeo The session looked at real life on-farm situations, exploring why farmers have planted tree and the benefits to their business. The workshop highlighted funding options available for various situations. This training was delivered as a live zoom session attended by 49 advisers and the recording was later shared with the full adviser list of 370 advisers to enable those who could not attend to catch up

## 6. ADVICE LINE

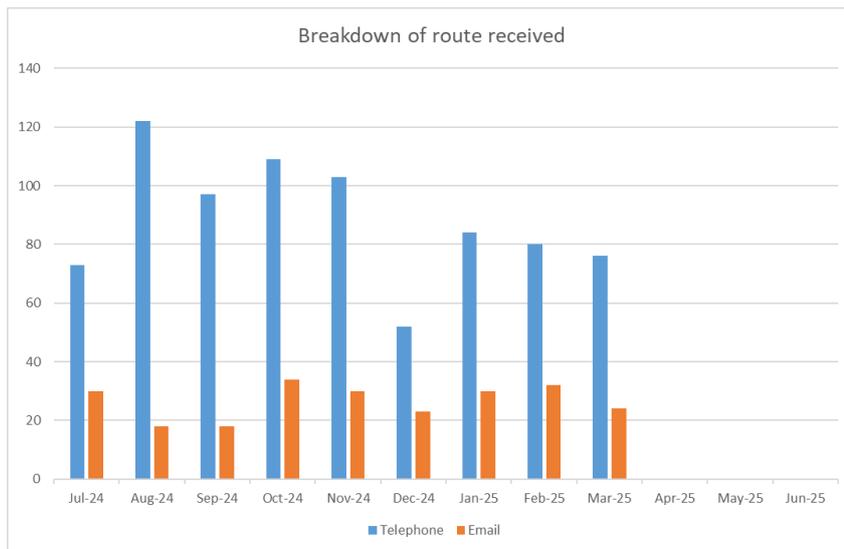
The Farm Advisory Service (FAS) helpdesk is managed under the one-to-one contract. Enquiries are submitted to the FAS helpdesk by telephone and email. During the period July 2024- March 2025 the helpdesk received 1,035 enquiries, and average of 115 per month. The initial months were the busiest and were dominated with calls from farmers whose initial enquiry was triggered by announcements of the Whole Farm Plan.

Figure 10 Total number of enquiries received per month (July 2024 – March 2025)



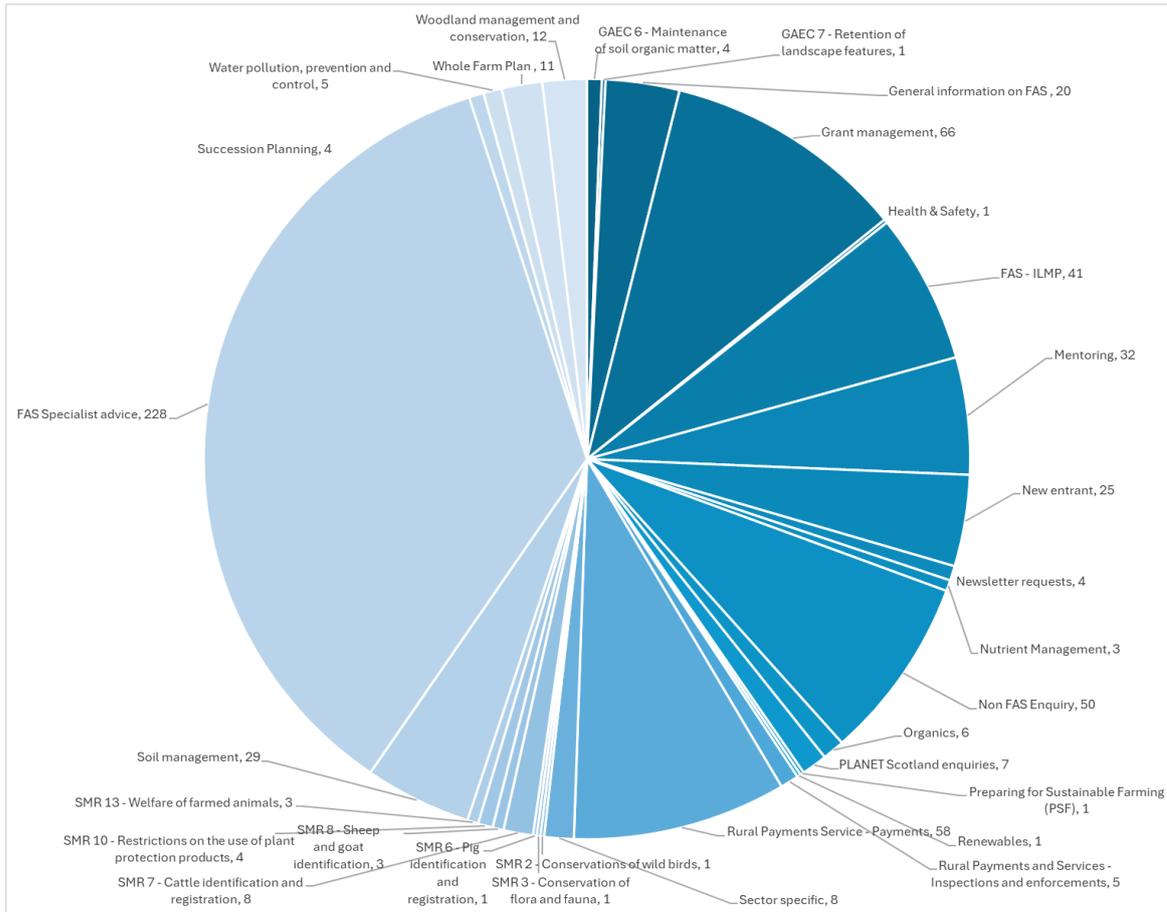
The helpline may be accessed via telephone or email. Most enquiries (77%) were received by telephone, with enquirers preferring to discuss their enquiry in person.

