



Ricardo
Energy & Environment



One-to-one Farm Advisory Service

April 2018 - March 2019 Annual Report for Scottish Government

Customer:**Scottish Government****Customer reference:**

Farm Advisory Service

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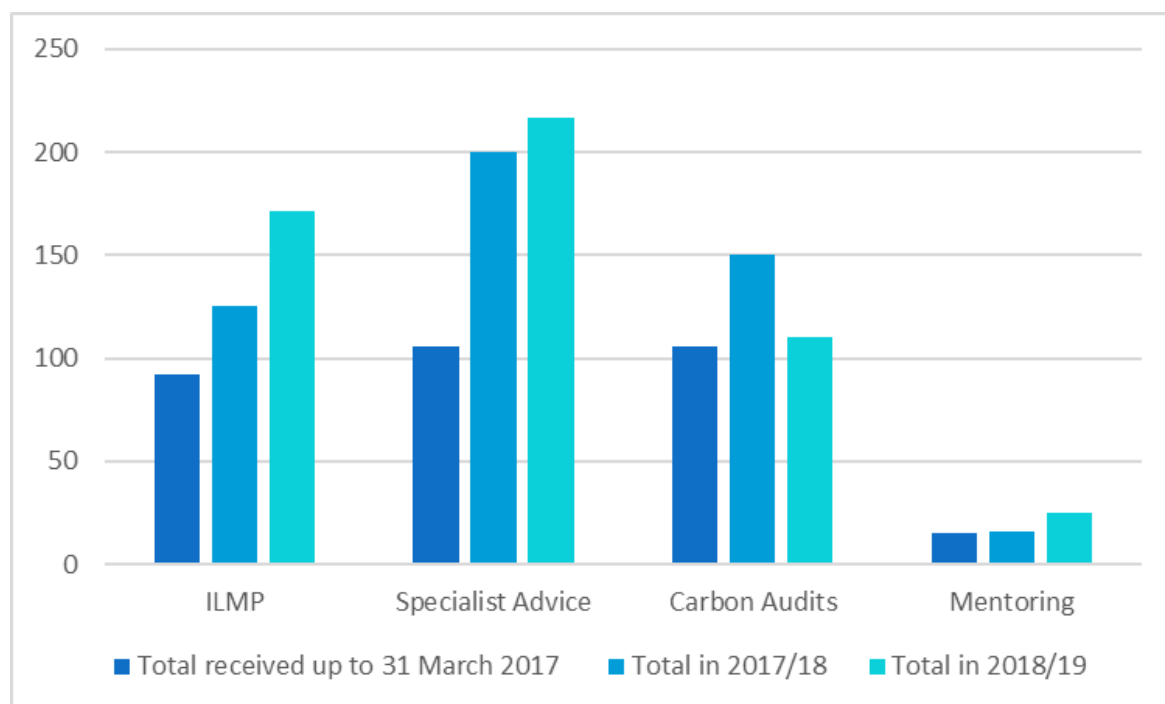
Executive summary

This report is the annual report April 2018-2019 for the One-to-One Farm Advisory Service. The service commenced delivery of one-to-one support to farmers on the 20th September 2016. This comprises the delivery of Integrated Land Management Plans (ILMP), Specialist Advice, Carbon Audits and Mentoring for new entrants.

Ricardo manage the delivery of the one-to-one service, providing a full grant management service; a quality management process to ensure the standard of reports; and training to FBAASS advisers who deliver the ILMPs. The FAS website, helpline and overall promotional campaign is delivered via the One-to-Many contract however Ricardo implement a promotional plan for the one-to-one programme, to ensure that the support is promoted through all available channels; working with the press by issuing press articles; social media – providing a schedule of tweets and facebook feeds, direct mail to new entrants and promotion via advisers- encouraging this via the adviser newsletter and promoting referrals via stakeholders through attending stakeholder meetings, seeking speaker opportunities and the issuing the stakeholder pack.

