

Skills for Farmer Co-operation and Co-ops

Final Report

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1 PROJECT TITLE / APPLICANT

Project Title: “Skills for farmer co-operation and co-ops”

SAOS

Scotland's experts on farmer co-operation and supply chain collaboration. SAOS provides a range of specialist information, development, and consultancy services. Our work allows Scotland's farming, food, and drink businesses to benefit from the commercial advantages that can be achieved by working together more effectively, enabling them to contribute to the success of Scotland's food and drink industry and its rural economy.

SAOS is itself a co-operative founded in 1905 and owned by 60 Agricultural co-ops who have a combined turnover of over £1.4bn and 26,000 members. Its work spans agriculture, aquaculture, forestry, and their marketing chains with the aim of increasing competitiveness and responsiveness through 'smart' solutions and innovation. SAOS employs a team of 17 specialist project managers qualified, experienced, and trained in co-op and collaborative development, delivering a range of strategic national projects as well as specialist co-op advice

The purpose of SAOS is to ensure that Scotland's farming, food and drink businesses and supply chains benefit from the commercial advantages that are achieved through co-operation and collaboration, enabling them to contribute sustainably to the success of Scotland's food and drink industry. Its role is described by stakeholders as “helping to keep us one step ahead”. To meet this expectation in tomorrow's business environment, SAOS adopts a leadership role in identifying opportunities for new co-operation and collaboration.

SAOS is respected and trusted as an independent “architect” and “deliverer” of co-operation and collaboration in Scottish agriculture and food and drink supply chains. SAOS is a ‘co-operator’, recognising and valuing mutual benefits and interdependencies in all our relationships. It actively pursues innovation as a source of advantage and motivation for rural businesses and communities. SAOS has established extensive networks with key personnel throughout the food and farming sector as well as government and development agencies, academic institutions, companies and other organizations throughout the UK, Europe and across the world.

SAOS provides information, advice and specialist consultancy services to farmers and food chain companies, and to rural businesses and communities that decide to work co-operatively or in joint venture to achieve their aims and objectives. SAOS is committed to co-operation as a strategy to enhance wealth, employment, sustainability and local empowerment, thereby strengthening Scotland's rural economy and community. The values and principles of co-operation established by the International Co-operative Alliance (ICA) underpin its action.

SAOS' role is described by stakeholders as “helping to keep us one step ahead”. To meet this expectation in tomorrow's business environment, SAOS adopts a leadership role in identifying opportunities for new co-operation and collaboration.

For further details see: www.saos.coop

2. EXECUTIVE SUMMARY

The purpose of the project was to build a strong knowledge and skills base amongst Scottish farm co-ops, farmers and crofters, to underpin the development of farmer co-operation and supply chain collaboration in Scotland, to contribute to a stronger, more profitable, innovative, market-oriented and efficient agricultural industry.

Over the 4-year programme a variety of learning and knowledge transfer events were delivered to develop skills, share knowledge, and best practice as a route to support farmers to co-operate and for farm co-ops to improve their performance for farmer member benefit.

The project was all about capacity building, providing farmer directors, co-op managers, co-op staff and farmers with the skills and knowledge to improve their understanding of co-operation and how to make it more effective. The programme attracted the following groups of people:

- Co-op directors
- Co-op managers and staff
- Scottish farmers and crofters
- Farmers' sons and daughters

The following 8 activities were delivered to meet the project's aims and objectives, namely:

1. Farmer Director Development.
2. Co-op Chairman, Managers and Staff Forums (community of practice groups)
3. 'Co-op Management in Practice' workshop.
4. Annual Co-op Conference.
5. Master Seminars.
6. Co-op "know how" dissemination – Newsletters
7. "Next Generation" KT Group.
8. Co-op Awareness Presentations to SRUC students.

The project was delivered by SOAS with oversight provided by an independent Project Management Board which was chaired by an independent co-op chair. This was a 4-year project, operating from November 2016 – October 2020. The total project budget was £394,380, at the 75% rate the total KTIF grant was £295,785. The grant was drawn down over nine claims, with a small underspend of £3,202.18.

Summary Impact of the project

The table below shows the combined impact of the training activities over the project's life. In total, some 1,571 participants received training, involving a total of 1,087 training days. The participants were 71% male, 29% female, with 44% under 40-years old, with the balance 56% over > 40-years old.

Activity	Days	Participant No	Training Days	Male	Female	<40yrs	>40 yrs
Director Dev	21	266	243	177	89	96	170
Forums	27.4	58	210	40	18	36	22
C-MiP	8	41	82	21	20	31	10
Annual Conference	2.5	468	297.5	365	103	116	352
Seminars	2.9	443	151.5	320	123	124	319
SRUC Students	5.4	194	44.2	96	98	188	6
Next Gen	4.25	107	58.5	95	12	105	2
Total	71.45	1,577	1,086.7	1,114	463	696	881

3. PROJECT DESCRIPTOR

This section in the report aims to provide an overview and context for the project.

The project commenced on the 1st November 2016 and finished on the 30th October 2020, delivering four years of professional training and knowledge training (KT) opportunities for the co-op and farming sector. A variety of learning and KT events were delivered to develop skills, share knowledge, and best practice as a route to support farmers to co-operate and for farm co-ops to improve their performance for farmer member benefit.

The expectation and demands on farmers, farmer directors and their co-op managers and staff are constantly increasing, as is the continued need to improve skills and knowledge through effective training. The project has made an important contribution to the vision that co-operation and farm co-ops across Scotland, are effective conduits for accelerated, market-orientated and resource-efficient innovation in agriculture.

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The following 8 activities were delivered to meet the project's aims and objectives, namely:

1. Farmer Director KT Development.
2. Co-op Chairman, Managers and Staff KT Forums.
3. 'Co-op Management in Practice'.
4. Annual Co-op Knowledge Transfer Conference
5. Master Seminars.
6. Co-op "know how" dissemination.
7. "Next Generation" KT Group.
8. Co-op Awareness Presentations.

A Management Board was formed comprising of three external co-op directors /managers plus three SAOS staff, who met every six months to review the programme's progress and ensured it was meeting the objectives and outcomes as planned. The three external co-op directors /managers represented the interests of the wider agricultural co-op community and their farmer members. The management board were also responsible for liaising with other organisations where appropriate, regarding the content and outcomes of the project.

In addition, the project was also monitored by the SAOS Board (comprising ten elected directors).

4. FINANCE

To deliver the programme a grant application of £394,380 was made to the Knowledge Transfer and Innovation (KTIF) Fund. This grant source is jointly funded by the Scottish Government and the European Union. 75% of the funding was secured and £295,785 was awarded over a four-year period

The total spend on the 4-year project was on budget at £394,380. The table below shows the expenditure across the various elements of the project. It also shows the approved budget and the nine claims.

	Budget	Claim1	Claim 2	Claim 3	Claim 4	Claim 5	Claim 6	Claim 7	Claim 8	Claim 9	TOTAL
Project Development											
Project Management	28,000.00	5,000.00	3,000.00	4,000.00	2,000.00	4,000.00	500	3,025.00	6,500.00	1,602.57	29,627.57
Fees	267,900.00	47,350.00	23,588.65	53,689.50	10,103.30	52,650.00	10,510.00	56,600.00	14,400.00		268,891.45
Travel and Subs	26,880.00	2,066.69	2,176.27	3,177.06	822.03	5,850.90	1,155.35	7,452.06	0.00		22,700.36
Event/Venue Costs	24,320.00	6,759.39	459.69	8,261.83	3,127.75	2,507.76	475.35	3,227.08	380.10		25,198.95
Material Costs	18,880.00	958.26	1,635.00	4,101.47	4,015.46	6,472.53	2,864.00	2,445.17	6,469.03		28,960.92
Publicity	14,400.00	2,650.78	2,540.72	284.40	1,459.98	0.00	2,162.38	573.40	1,972.80		11,644.46
Other Approved Costs	14,000.00	239.02	0.00	780.27	237.00	500.00	0	600.00	0.00		2,356.29
Unrecoverable VAT											5,000.00
	£394,380.00										£394,380.00
TOTAL (100%)		65,024.14	33,400.33	74,294.53	21,765.52	71,981.19	17667.08	73,922.71	29,721.93	1,602.57	
CLAIM to date (75%)		48,768.11	25,050.25	55,720.90	16,324.14	53,985.89	13,250.31	55,441.28	22,291.45	1,201.93	
						£5K added		- £49.28			
		48,768.11	25,050.25	55,720.90	16,324.14	58,985.89	13,250.31	55,392.00	22,291.45	1,201.93	

Note: The £5,000 extra in claim 5 was for previous unrecoverable VAT payment (email of 25/06/2019).