Figure 11 Breakdown of telephone and email enquiries per month (July 2024-March 2025)



The helpline operates two levels of support. If the enquiry can be answered by the team utilising existing information the call is referred to as tier 1. If the call is more technical in nature or requires contextual understanding the call is referred for call back from a specialist adviser, this is a tier 2 enquiry. During this period 1,008 calls were dealt with immediately as tier 1 (97%) and only 27 enquiries needed the support of a specialist adviser. This reflects the nature of the calls received. Most of the calls were enquirers wishing to talk through requirements in order to consolidate their understanding, rather than having highly specific technical queries.

Figure 12 Topics of advice line enquiries (July 2024-March 2025)



## 7. COMMUNICATIONS

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FAS understand the range of communication needs of our target audiences. We focus on providing communications that clearly articulate how FAS can support you, providing practical examples of the types of issues FAS can solve and case studies and articles demonstrating the real-life experience of others.

### 7.1 STAKEHOLDER PACK

The FAS stakeholder pack provides an introduction and links to all FAS press resources, case studies, press releases, articles and flyers. A new pack is issued on a quarterly basis. The premise of the stakeholder pack is to provide information in order that stakeholders can pick and choose relevant material for inclusion in their own publications. The stakeholder pack is sent to a growing list of stakeholders, currently 258. Links below provide detail of the content of each pack.

- In the Winter 2025 edition of the [Farm Advisory Service \(FAS\) stakeholder pack](#), we highlight some upcoming events, including the FAS 2025 conference, share some amazing results from our feedback surveys, which evidence the overwhelming satisfaction of the FAS recipients. Provide articles contain information about the Whole Farm Plan and how we can support farmers in preparing for it, the funding available to support them in assessing their farm or croft, creating a business plan, and accessing specialist advice, the importance of succession planning and how we can help them through one of the hardest stages of running a business.
- The Autumn 2024 edition of the [Farm Advisory Service \(FAS\) stakeholder pack](#) provides an update on the high rates of uptake for Carbon Audits, taking FAS to capacity for the year. Articles detail how an Integrated Land Management Plan (ILMP) can provide new entrants to farming with a holistic view of their business, resources and plans and help set them on the path to sustainability and profitability. There are also articles about the Whole Farm Plan, the importance of considering ammonia and manure management to mitigate the consequences of ammonia deposition, and ways to improve nitrogen use efficiency. We also profile new entrant Carol Glennie discussing the value of mentoring.
- The Summer 2024 edition of the [Farm Advisory Service \(FAS\) stakeholder pack](#) Announces the new FAS contract with increased payment rates that will be in place until the end of March 2027. This issue of the stakeholder pack provides further details on how we will continue supporting farmers and crofters with essential resources and knowledge and helping to shape a sustainable future for Scottish agriculture. This issue also features articles covering the topics of becoming a farming or crofting mentor, planning for succession, getting funding and support for on-farm forest and woodland management, organic farming support, improving livestock nutrition, and optimising forage and feed rationing.