The team delivering the advice to farmers comprises 81 advisers and 18 associates from across a range of farm advisory organisations who have chosen to apply and met the standards of FBAASS, an accreditation standard managed by Lantra. Advisers are not contracted to deliver the programme, however, in recognition of the fact that the advisers are the greatest influence on farmer uptake of the service, and the need to ensure advisers have the knowledge and skills required of them, the programme provides training to these advisers. Ricardo have worked closely with the advisers to ensure that training responds to their needs and that via the introduction of the advisers' newsletter, advisers are kept well informed and involved in the programme.

In first year of delivery, the focus was on set up, establishing the parameters of the programme and introducing rigorous quality control. This second year has been about embedding the programme within the industry and growing awareness of the programme. It is evident that this work is beginning to payoff, the programme is building momentum and there has been a year on year increase in applications.



The rate of application for ILMP, Carbon Audit and Mentoring currently runs below the capacity to deliver, though with the specialist advice proving to be significantly more popular than envisaged at the outset the budgetary balance means that at the end of the delivery year the programme was at 80% of capacity, the goal in the next delivery year is to bridge the gap and achieve 100%. It is clear from review

of application rates in 2018 that the second half of the year was significantly busier than the first, so we will be working to maintain this momentum.

The feedback from users of the service has been excellent and provides a superb base to build on and motivate others to take up the support.

Feedback

ILMP

- 92% rated ease of access to information as excellent or good;
- 96% rated helpfulness at initial contact point as excellent or good;
- 96% rated ease of application process as excellent or good;
- 90% rate efficiency of scheme administration as excellent or good;
- 96% stated that based on their experience, they would recommend the FAS grants to other farmers;
- 100% rated the adviser's working practices (helpfulness, understanding, expertise, etc) as excellent or good;
- 100% rated the quality of the report/support as excellent or good;
- 85% confirmed that they will implement all of the actions recommended.

Specialist Advice

- 94% rated ease of access to information as excellent or good;
- 96% rated helpfulness at initial contact point as excellent or good;
- 86% rated ease of application process as excellent or good;
- 86% rate efficiency of scheme administration as excellent or good;
- 95% stated that based on their experience, they would recommend the FAS grants to other farmers;
- 98% rated the adviser's working practices (helpfulness, understanding, expertise, etc) as excellent or good;
- 98% rated the quality of the report/support as excellent or good;
- 94% confirmed that they will implement all of the actions recommended

Carbon Audits

- 78% rated ease of access to information as excellent or good;
- 86% rated helpfulness at initial contact point as excellent or good;
- 81% rated ease of application process as excellent or good;
- 75% rate efficiency of scheme administration as excellent or good;
- 79% stated that based on their experience, they would recommend the FAS grants to other farmers;
- 97% rated the adviser's working practices (helpfulness, understanding, expertise, etc) as excellent or good;
- 92% rated the quality of the report/support as excellent or good;
- 69% confirmed that they will implement all of the actions recommended

Mentoring

- 100% rated ease of access to information as excellent or good;
- 91% rated helpfulness at initial contact point as excellent or good;
- 100% rated ease of application process as excellent or good;
- 83% rate efficiency of scheme administration as excellent or good;
- 100% stated that based on their experience, they would recommend the FAS grants to other farmers;
- 100% rated the adviser's working practices (helpfulness, understanding, expertise, etc) as excellent or good;
- 92% rated the quality of the report/support as excellent or good;
- 91% confirmed that they will implement all of the actions recommended