Over the four-year period the project was largely successful in adhering to the budget which was granted. The table above shows that there were some activities which were both over and underspent, however across the board, the project was still within budget.

The table below gives an indication to the main areas of spend incurred within each project activity.

Activity	Cost
Director Development	£51,820
Forums (6)	£69,720
C-MiP Workshop	£25,840
Annual KT Conference	£64,800
Master Seminars	£16,580
Newsletters	£96,832
Next Generation	£38,540
Project Man.	£29,628
Total Program cost	£394,380

5. PROJECT AIMS/OBJECTIVES

The overall aim of this project was to build a strong knowledge and skills base amongst Scottish farmers and co-op staff to underpin the development of farmer co-operation and supply chain collaboration in Scotland, to contribute building a stronger, more profitable, innovative, market-oriented and efficient agricultural industry.

Specific Objectives:

The programmes specific objectives are:

1. Promoting the awareness and understanding of the benefits of co-operation and collaborative solutions.
2. Encouraging and facilitating knowledge exchange, continuous professional learning and development, networking and collaboration between farmer directors, co-op managers and staff.
3. Providing an incentive to keep improving and driving agricultural co-op performance and efficiency
4. Engaging new audiences of farmers, including new entrants and young people, to build their knowledge and skills on the benefits of co-operation and co-ops.
5. Improving the environmental performance of Scottish agriculture by promoting and supporting co-operative solutions.
6. Strengthening the links between agriculture and food production through improved co-operation, collaboration, and innovation.

Timescale.

The project ran for a 4-year period from November 2016 to the end of October 2021. Having the security of 4-year funding was a great asset, ensuring targeted training and KT events were delivered to the co-op sector and farming community. The Covid-19 lock down restrictions did impact on training delivery in the final year, however, the programme quickly adapted, with training continued to be delivered online.

Targets /measures of Success

The following targets were proposed in the application:

- Increased number of farmers & crofters accessing knowledge and skills development activities on co-operation. (Target 3,000 farmers)
- Increased number of farmers & crofters participating in co-operation and agric. co-ops. (Target 1,000 farmers)
- Increased number of farmer directors, co-op managers and staff accessing knowledge and skills development activities. (target 500 directors and co-op staff)
- Increased number of well-informed highly credible 'farm advocates' who can highlight the benefits of co-operation to other fellow farmers. (Target 80 farmers and co-op staff)
- Improved performance of agricultural co-ops. (Target 5% improvement in performance)
- Increased number of young people building their knowledge and skills on benefits of co-operation. (Target 400 young people)
- Greater awareness of the environmental efficiencies and benefits that can be achieved through co-operation. (Target 9,500 farmers)
- Improved collaboration amongst farmers and supply chain actors (118 farm co-op members)

It is noted that these are very ambitious stretching targets and underlines the ambition of the farm co-op sector and its determination to grow the scale and influence of co-operation and supply chain collaboration in Scottish agriculture.

6. PROJECT OUTCOMES

This section of the report looks at each of the 8 activities in the programme and the outcomes achieved for each.

6.1 Director Development

As per the application, SAOS committed to delivering a series of 3 Director Development workshops per year, 12 in total over the programme. There was a suite of 6 workshops developed, namely:

- Effective Co-op Governance
- Developing Strategic Capability
- Marketing, Member Relations and Communication
- Understanding Co-op Finance
- Effective People Management
- Improving Co-op Performance

In the end, the project delivered a total of 22 workshops, 10 more than initially planned . The table in Appendix 1 provides a list of all 22 workshops, the dates delivered, number of participants and other workshop stats.

As this was a four-year programme, having the flexibility to tailor training events to meet changing needs was important. New workshops such as GDPR training, making effective use of social media and cyber security were very popular. The delivery format was also flexible and during 2020 events were developed to be delivered online to meet Covid19 restrictions. Although Covid19 reduced the face-to-face contact and the opportunity to network, online delivery was widely accepted and allowed training to continue. Importantly, it made training access more inclusive, with an increase in participants from the Islands and remoter areas.

In addition to the original 6 workshops planned, the project delivered a further 7 new training workshops, which have all helped to improve the competence and capability of co-op directors, managers, and staff. These were:

- Co-op Company Secretary (series of 3 online sessions)
- Social Media – Making an Impact *(2)
- Cyber Security webinar
- Ever considered becoming a Director? *(2)
- The Art of being an effective chairperson
- Understanding GDPR *(2)
- GDPR One-Year On

Note: Those workshops marketed *(2) were delivered twice due to demand.

Appendix 2 shows the workshop evaluations provided by participants for all 22 workshops. It was pleasing to note all seven criteria assessed was rated as either very good or excellent. This is testament to the quality of the delivery, the planning and organisation that went into each event.

Measures of success

Metric	Target	Actual
No. of workshop	12	22
No. of Participants	180	266

6.2 Community of Practice Forums

One of the successes of the programme has been the establishment of community of practice (CoP) 'Forums'. Bringing a group of like-minded people together, in a closed trusting environment is very powerful. The peer—peer learning is a great route to drive change and make things happen. Groups would meet regularly throughout the year, normally visiting a co-op to focus on a particular issue. Importantly, forum members were involved in identifying meeting topics for discussion, ensuring there was buy-in and that the meetings remained topical and relevant. Seeing best practice in a real co-op business and talking directly to the decision-makers, is a great learning experience.

The original plan was to deliver 4 forums, namely:

- Co-op Managers' Forum
- Chairpersons Forum
- Assistant Managers' Forum
- Young Co-op Staff Forum

However, due to demand, an additional two forums were established in the second and third year of the project. These were a 'South Managers Forum' and a 'South Co-op Staff Forum'.

Over the project, a total of 40 forum meetings were facilitated, involving 58 members. Throughout the period membership numbers did fluctuate, reflecting changes due to a variety of reasons, e.g succession of chairs, changes in personnel and retirement. The following table shows the average membership across the main forum categories.

Forum	Members
Chairperson	16
Managers	15
Assistant Managers	12
Young Co-op Staff	15
Total	58

The motivation from the forum members to increase their knowledge and understanding further was extremely encouraging. Co-op Managers, Assistant Managers and North Staff Forum all requested to participate in short, two-day study trips which saw the Managers Forum head to Ireland to experience co-operation in a different country. The Assistant Managers and Staff Forums visited co-ops outwith their catchment area, to gain an appreciation for different co-op models, business sectors and to meet and network with co-op leaders from around the country. As well as the visits, the study tour allowed the group members to build stronger social bonds, increasing their confidence to be open and honest, plus facilitating access to an invaluable support network.

The table below shows the key targets and outputs for this activity

Measures of success

Metric	Target	Actual
No. of Forums	4	6
No. of Participants	65	58
No of meetings	36	40

6.3 “Co-op Management in Practice” workshop

“Co-op Management in Practice” (C-MiP) is an intensive two-day residential workshop, with the aim of building 'Next Generation' managers. The workshop is designed to enable participants to build their understanding of co-ops, co-op development, challenges, plus provide a forum to share ideas and experiences from a wide range of co-ops. The main

objective of this workshop is to produce future co-op managers. Helping future co-op managers acquire and develop new approaches for leading and managing co-ops in an increasingly competitive environment.