### 7.2 CASE STUDIES

- One-to-one mentoring for a new entrant to farming case study: Danielle Troy, 10 Acres Farm Though Danielle had been familiar with farming since childhood, it wasn't until she and her partner relocated to a small farm in the Scottish Borders that she realised the extent of what there was still to learn. Danielle explains how a local shepherd who understood small scale farming provided mentoring through the FAS mentoring program, sharing knowledge and helping to build confidence. [Download now](#)
- One-to-one mentoring for a new entrant to farming case study: Carol Glennie, Whitemyre Farm Carol always knew she was happiest when working with animals on her Grandad's farm and now she is running Whitemyre

Farm. Here, Carol explains how the hands-on advice she received through the FAS mentoring program was invaluable in complementing her theoretical knowledge and increasing her confidence. [Download now](#)

- Roderick MacFarlane, Tormisdale Farm Roderick transitioned from running his own telecommunications company to buying a farm with his wife. Both familiar with farm life, they seized an opportunity on the West Coast of Islay. Despite their desire to raise cattle, they lacked experience and needed external support. Roderick shares how they sought help from their neighbour, Peter McDermid, a third-generation beef farmer
- Deborah Richardson- Webb, talks about becoming a FAS mentor and sharing her passion for fostering farm biodiversity and building resilience in the face of climate change

### 7.3 PROMOTIONAL FLIERS

The full range of FAS promotional fliers and A4 page introductory letters were updated in July 2025 to reflect the new FAS payment rates introduced with the new delivery contract.

### 7.4 ARTICLES

The one-to-one service provides articles every two weeks to the FAS insert of the Scottish Farmer, these are further circulated to stakeholders for inclusion in wider publications via the FAS stakeholder pack.

Publication date	Topic
July	Livestock nutrition, optimising forage and feed rationing to improve carbon footprint and business efficiency
July	Nitrogen fertilisers: controlled release, urease inhibitors, nitrification inhibitors & nutrient management planning
July	FAS enhanced funding (new payment rates as per new contract)
August	ILMP valuable for new entrants
August	Reducing agricultural industry's emissions to meet the nation's net zero targets – support available through FAS
September	Ammonia and Manure Management
September	WFP and FAS
October	WFP- Habitat plan
October	The importance of having a will- link to succession planning- ensuring that your business can be passed on to the next generation
November	The importance of having a business plan (ILMP can support)
December	Value of specialist advice with last year's satisfaction scores
December	Value of an ILMP with last year's satisfaction scores
December	Value of mentoring with last year's satisfaction scores
December	succession planning over Christmas- starting the conversation
January	Animal welfare in winter
February	Nutrient use efficiency- soil and nutrient SA
February	New Crofters - crofter's plan
February	Farming woodlands
March	Spring Lambing - mentoring and SA animal health and welfare
March	Farm sustainably and profitably with the support of the ILMP and SA

## 8. SUMMARY OF DELIVERY

	Target Delivery	Delivered	Remaining
REPORTING AND MEETINGS	Monthly Reports (9)	9	0
	Annual Report (1)	1	0
	Bimonthly review meetings (4)	4	0
SERVICE DELIVERY	ILMP's complete (50)	39	11
	Specialist Advice complete (330)	304	26
	Carbon Audits complete (207)	370	-163
	Mentoring complete (50)	23	27
ACCREDITATION AND QUALITY ASSURANCE	FBAASS accreditation of advisers (100)	111	-11
	Meeting of Quality Review Panel (3)	3	0
PERSONAL AND FINANCIAL DATA	Adviser pay-runs on 4 weekly cycle (10)	10	0
MONITORING & EVALUATION	Feedback from advice recipient, analysed and reported (x1)	1	0
TRAINING & DEVELOPMENT	Presentations and training events (x4)	1	3
COMMUNICATIONS	E-newsletter (x4)	4	0
	Press releases and feature articles (x18)	18	0
	Social media updates (x9)	11	0
	Attendance at stakeholder meetings, and events (x4)	7	-3