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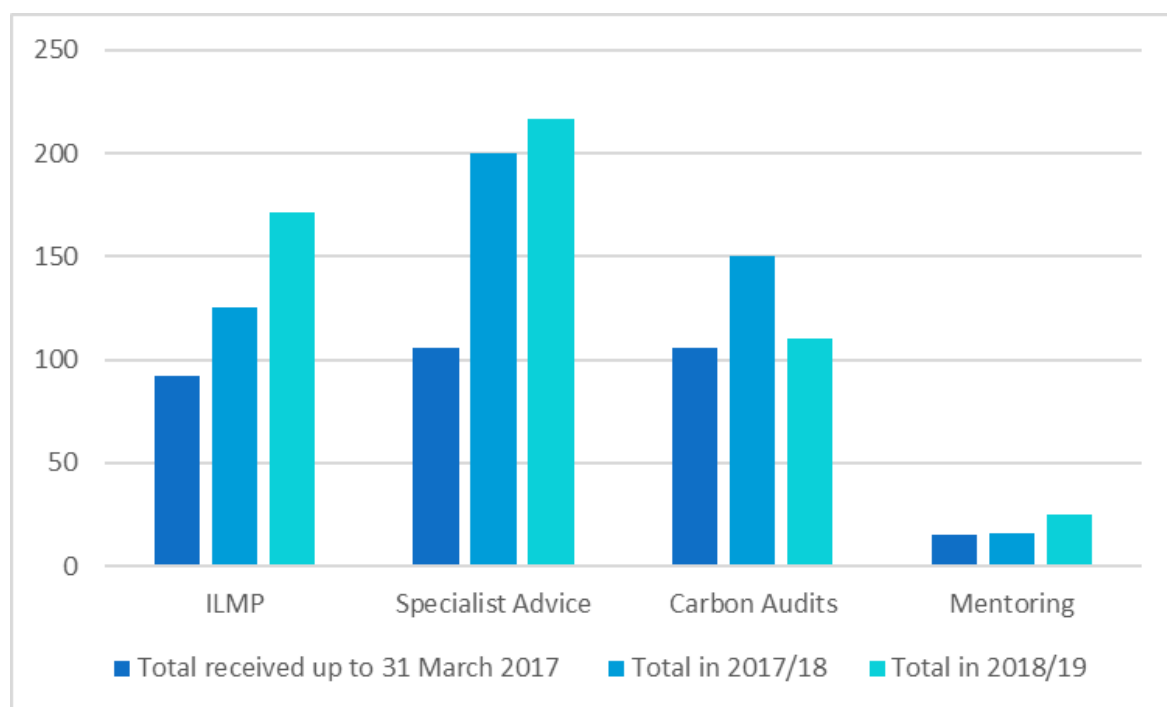
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1 Metrics of delivery

It is encouraging to see a general a year on year increase in the application rates for the grants.

1.1 Applications received

Figure 1 Graph to show application rate compared to previous years



The Carbon Audit is the one scheme to buck this trend, this is due to farmers applying for a FAS Carbon Audit in 2017 to meet their Beef Efficiency Scheme (BES) obligations, and then a number of these applicants subsequently realising that the BES was delivering these separately and withdrawing their applications in 2018.