The workshop was delivered by SAOS' co-op specialists, using a mixture of presentations, participative exercises, case studies, discussion, and guest speakers. It is a highly interactive, informative event which overall was well attended over the four-year programme.

An important element of the workshop was the involvement of two guest speakers who shared their experiences with the group: a co-op chair and a manager from leading co-ops. Numbers were limited to 14-16 participants to ensure a lively, participative learning experience. The workshop was delivered every year during the winter, being a convenient time for participants.

Over the programme period, four C-MiP workshops were successfully delivered. Participants completed a short workshop evaluation, to allow facilitators to review the course content, and improve delivery and the learning experience where possible. Over the four-year period, it pleasing to note the workshops were consistently evaluated highly, receiving an overall assessment score of 4.7 (based on a scale 1 poor - 5 excellent). See appendix 4 for full evaluation results.

Appendix 4 also provides full details of the C-MiP workshops delivered, the number of participants and other workshop stats. It was very pleasing to note that of the 41 graduates on the workshop, half (20) were women. At present there are very few female co-op CEOs, so growing the number of female assistant managers is a move in the right direction.

The table below shows the key targets and outputs for this activity

Measures of success

Metric	Target	Actual
No. of C-MiP Workshops	4	4
No. of Participants	56	41

6.4 Annual Co-op Conference

As part of the project, SAOS held an annual conference for co-op directors, managers, staff, farmer members and wider industry stakeholders. The aim is to bring people together to explore a key theme for farming, and the food and drink sector. Invited keynote speakers presented on the conference theme from their own viewpoint. Normally, there were 3-4 invited speakers, one of whom was usually an international speaker.

Over the four-year programme, the conference themes have been:

- *“Brexit and Co-op Priorities for the Next Five Years”* (2017)
- *“Opportunities for Value through Collaboration”* (2018)
- *“Promoting Innovation through Co-operation”* (2019)
- *“Data: What’s the Big Deal?”* (2020)

The involvement of international speakers is vitally important as we search for best practice and new developments amongst the global agricultural co-op community to ensure Scottish agriculture is amongst the best-informed in the world. Over the last four years invited speakers have included:

- Brexit Implications for Agriculture and Trade, Tim Hind, Chief Strategy Officer, AHDB (2017)

- Opportunities for Scotland Food and Drink Industry, James Withers, CEO, Scotland Food and Drink (2017)
- Co-creating value through Co-operative Strategy, Professor Daniel Cote, Montreal (2018)
- Designing Fairer Collaborative supply chains, Professor Janet Godsell, Warwick University (2018)
- Promoting Innovation through Co-operation, Professor Wayne Powell, Principle and CEO, SRUC (2019)
- Promoting Innovation through Co-operation, Trevor Lockhart, CEO Fane Valley (2019)
- How Data Ownership through GISC has led to farmer empowerment, Billy Tiller, GISC Texas (2020)
- Smart Rural: Simplifying the way we gather data, Paul Lindop, Smart Rural, George Nobel, SAOS (2020)
- Key Business benefits of Understanding Data, Anna Woodley, Agrimetrix (2020)

As well as welcoming key speakers to address the delegates on the main stage, they, along with additional people of interest, joined the discussion in a “Question and Answer” Panel Session at the end of the conference, which allowed the audience to participate in live discussion based around the presentations and forums presented earlier. Q&A Speakers have typically been made up of conference speakers and senior SAOS staff.

The annual conference has provided hundreds of farmers, food and drink producers and processors, an opportunity to hear from experts, share knowledge and experience, explore new initiatives and opportunities for greater co-operation amongst farmers and collaboration in supply chains. Attendance has been extremely encouraging, seeing an increase in attendance from both female and under forty years of age delegates. The delegates have typically been made up of farmers, directors, co-op managers, food and drink producers, SRUC students, processors and invited agri journalists.

Although not part of the KTIF project, the annual conference is always followed by an evening dinner where a VIP is invited to address the audience of co-op leaders, farmers, food and drink producers, and key industry stakeholders.

Appendix 5 provides a full details of conference delegates the number of participants and other workshop stats. It shows the attendance at the annual event is growing.

The table below shows the key targets and outputs for this activity

Measures of success

Metric	Target	Actual
Annual Conferences	4	4
No. of delegates	400	468

6.5 Co-op Master Seminars

The annual conference is also host to two ‘Masters Seminars’ in the morning of the event. The aim of these sessions is to deliver a more informal, participative KT event, where the focus is on co-op leaders, discussing co-op developments and sharing best practice. The seminars are delivered by SAOS staff, often involving a member co-op or relevant business organisation sharing experience on innovation or new development.

Over the last four years, seminar topics have included:

2017

- “How co-ops can unlock the value in their supply chains”, Alan Stevenson (SAOS), Stephen Cameron (SSMG) and Ian Watson (Farmstock)

- “Measuring Member Benefits”, Jim Booth (SAOS) and Mark McBrearty (NFU Mutual).
- 2018
- “Improving Co-op Communications”, Hamish Walls (SAOS), Andrew Barnes (Aspatia)
 - “Increasing Board Diversity”, Emma Patterson Taylor and Stephen Young (SAOS), Kate Broughton (Changing the Chemistry).
- 2019
- “Consumer Trends and the Consequences for Farming”, Amanda Brown (SAOS)
 - “Smart Rural: Broadband and 4G for all Rural Scotland”, Paul Lindop (SmartRural)
- 2020
- “Data, Data Everywhere, Let’s just Stop and Think!” Amanda Brown (SAOS) and Andy MacLachlan (Food 2 Market)
 - “Climate Change and Farming”, Bob Yuill (SAOS and ScotEID).

Appendix 4 provides full details of the seminars, participants numbers and other stats. It is pleasing to note attendance at the seminars has steadily increased. Each seminar lasts 1-hour. In the former years, delegates had to choose which one of the two seminars they wished to attend. Latterly, the seminars have been delivered in parallel twice, to enable delegates to attend both. This has proved really popular. In total, 418 delegates have attended the Master Seminars, double the original target of 200.

The table below shows the key targets and outputs for this activity

Measures of success

Metric	Target	Actual
No. of Seminars	8	8
No. of Participants	200	418

6.6 Co-op ‘know-how’ dissemination

SAOS Update Newsletter. The SAOS newsletter has been distributed to farmer directors, co-op managers, staff, food and drink industry representatives and key industry stakeholders. It provides information on new co-op developments, co-op governance, SAOS’ training events, updates from our member co-ops and supply chain projects on a quarterly basis. The newsletter is a great route to share examples of innovative new developments, best practice, and examples of how greater co-operation and collaboration has led to more sustainable, profitable, and resilient businesses. 16 editions of the newsletter have been professionally published in-house, bursting with 8-12 pages of co-op news and updates, and has a circulation of 700-800. In addition, to the printed copy, an online version is freely available on the SAOS web page for open access.

SAOS Inserts. In addition to the newsletter, a quarterly insert was produced and distributed within the NFUS’ “Scottish Farming Leader” magazine to all 9,500 NFUS members in Scotland. The breadth of distribution shares knowledge and best practice examples of co-operation and collaboration in farming and food and drink supply chains to the widest possible audience of farmers in Scotland. The series of inserts gave examples of the benefits of increased co-operation and collaboration, leading to improved market access, economies of scale, lower costs, improved risk management, access to new innovation, growth opportunities, and a route to build more resilient businesses.

This method of communication proved to be a very cost-effective route for getting examples of successful co-operation into the hands of 9,500 mainstream farmers and crofters. Appendix

6 provides the list of co-op inserts produced in the period.

6.7 “Next Generation” KT Group

The ‘Next Generation’ group is designed to improve connections between a co-op and its younger farmer members, to improve the understanding of the co-op business model, the benefits of co-op membership, and to inform young people about how value is created by co-ops. A key objective was to develop talent, future co-op leaders, and also to ensure when the next generation take over the farm, they will be enthusiastic and committed to the principle of co-operation.

The original plan was to establish one “Next Gen” group, involving 10-14 young people, who would meet three times per year. The meetings would cover a range of topics to include co-op understanding but also personal skills development. The personal skills development would be based on a training needs analysis (TNA) conducted with the group at the outset. These personal development skills equip individuals to become more confident and able to play a future role in their co-op and community.

Over the period, we have worked hard to establish a ‘Next Gen’ group with mixed success. Two co-ops, Borders Machinery Ring (BMR) and GrainCo, were both initially interested in the opportunity. It was decided that we would support both given the importance of this activity and engaging with the next generation. However, due to the number of call-offs, the planned meetings had to be postponed, so no meetings were held during year one.

Year two saw both groups meet on a regular basis, however, maintaining commitment from young people who are still in the very early stages of their career was difficult, and so attendance was disappointing on several occasions despite best efforts to encourage members to attend. It must also be noted that the time and resource required to run these groups surpassed everyone’s expectation.

During year three, both co-ops decided to call their ‘Next Gen’ groups to a halt until more interest was secured. The time commitment and effort from both SAOS as facilitators, and the co-ops was unjustified for the number of members turning up.

During year three, however, Tayforth Machinery Ring established a new ‘Next Generation’ group, which SAOS provided facilitation and group support too. The group only wanted to meet once per year, and so over the remainder of the project met twice, before lockdown Covid restrictions came into force. Attendance was extremely positive, and it is hoped that post lockdown restrictions the group will gather and commence from where they left off.

Appendix 5 provides full details of the “Next Gen” activity, participants numbers and other stats. In total, 107 participants attended the 8 events supported. This was across 3 ‘Next Gen’ groups rather than the one planned. From the analysis of the gender stats, it is clear that females are under-represented in the ‘Next Gen’ groups. This is a concern and more must be done to bring young, capable females into the sector, to have their voice heard and their skills set utilized for the benefit of the industry.

6.8 Co-op Awareness Presentations with SRUC Agric students

It is important that the next generation of Scottish farmers and managers have a good understanding of the co-op business model, the benefits of co-operation, the importance of supply chain collaboration and how to make co-operation a success. We know from experience that there is a deficit in understanding of the co-op business model. It is not taught at schools, colleges or university. This lack of understanding in the benefits of co-operation is a major barrier to future co-op participation.

The target student group are those who are currently studying Agriculture and Rural Business

Management (RBM). SAOS staff were guest speakers at SRUC's campuses where these courses are taught: Edinburgh, Aberdeen and Ayr. These interventions normally involve a two-hour presentation followed by a Q&A session, but have also included visits to farm co-ops and an Examined Case Study exercise. The key outcome of this activity is to improve the awareness, understanding, and benefits of co-operation amongst future farmers/managers.

In total, the project delivered 18 training events to SRUC students, involving a combined 194 students. Appendix 5 also shows a detailed table with the breakdown of all the usual stats.

The project target for this activity was to speak at 4 SRUC campuses per year, 100 students per year. In practice, we have talked to 18 groups of students, some 188 students in total. The failure to reach the target student number doesn't lie with SAOS. We have made repeated attempts to engage with SRUC education staff offering our services to speak to students with mixed results. One of the barriers seems to be that co-op understanding is not specifically mentioned in any of the module descriptors as a learning outcome, so the inclusion of any co-op understanding in a course or module is up to the individual module tutor.

Summary Impact of the project

The project has made an important contribution to the vision that co-operation and farm co-ops across Scotland, are effective conduits for accelerated, market-orientated and resource-efficient innovation in agriculture. The table below shows the combined impact of the activities over the project's life. In total, some 1,571 participants received training, involving a total of 1,126 training days. The participants were 71% male, 29% female, with 44% under 40-years old, with the balance 56% over 40-years old.

Activity	Days	Participant No	Training Days	Male	Female	<40yrs	>40 yrs
Director Dev	21	266	243	177	89	96	170
Forums	27.4	58	210	40	18	36	22
C-MiP	8	41	82	21	20	31	10
Annual Conference	2.5	468	297.5	365	103	116	352
Seminars	2.9	443	151.5	320	123	124	319
SRUC Students	5.4	194	44.2	96	98	188	6
Next Gen	4.25	107	58.5	95	12	105	2
Total	71.45	1,577	1,086.7	1,114	463	696	881

Targets / Measures of success

The following table overleaf shows the targets referred to in section 5 across eight measures and an estimate of the outcomes. How the outcomes were derived is also provided at the bottom of the table.

Metric	Target	Outcome
1. No. of farmers accessing knowledge on co-operation	3,000	9,500
2. Increased number of farmer & crofters participating in co-ops	1,000	826*
3. No. of co-op directors and staff accessing training	500	551
4. Increased number of co-op advocates	80	80 +
5. Increased performance of co-ops	5%	n/a
6. No. of "Next Gen" young people	400	369
7. Improved understanding of co-op to support environmental improvements	9,500	9,500
8. Improved collaboration in supply chain	118	n/a

Notes on outcomes

1. Derived from No. receiving NFUS Farming Leader, plus other channels
2. Difficult to establish. SAOS has data on its co-op members. Over the 4-years, membership of SAOS member co-ops has increased by 826.
3. Derived from No. attended director workshops + conference
4. Derived from No. attending director workshops
5. Not available. Difficult to measure, how do you measure success for a co-op?
6. Derived from SRUC students + Next Gen + C-MiP + Young Staff Forum
7. Derived from No. receiving NFUS Farming Leader, plus other channels
8. Not available

7. LESSONS LEARNED

7.1 Challenges and lessons

Project governance and oversight.

The involvement of an independent project Management Board was a great success. It provided the project delivery team with a sounding board and source of advice. The Board's primary aim was project governance, providing stakeholder input and ensuring the project met the terms of the grant, the objectives and outcomes as planned. The board was chaired by an independent co-op chairman (John Hutcheson) and met 6 times over the project life. The Board's meeting record is provided in Appendix 6. The meeting agendas and minutes are available on request.

The Board's terms of reference was:

- To monitor and review the programme's progress to ensure it meets the terms of the grant, the objectives and outcomes as planned.
- To advise and support SAOS on all aspects of promotion, recruitment and delivery of training and KT activities.
- To provide strategic oversight on behalf of stakeholders.

Workshop Attendance

Attendance at some training events was disappointing, particularly in the early years. Call offs are always a feature of farmer events but on some occasions, farmers seemed increasingly time constrained. Working with a sector which revolves around seasonal work and favourable weather conditions meant that we had to be flexible in our delivery. Postponement of workshops did occur, however, most were rescheduled to later dates.

The issue of training promotion and recruitment was discussed on numerous occasions at the project Management Board, additional efforts to improve workshop promotion were put into place, which did help. Farmers, co-op managers and staff are busy people, so the benefit of follow-up email reminders to support promotional and recruitment activities was worthwhile.

Broadening the recruitment efforts

During the four-years increased effort was given to recruiting participants from other rural organisations, e.g. Young Farmers, NFUS, QMS and RSABI. This was a success. It helped support participant numbers, drive co-op awareness over the wider industry organisations and allowed a wider scope for networking and the sharing of knowledge and understanding. This approach will continue in the future.

Cost of venues

The cost of hiring venues and providing catering has increased significantly over the period. We are finding many hotels now require pre-payment prior to the event and will not allow cancellations/postponements without charging a fee. In a four-year project such as this, budgeting the cost of future services is difficult. Project managers need to take this into account when building a project budget for multi-year projects.