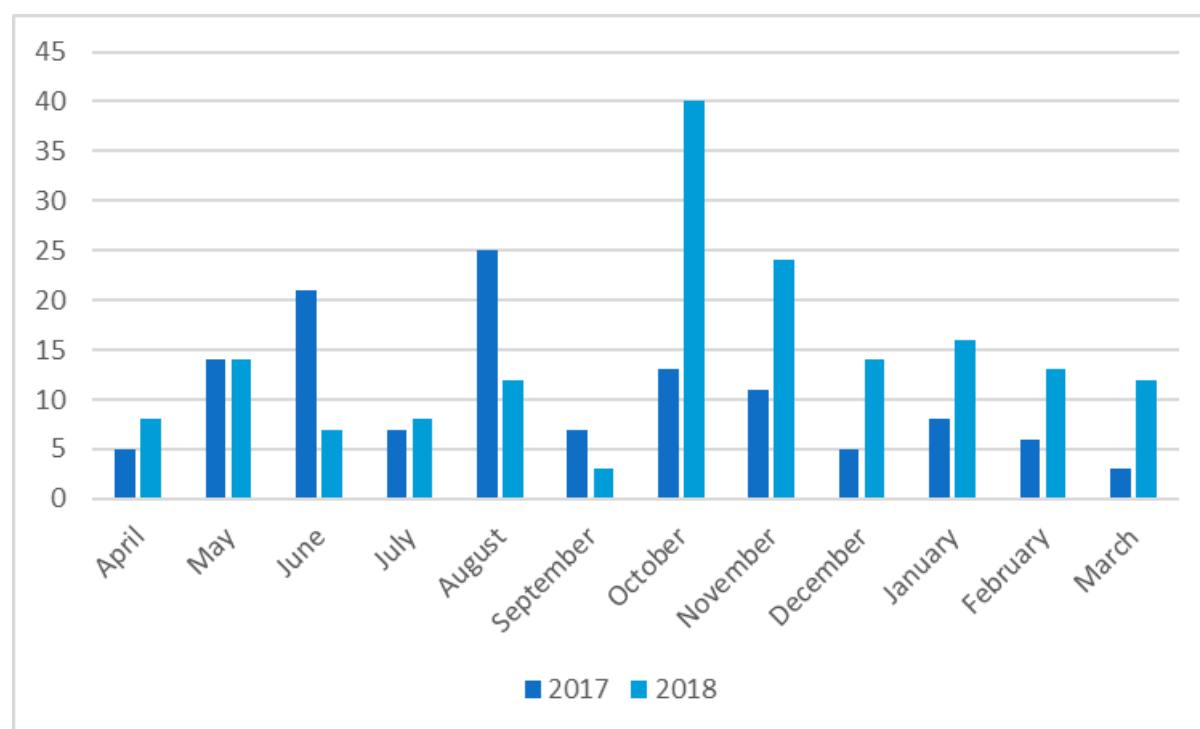
Applications in 2018

Table 1 Table to show the application rate for each grant scheme

	Applications received												Total in 2018/19	Targets for year
	April	May	June	July	August	September	October	November	December	January	February	March		
ILMP	8	14	7	8	12	3	40	24	14	16	13	12	171	300
Specialist Advice	6	20	12	19	17	11	37	7	22	25	21	20	217	100
Carbon Audits	-9	-2	-1	3	18	8	18	14	22	12	12	15	110	250
Mentoring	6	0	3	2	4	1	0	1	4	0	1	3	25	60

The feeling within the team and from discussion with stakeholders is that the programme is beginning to gain momentum. When we look at the application rates for 2018, the data upholds this observation. The application rate varies hugely month on month, however, figure 2 shows that when plotted against application rates in 2017, we see a marked increase in applications in the second half of 2018.