Next Generation

Securing commitment from young people for training activities is challenging. More time and resource is needed to engage, support and encourage next generation members to get involved in their co-ops. Improving the connection between a co-op and its younger farmer members is critical for its future success. This is important not only so that they understand the co-op business model and all the benefits of co-operation, but also as route to develop future co-op leaders. It is important to ensure when the next generation take over the farm, they will be enthusiastic and committed to the principle of co-operation. If not, the risk is the

development and future performance of Scottish agriculture will suffer. More work is required here. The co-ops involved, need to take a more active role.

Community of practice groups.

One of the successes of the programme has been the establishment of community of practice (CoP), 'Forums'. Bringing a group of like-minded people together, in a closed trusting environment is very powerful. The peer—peer learning is a great route to drive change and make things happen. Seeing best practice in a real co-op business and talking directly to the decision-makers, is a great learning experience. Although this type of training may seem resource hungry, it is one of the most powerful ways to get individuals to implement learning. Participants really enjoy this practical learning approach plus the social element. It is always difficult to evaluate the impact of any training. The acid test is what change is implemented after the event. We have no real evidence to support this, but based on anecdotal experience, CoP groups do effect change.

SRUC Student Engagement

The importance of the inclusion of co-op understanding and awareness in the curriculum of agricultural students can't be over emphasised. We know from numerous studies that the UK and Scotland lags behind our major agricultural competitors in terms of co-op participation rates, the scale and impact where Co-op turnover exceeds the size of its Agricultural output, which is achieved through added value activities that is captured and returned to farmers. To address this gap it is important the next generation of farmers and managers appreciate the full benefits and value of co-operation. Further work needs to be done with senior management staff within SRUC education.

Coping with C-19 Restrictions

Over the final year (2019/2020) Covid19 restrictions pushed the SAOS team to strengthen online training delivery, to engage with co-op members, staff, and directors to ensure the same standard of learning experience was delivered during a time when face to face contact was restricted. Although online technology existed previously, the enforced lockdown restrictions has speeded up its uptake, so-much-so that, online meetings are now seen as mainstream.

Wider Impacts

Over the four-year project, it has been clear that the activities delivered have both been successful and valued by those who attended. It is believed that the project has made an important contribution to the vision that co-operation and farm co-ops across Scotland, are effective conduits for accelerated, market-orientated and resource-efficient innovation in agriculture.

8. COMMUNICATIONS AND ENGAGEMENT

Training promotion and recruitment activities were strengthened over the four-year period, emphasising the importance of continuous professional development for co-op staff and directors and their role as ambassadors for the business. In 2019, a dedicated Mail Chimp training newsletter was introduced which was circulated to farmer directors, co-op managers and staff to give them more regular, easily digested information on opportunities for training. This helped improve promotion and to reach participants in a more targeted approach.

Communications were conducted through a variety of channels; invite letters, targeted e-mails, SAOS newsletters, social media, telephone calls and visits. Targeting specific training events promotion to particular groups and mixing the communication channels was seen as important for success.

As previously mentioned, the establishment of an independent 'Project Management Board' whose main purpose was to ensure the programme met the objectives and outcomes as planned was crucial for success. The board also provided independent advice on all training /KT matters. The board was made up of 5 members and was chaired by a co-op chairman. The board met twice a year at the Rural Centre, Ingleston.

Another point to emphasise is that to make the transformational change required throughout the farming sector, it is important the role of "co-op champion" and advocate does not rest solely with SAOS, but is spread throughout the farming community and co-op sector. It is particularly important that all front-line co-op staff that engage with farmers are able to articulate the benefits of co-operation to their members and farmer customers. In addition, advisers and 'influencers' of farmers need also to understand the benefits and value that co-operation and collaboration bring to farmers.

The results from the programme is disseminated in several ways as previously described, principally:

- SAOS quarterly Co-op Newsletter (700-800 printed copies, also available online)
- Co-op Inserts in the NFUS Leader magazine (mailed to 9,500 NFUS members)
- SAOS Annual Conference (200 attendees in 2021)
- The annual Master Seminars
- The various farmer director workshops and 6 forums (community of practice groups)
- SAOS web site (1,200 views in last month)
- Social media; Twitter (2,325 followers), Facebook (643 followers), LinkedIn (210 followers)

9. KEY FINDINGS & RECOMMENDATIONS

The project is all about capacity building, providing farmer directors, co-op managers and staff with the skills and knowledge to improve their understanding of co-operation and how to make it more effective.

The expectation and demands on farmers, farmer directors, co-op managers and staff are constantly increasing, as is the continued need to improve skills and knowledge through effective training. The project has made an important contribution to the vision that co-operation and farm co-ops across Scotland, are effective conduits for accelerated, market-orientated and resource-efficient innovation in agriculture.

The project has identified three key findings, namely:

9.1 The value of training

Developing human capital, individual skills and competency, is arguable the best investment any sector can make. It equips people with the skills and knowledge to tackle the challenges facing the industry, particularly addressing the skills shortage.

Farmer co-op participation rates in Scotland and the UK lags behind that of our European competitors. Co-op activity and market share is much lower here than the rest of the EU. The UK is ranked 20 in the EU-27 with respect to co-op participation rates. In most competitor countries, co-op turnover exceeds the size of its Agricultural output, which is achieved through added value activities that is captured and returned to farmers and their rural communities. Activities that raise the awareness and understanding of the benefits of co-operation need to be a key government policy.

One of the most effective routes to improve a sector's competitiveness is through developing human capital through training /education.

9.2 Changing the mindset of farmers

Changing farmer behaviour has long been recognised as a challenge. If farmers do not perceive there is a benefit or value in adopting new approaches, they simply will continue as before. The report by the Scottish Government's Agricultural Champions (May 2018), highlighted the need to change farmer mindset to deliver the transformational change required. The mindset required is that of a professional, modern businessperson who is market driven, who works closely with supply chain partners. One of the most effective routes to drive the transformational change required is through the leadership co-ops provide to their farmer members. For that to happen, the skills and knowledge of farmer directors, managers and staff of co-op businesses must be of the highest standards. This can only happen through continuous training and development.

As previously mentioned, to make the transformational change required throughout the farming sector, it is important the role of "co-op champion" and advocate does not rest solely with SAOS, but is spread throughout the farming community. In addition, advisers and 'influencers' of farmers also need to understand the benefits and value that co-operation and collaboration bring to farmers. Research has shown it is difficult to change individual behaviour without including trusted people.

9.3 Adoption of multimedia channels

One of the outcomes of the C-19 lockdown restrictions is that online technology has now become mainstream and widely accepted by the farming community. It is an effective communication channel and popular amongst busy farmers. Online communications is very inclusive, the only requirement being access to adequate broadband. Whilst online training

may not have the full impact of face-face events, it is an effective training tool and should be continued to be used in the future. At SAOS, we plan to deliver a blend of learning events, both traditional face-face training workshops plus a wider range of multimedia channels – webinars, podcasts, and video clips. The key to success in delivering online training is to understand the channel's limitations and to adapt the event accordingly. The example of delivering the 1-day Company Secretary workshop over three online weekly events, worked really well. The popularity of videos has also increased, so future programs should also include video clips as part of its delivery. For example, a video (47 minutes) was taken of the presentation from Pat Machray OBE, on the 'art of being a successful chairman' and placed on YouTube. It was very popular amongst co-op chairs and has been viewed 162 times to date. https://www.youtube.com/watch?v=w7S_bnuJTdU

9.4 Recommendations

The project team has two recommendations.

Continued Funding Support.

As farm support reduces, the need for co-operation and co-ops will only increase, therefore programmes such as this are vital to support the transitions needed to ensure a strong, profitable, innovative, market-oriented and efficient agricultural industry.

Continued government funding is vital to raise awareness and understanding of the benefits of co-operation to underpin the development of co-ops and contribute to growing the prevalence and potential leverage of co-ops and collaboration for the benefit of farmers in Scotland and the rural community.

The co-operative model presents huge opportunities to support farmers address the challenge facing the industry. Targeted support for the co-op sector to promote and demonstrate the value of co-operation and Scotland's farm co-ops will lead to even wider farmer involvement, and in turn, the development of a greener, more profitable and progressive sector. There is no better return for any society than to invest in people development /education. It is one of the most effective routes to improve a sector's competitiveness.

Pedagogy - Improving the learning experience.

There is a need for trainers /facilitators to review their approach to training delivery, to improve the learning outcomes. Too often training is viewed as something simply delivered on the day at the event. There is a need for fresh thinking, to extend the training experience beyond the one event, to include both pre-workshop and post-workshop learning. For example, providing participants with some pre-reading or an exercise to complete prior to the workshop. The impact is that individuals arrive at a workshop, better prepared in terms of their needs and what they want out of the event. Similarly, participants should be contacted (via email) post-event, to enquire if they have any follow up questions, issues, and to enquire how the individual is progressing with applying the knowledge. While not perfect, this does allow for better learning outcomes.

It is widely recognised that individuals all have a different learning style. Therefore when delivering a training program, a variety of learning approaches should be used to ensure the effectiveness and success of the intervention. The ultimate test for any learning /training program is that it makes a difference, that it leads to a change in behaviour. That some action is being taken. The ultimate goal is to make the individual an independent learner, where they seek out new information /skills themselves.

10. CONCLUSION

The project has been a resounding success, it has delivered a huge number of training events and KT activities. The quality of the training delivered has been of a consistent high standard as assessed by anonymous participation evaluation. Not everything worked as planned but having the flexibility to adapt the programme to meet changing needs was a major benefit, which is a credit to the KTIF team.

Scottish farmers face an unprecedented period of change, where 'business as usual' is not an option. The challenges are well documented. The benefits of farmer co-operation are also well-evidenced. Scotland's agricultural co-ops can become an integral part of the solution to the challenges facing the industry, as:

- Co-ops bring together farmers and their families, who have aligned interests, for commercial economic gain
- Co-ops provide the thought leadership to make change happen
- Co-ops reduce market risks, reduce transaction costs, provide access to resources, and strengthen their competitive position through product innovation and guaranteeing food quality and safety.
- Co-ops play a critical role in supply chains, ensuring farmer members and processor /customers collaborate to drive out waste and improve efficiency.
- Co-ops importantly also contribute to public policy objectives such as the development of human capital, the improvement of competitiveness, and environmental sustainability
- Co-ops also develop their members, helping build resilience, supporting the wider rural community they operate in.

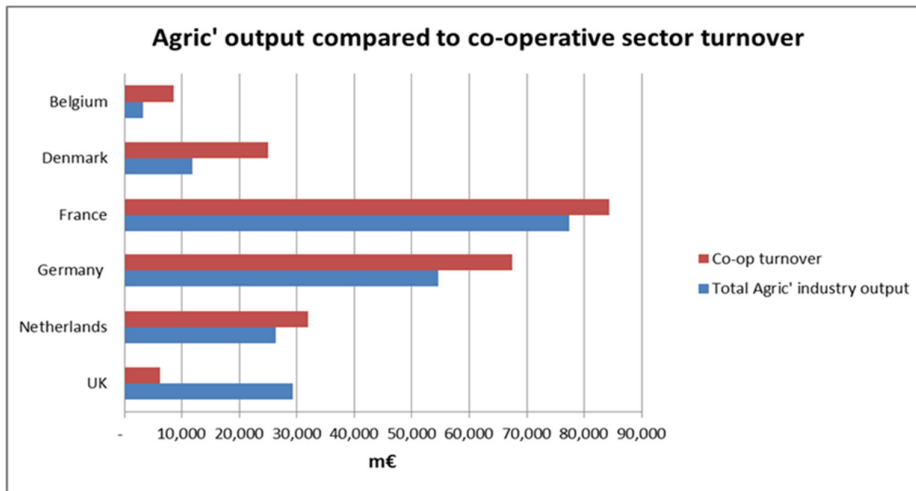
To achieve the full potential of co-operation, however, farmers need to have a better understanding of co-operation, how to make it a success, and the full benefits that co-operation provide. The co-op business model is not well understood, there is a deficit in understanding. That is why project's such as this is so important.

We also need to ensure co-op businesses themselves are professionally managed, well governed, commercially competitive, delivering real value to their farmer members. One of the best routes to recruit farmers and improve co-op participation rates is through having a successful vibrant farm co-op sector. This is best achieved by providing a bespoke training and support programme for the farm co-op sector.

Closing the gap. Farmer co-op participation rates in Scotland and the UK lags behind that of our European competitors. Co-op activity and market share is much lower here than the rest of the EU. The UK is ranked 20 in the EU-27 with respect to co-op participation rates. In most competitor countries, co-op turnover exceeds the size of its Agricultural output, which is achieved through added value activities that is captured and returned to farmers and their rural communities – see figure 10.1 overleaf. This gap in co-op participation rates presents Scottish agriculture with a real opportunity to grow the co-op sector, to provide the full benefits of increased co-operation as outlined earlier.

In conclusion, the Scottish agricultural sector has many opportunities and challenges ahead and the industry will need to improve its financial, environmental and social sustainability. The development of skills and competencies around co-op understanding and governance is essential for the future success of the sector. Funding should continue to support projects such as this so that Scottish agriculture harnesses the full potential and benefits of increased co-operation.

Fig 10.1: Agric output compared to co-op sector turnover.



Source; Cogega: Development of Agricultural Co-ops 2014

Appendix 1

Director Development: details of workshop delivery

Director Development		Course /meeting duration (days)	Number of participants in trainings	Number of training days	Gender		Age Range	Age Range	
Date	Workshop Name	(e.g. half day = 0.5)			Male	Female	40 and Under	41 and Over	
18/01/2017	Effective Co-op Governance	1	9	9	9	0	3	6	
16/02/2017	Marketing & Member Relations	1	9	9	7	2	5	4	
28/02/2017	Co-op Governance (Orkney)	1	18	18	14	4	5	13	
30/05/2017	Persuasion Skills	1	10	10	7	3	4	6	
07/11/2017	Persuasion Skills	1	9	9	4	5	4	5	
14/11/2017	Dev Strategic Capability	1	6	6	4	2	2	4	
21/11/2017	Understanding Co-op Finance	1	5	5	4	1	1	4	
07/02/2018	Dev Strategic Capability (Orkney)	1	12	12	10	2	3	9	
06/02/2018	Effective People Man'	1	12	12	8	4	4	8	
31/09/2018	Effective Chairperson	1	19	19	17	2	4	15	
07/11/2018	Effective Co-op Governance	1	15	15	13	2	2	13	
13/02/2019	Effective Co-op Governance	1	14	14	11	3	3	11	
06/02/2019	Marketing and Member Relations	1	5	5	3	2	4	1	
13/02/2019	Effective People Man' (Orkney)	1	11	11	8	3	4	7	
30/10/2019	Social Media - Making an Impact	1	14	14	5	9	7	7	
21/05/2019	GDPR - One Year On	0.5	12	6	6	6	5	7	
18/02/2020	Improving Co-op Performance	1	10	10	10	0	1	9	
25/02/2020	Understanding Financial Accounts	1	11	11	8	3	4	7	
12/03/2020	Effective People Management	1	9	9	8	1	4	5	
01/07/2020	Cyber Security - The Essentials	0.5	23	11.5	9	14	10	13	
13/08/2020	Company Secretary - 3 Online w/s	1.5	11	16.5	4	7	8	3	
22/10/2020	Cyber Security - The Essentials	0.5	22	11	8	14	9	13	
			21	266	243	177	89	96	170