Figure 2 Graph to show the application rate in 2018 compared to 2017

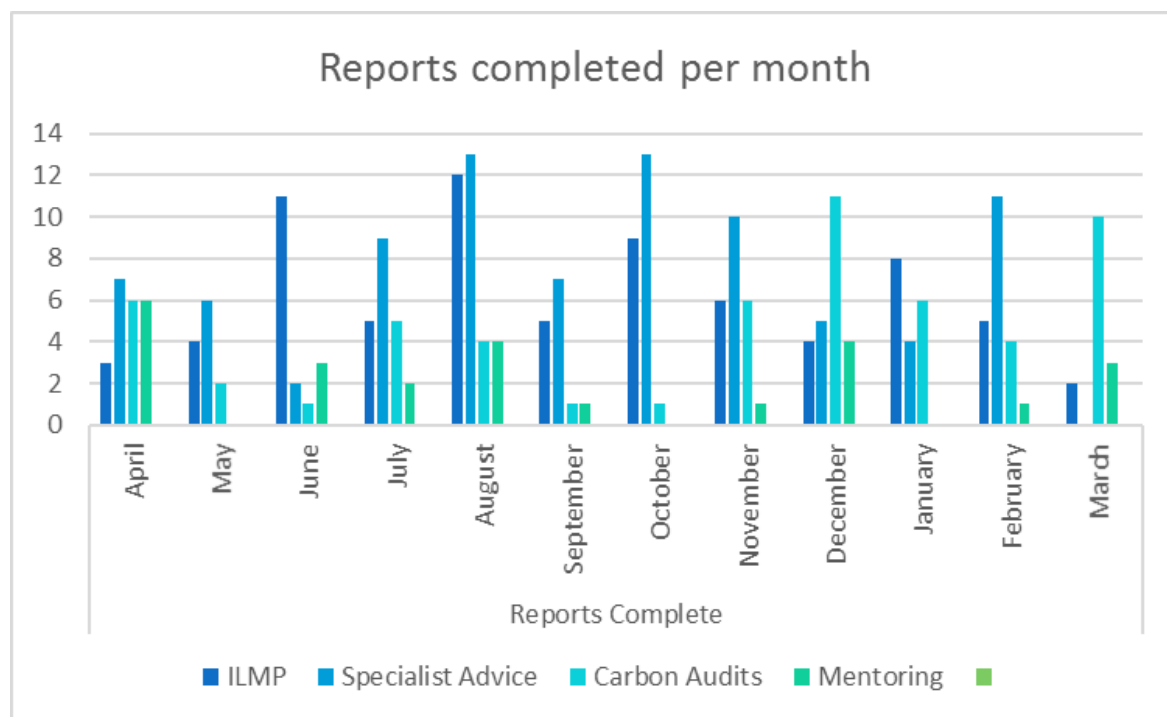


1.2 Reports Completed

Table 2 Table to show the number of reports completed in 2018

	Reports Complete												Total in 2017/18
	April	May	June	July	August	September	October	November	December	January	February	March	
ILMP	3	4	11	5	12	5	9	6	4	8	5	2	74
Specialist Advice	7	6	2	9	13	7	13	10	5	4	11	0	87
Carbon Audits	6	2	1	5	4	1	1	6	11	6	4	10	57
Mentoring	6	0	3	2	4	1	0	1	4	0	1	3	25

Figure 3 Graph to show reports delivered over the 2018 delivery plan



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 for 2018/19, detailed analysis of the feedback from each grant scheme has been provided as separate reports, this includes full information and commentary provided by participants:

- ILMP Feedback 2016-2018
- Specialist Advice Feedback 2016- 2018
- Mentoring Feedback 2016-2018
- Carbon Audit Feedback 2016-2018

A further report has been produced:

- 2016-18 review of metrics

This provides detailed analysis of who is using each grant scheme- reviewing farm size, sector and geographical location of applicants.

Summary of Delivery 2016-2018

2.1 Administration

2.1.1 How users heard about the grant?

The predominant route by which users heard about the ILMP, specialist advice and carbon audits is via contact with an adviser, it is important that we continue to work with the adviser network to ensure that advisers are able and willing to promote the scheme to farmers they engage with.

It is clear from the feedback that the uptake of carbon audits is more greatly influenced by supply chain pressure, it seems that in most cases the carbon audit has been undertaken to fulfil an external demand on the business- suggesting that few businesses appreciate the potential business efficiency benefit of undertaking a carbon audit.

2.2 Feedback on the administration

This section of the feedback form is intended to provide feedback on the administration process as delivered by Ricardo, however it is clear from the comments made that respondents are often using this section to feedback on the full experience.

	ILMP	Specialist Advice	Carbon Audits	Mentoring
	% <i>rating excellent or good</i>	% <i>rating excellent or good</i>	% <i>rating excellent or good</i>	% <i>rating excellent or good</i>
The ease of access to information as excellent or good	92%	94%	78%	100%
Helpfulness at initial contact point as excellent or good.	96%	96%	86%	91%
Ease of application process as excellent or good.	96%	86%	81%	100%
Efficiency of scheme administration as excellent or good	90%	86%	75%*	83%

*During this period there was a lot of shuffling with farmers applying to FAS for a carbon audit and then withdrawing to go through the BES scheme and others doing the reverse. Farmers' confusion regarding the BES requirements will have impacted on satisfaction ratings.