Appendix 2

Director Development Workshop Evaluation

Workshop Title	Date	Attendance	Q1	Q2	Q3	Q4	Q5	Q6	Q7
Effective Co-op Governance	18/01/2017	9	4.8	4.6	4.4	4.3	4.8	4.6	5
Marketing & Member Relations	16/02/2017	9	4.2	4.2	4.6	3.6	4.4	4.6	4.2
Co-op Governance (Orkney)	28/02/2017	18	4.4	4.6	4.4	4.4	4.4	4.4	4.6
Persuasion Skills	30/05/2017	10	4.2	4.3	4.3	3.8	3.8	4	4.4
Sales and Persuasion Skills 2	07/11/2017	9	4.2	4.3	4.3	3.8	3.8	4.0	4.4
Developing Strategic Capability	14/11/2017	6	4.5	4.3	4.5	4.2	4.7	4.8	4.7
Understanding Co-op Finance	21/11/2017	5	3.8	4.0	4.2	3.8	3.8	4.4	4.2
Effective People Management	06/02/2018	12	4.3	4.2	4.2	4.1	4.3	4.3	4.5
Developing Strategic Capability (Orkney)	07/02/2018	12	4.5	4.5	4.6	4.5	4.4	4.6	4.6
The art of being a successful Chairperson	31/10/2018	19	4.6	4.5	4.4	4.3	4.4	3.9	4.4
Effective Co-op Governance	07/11/2018	15	4.3	4.3	4.5	4.3	4.1	4.2	4.4
Improving Co-op Communications	06/02/2019	5	4.0	4.6	4.4	3.8	4.6	3.6	4.8
Effective Co-op Governance	13/02/2019	14	4.8	4.8	4.7	4.6	4.6	4.4	4.6
Effective People Management (Orkney)	13/02/2019	11	4.5	4.6	4.8	4.5	4.6	4.5	4.7
Social Media - Making an Impact	30/10/2019	14	4.8	4.8	4.9	n/a	4.4	4.4	4.7
GDPR - One Year On	21/05/2019	12							
Improving Co-op Performance	18/02/2020	10	4.6	4.6	4.6	3.9	4.8	4.1	4.6
Understanding Financial Accounts	25/02/2020	11	4.4	4.4	4.3	4.4	4.2	4.7	4.7
Effective People Management	12/03/2020	9	4.4	4.5	4.5	4.1	4.1	4.0	4.6
Cyber Security - The Essentials	01/07/2020	23	n/a	4.7	4.7	4.7	n/a	n/a	n/a
Company Secretary - 3 Online w/s	13/08/2020	11	4.5	4.5	4.5	4.5	n/a	n/a	n/a
Cyber Security - The Essentials	22/10/2020	22	4.5	4.5	4.5	n/a	n/a	n/a	n/a
	Mean	266	4.4	4.5	4.5	4.2	4.3	4.3	4.6

Evaluation Questions	Rating Scale
1. Overall assessment of the workshop?	1. Poor
2. How interesting and relevant to you?	2. Less than satisfactory
3. Rating of clarity of explanation of concepts?	3. Satisfactory
4. How useful did you find the materials and handouts?	4. Very good
5. How useful did you find the discussion networking opportunities?	5. Excellent
6. Rating of the venue, catering & accommodation	
7. The event organisation	

Appendix 3

Community of Practice Forums: details of delivery

Forums		Course /meeting duration (days) (e.g. half day = 0.5)	Number of participants in trainings	Number of training days	Gender		Age Range	Age Range
Date	Workshop Name				Male	Female	40 and Under	41 and Over
14/11/2016	Co-op Managers' Forum	0.5	6	3	6	0	1	5
06/12/2016	Co-op Chairmans Forum	0.5	13	6.5	13	0	3	10
15/12/2016	Assist Man Forum	0.5	9	4.5	7	2	8	1
15/11/2016	Co-op Staff Forum (North)	1	6	6	3	3	6	0
21/02/2017	Co-op Staff Forum (North)	1	6	6	3	3	6	0
29/05/2017	Co-op Managers' Forum	0.5	6	3	6	0	1	5
23/05/2017	Assist Man Forum	0.5	9	4.5	7	2	7	2
31/10/2017	Assist Man Forum	0.5	7	3.5	5	2	5	2
08/06/2017	Co-op Staff Forum (North)	0.5	9	4.5	3	6	9	0
21/10/2017	Co-op Staff Forum (North)	0.5	9	4.5	5	4	9	0
09/11/2017	Co-op Managers' Forum	0.5	6	3	6	0	1	5
06/12/2017	Co-op Chairmans Forum	0.5	12	6	12	0	1	11
26/04/2018	Assistant Managers' Forum	0.5	8	4	5	3	7	1
06/03/2018	Co-op Staff Forum (North)	0.5	8	4	3	5	8	0
29/05/2018	Co-op Staff Forum (North)	0.5	7	3.5	2	5	7	0
12/06/2018	Co-op Managers' Forum (North)	0.5	6	3	6	0	0	6
04/06/2018	Co-op Managers' Forum (South)	0.5	5	2.5	5	0	0	5
23/10/2018	Co-op Assistant Managers' Forum	0.5	10	5	7	3	9	1
05/03/2019	Co-op Staff Forum (North)	0.5	6	3	3	3	6	0
25/04/2019	Co-op Assistant Managers Forum	0.5	9	4.5	5	4	8	1
03/12/2018	Co-op Managers (North)	0.5	7	3.5	7	0	0	7
04/12/2018	Co-op Chairmans Forum	0.5	12	6	12	0	0	12
06/12/2018	Co-op Managers (South)	0.5	5	2.5	5	0	0	5
19/11/2018	Co-op Staff Forum Study Trip (day1)	1	6	6	3	3	6	0
20/11/2018	Co-op Staff Forum Study Trip (day2)	1	6	6	3	3	6	0
29/05/2019	Co-op Staff Forum (North)	1	7	7	3	4	7	0
15/05/2019	Managers' Forum (North)	1	6	6	6	0	0	6
12/06/2019	Managers' Forum (South)	1	4	4	4	0	0	4
13/11/2019	Co-op Staff Forum (South)	1	9	9	7	2	9	0
08/11/2019	Assist' Man' Forum study trip	2	10	20	7	3	8	2
21/11/2019	Co-op Managers Ireland Trip	2	8	16	8	0	1	7
04/12/2019	Chairmens Forum	1	13	13	13	0	12	1
21/04/2019	Co-op Staff Forum (North)	0.4	5	2	1	4	5	0
19/05/2020	Managers Forum	0.5	6	3.5	6	0	6	0
28/05/2020	Co-op Staff Forum (South)	0.5	7	3.5	1	6	6	1
11/06/2020	Assistant Managers Forum	0.5	7	3.5	4	3	7	0
16/06/2020	Co-op Staff Forum (North)	0.5	5	2.5	2	3	5	
17/06/2020	South Managers Forum	0.5	9	4.5	8	1		9
14/07/2020	Co-op Staff Forum (South)	0.5	7	3.5	1	6	6	1
20/08/2020	Co-op Staff Forum (South)	0.5	7	3.5	1	6	6	1
		27.4	303	210	214	89	192	111

Appendix 4

Co-op Management in Practice		Course /meeting duration (days)	Number of participants in trainings	Number of training days	Gender	Gender	Age Range	Age Range
Date	Workshop Name	(e.g. half day = 0.5)			Male	Female	40 and Under	41 and Over
23/11/2016	CMIP	2	11	22	7	4	8	3
22/11/2017	CMIP	2	5	10	1	4	5	0
14/11/2018	CMIP	2	15	30	11	4	12	3
28/11/2019	CMIP	2	10	20	2	8	6	4
		8	41	82	21	20	31	10

C-MiP Workshop Evaluation

Date	Attendance	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
24/11/2016	11	4.7	4.2	4.4	4.7	4.6	3.9	4.5	4.6
22/11/2017	5	5	4.8	4.2	4.8	4.8	4.4	4.6	5
14/11/2018	15	4.3	4.1	4.4	4.4	4.1	4.1	4.6	4.8
28/11/2019	10	4.7	4.7	4.6	4.7	5	4.6	4.6	5
Mean	41	4.7	4.5	4.4	4.7	4.6	4.3	4.6	4.9

<u>Evaluation Questions</u>	<u>Rating Scale</u>
1. Overall assessment of workshop	1. Poor
2. How interesting and relevant	2. Less than satisfactory
3. Rating of clarity of explanation of concepts	3. Satisfactory
4. How useful and relevant to you	4. Very good
5. Assessment of the two external speakers	5. Excellent
6. The pace of the event	
7. Rating of the venue, catering & accommodation	
8. The event organisation	

SAOS Conference		Course /meeting duration (days)	Number of Delegates	Number of training days	Gender	Gender	Age Range	Age Range
Date	Event	(e.g. half day = 0.5)			Male	Female	40 and Under	41 and Over
26/01/2017	Annual Conference	0.5	102	51	87	15	16	86
25/01/2018	Annual Conference	0.5	112	56	84	28	32	80
30/01/2019	Annual Conference	0.5	127	63.5	103	24	36	91
30/01/2020	Annual Conference	1	127	127	91	36	32	95
		2.5	468	297.5	365	103	116	352

Master Seminars		Course /meeting duration (days)	Number of participants	Number of training days	Gender	Gender	Age Range	Age Range
Date	Workshop Name	(e.g. half day = 0.5)			Male	Female	40 and Under	41 and Over
26/01/2017	Master Seminars	0.5	48	24	40	8	10	38
25/01/2018	Master Seminars	0.5	57	28.5	41	16	20	37
30/01/2019	Master Seminars	0.5	81	40.5	61	20	21	60
30/01/2020	Master Seminar 1	0.2	117	23	83	34	32	85
30/01/2020	Master Seminar 2	0.2	115	23	82	33	32	83
		1.9	418	139	307	111	115	303

Appendix 5

Next Generation		Course /meeting duration (days)	Number of participants in trainings	Number of training days	Gender	Gender	Age Range	Age Range
Date	Workshop Name	(e.g. half day = 0.5)			Male	Female	40 and Under	41 and Over
12/12/2017	Next Generation - GrainCo	0.5	15	7.5	14	1	15	0
23/01/2018	Next generation - Tayforth MR	0.5	13	6.5	12	1	13	0
08/02/2018	Next Generation - Borders MR	0.5	9	4.5	9	0	9	0
10/05/2018	Next Generation - Borders MR	0.5	9	4.5	9	0	9	0
29/11/2018	Next Generation - Borders MR	0.5	12	6	12	0	12	0
26/02/2019	Next Generation - Borders MR	0.5	12	6	12	0	12	0
16/07/2019	Tayforth Machinery Ring	0.5	17	8.5	15	2	15	2
04/02/2020	Next Generation - Tayforth MR	0.75	20	15	12	8	20	0
		4.25	107	58.5	95	12	105	2

SRUC		Course /meeting duration (days)	Number of participants in trainings	Number of training days	Gender	Gender	Age Range	Age Range
Date	Workshop Name	(e.g. half day = 0.5)			Male	Female	40 and Under	41 and Over
02/02/2017	Marketing Lecture (Edin)	0.2	15	3	7	8	15	0
04/02/2017	MSc Aberdeen Students	0.2	8	1.6	4	4	5	3
14/02/2017	Intro to Co-operation (Abdn)	0.2	12	2.4	8	4	12	0
16/02/2017	Intro to Co-operation (Edin)	0.2	15	3	7	8	14	1
24/02/2017	Intro to Co-operation (Ayr)	0.2	10	2	6	4	10	0
01/06/2017	SRUC Study Tour	2	3	6	0	3	3	0
31/01/2018	Marketing Lecture (Edin)	0.2	12	2.4	12	0	12	0
06/03/2018	Intro to Co-operation (Ayr)	0.2	8	1.6	5	3	8	0
09/03/2018	Intro to Co-operation (Edin)	0.2	15	3	1	14	15	0
13/03/2018	Intro to Co-operation (Abdn)	0.2	10	2	6	4	10	0
08/01/2019	Intro to Co-operation (Ayr)	0.2	13	2.6	2	11	13	0
09/01/2019	Marketing Lecture (Edin)	0.2	17	3.4	15	2	17	0
14/01/2019	Intro to Co-operation (Edin)	0.2	9	1.8	3	6	9	0
16/01/2019	Intro to Co-operation (Abdn)	0.2	9	1.8	4	5	9	0
08/01/2020	Intro to Co-operation (Abdn)	0.2	11	2.2	6	5	11	0
14/01/2020	Intro to Co-operation (Ayr)	0.2	11	2.2	3	8	11	0
14/02/2019	Intro to Co-operation (Edin)	0.2	10	2	5	5	10	0
18/01/2020	MSc Aberdeen Students	0.2	6	1.2	2	4	4	2
		5.4	194	44.2	96	98	188	6

Appendix 6

Co-op Inserts Produced

No	INSERT TITLE	DATE
1	Scotland's Machinery Rings – Thirty Years and Thriving	Aug 2017
2	Agriculture Strategy Champions Call for More Collaboration	Jan 2018
3	Scotland's Farmers Co-ops are Leading Industry Innovation	May 2018
4	FAQs About Co-operation – What's in it for You?	Dec 2018
5	Harnessing the Power of Scotland's Agri Data	Sept 2019
6	Game Changing Digital Connectivity for Farms and Businesses in Scotland	Nov 2019
7	Farm Benchmarking is important but ensuring the Right Things are Benchmarked is invaluable	April 2020
8	How COVID has Changed the Way we Shop and Eat	May 2020
9	SAOS's 2020 Conference Topic – Data - What's the Big Deal?	Aug 2020
10	Agriculture and Climate Change	Sep 2020

Appendix 7

Project Training Management Board – Meeting Record

The Board's terms of reference

- To monitor and review the programme's progress to ensure it meets the terms of the grant, the objectives and outcomes as planned.
- To advise and support SAOS on all aspects of promotion, recruitment and delivery of training and KT activities.
- To provide strategic oversight on behalf of stakeholders.

Meeting Record

DATE	VENUE	TOPIC
21 March 2017	Green Hotel, Kinross	1 st Meeting, Agenda: <ul style="list-style-type: none"> • Description of KTIF Programme • Board's ToR • Programme's progress • Looking Forward • AOCB No apologies
7 Dec 2017	Green Hotel, Kinross	Agenda: <ul style="list-style-type: none"> • Review Programme's progress • Review Year 1 lessons • Project Finances • Other Business No apologies
12 April 2018	Green Hotel, Kinross	Agenda: <ul style="list-style-type: none"> • Review Programme's progress • Review Annual Conference • Project Finances • Future Events • Other Business No apologies
13 Dec 2019	Green Hotel, Kinross	Agenda: <ul style="list-style-type: none"> • Review Programme's progress • Project's measures of success • Project Finances • Future Events • Other Business No apologies
28 May 2019	Rural Centre Ingliston.	Agenda: <ul style="list-style-type: none"> • Review Programme's progress • Review Annual Conference • Training promotion & recruitment • Proposed Training 2019/20

		<ul style="list-style-type: none"> • AOCB <p>No apologies</p>
26 Nov 2019	Rural Centre	<p>Agenda:</p> <ul style="list-style-type: none"> • Review Programme's progress • Training promotion • Business Training Research • Proposed Training 2019/20 • AOCB <p>No apologies</p>