Feedback on all schemes is excellent. The feedback on the carbon audits falls behind the other services. A review of the feedback suggests that this is because farmers have not necessarily come into the carbon audit willingly but due to external demands. It is notable, that the two farmers who scored down the mentoring helpfulness and efficiency stated that this was because they would have liked more mentoring than is available through the programme (one has since been provided with an additional 2 days following the agreement of Scottish Government).

2.3 Finding an adviser or mentor

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

*The 8% of mentees who did not think it was easy to find a mentor represents one farmer, who came to the programme with a very specialised requirement and it definitely was not easy to find a mentor for

	ILMP	Specialist Advice	Carbon Audits	Mentoring
	% rating	% rating	% rating	% rating
Very Easy	66%	67%	69%	42%
Easy	30%	30%	29%	50%
Not Easy	4%	3%	2%	8%*

them, but we did succeed in the end.

Feedback suggests that the spread of advisers in Scotland is enough, but that we do need to ensure that advisers are maintaining an up to date profile on the Lantra website.

2.4 Recommend to others

- 100% of users of the mentoring would recommend the service to others.
- 96% of users of the ILMP would recommend the service to others.
- 95% of users of the Specialist Advice would recommend the service to others.
- 79% of users of the carbon audit would recommend the service to others.

2.5 Adviser/Mentor performance

The feedback on all grants is excellent. The feedback on the carbon audits drops back compared to the other grants. The comments suggest that this is linked to the fact that in many cases the farmer was commissioning the work to meet the needs of others and not in response to their own need, as such they found less value in the report. The mentoring support was all rated excellent- the only negative was from a farmer who was upset that they were not able to access more support after the end of the 4 days. Since this time, Scottish Government has agreed that this 4 day can be extended and FAS have offered this to the participant.

	ILMP	Specialist Advice	Carbon Audits	Mentoring
	% excellent good	rating or % excellent or good	% excellent good	rating or % excellent or good
Working practices (helpfulness, understanding, expertise, etc)?	100%	98%	97%	100%
How would you rate the quality of the report/support you received?	100%	98%	92%	92%

2.6 Impact of the Support

It is interesting to note the top-ranking impacts from each support mechanism.

	ILMP	Specialist Advice	Carbon Audits	Mentoring
RANK	Impact	Impact	Impact	Impact
1.	Financial benefit from reduced costs/overheads	Financial benefit with improved profit margin	More awareness about climate change and energy use	Livestock/crop improvements
2.	Financial benefit from improved profit margin	Better planning/decision making	Improved soil and nutrient management	Better planning/decision making
3.	Better planning/decision making	Improved soil or nutrient management	Livestock/crop improvements	Financial benefit from improved profit margins
4.	Improved soil or nutrient management	Financial benefit from reduced costs/overheads	More awareness about waste and pollution issues	More awareness of how to comply with legislation
5.	Accessing grant support	Livestock/crop improvements	More awareness of environmental issues and opportunities	Financial benefit from reduced costs/overheads

2.7 Implementing the actions

- 94% of users of the Specialist Advice would implement all the actions recommended
- 91% of users of the Mentoring would implement all the actions recommended
- 85% of users of the ILMP would implement all the actions recommended
- 69% of users of the Carbon Audit would implement all the actions recommended

Reasons for not implementing the actions detailed above:

	Too costly	Insufficient time to implement action	I do not understand why this action has been recommended	I do not think this is necessary for my business
Mentoring	1	1	0	0
Carbon Audits	7	6	2	8
ILMP	1	2	0	2
Specialist Advice	1	2	0	0

- There is more reluctance to implement actions from the carbon audits. This as mentioned previously may relate to the fact that the participants felt driven to take up this advice and were not compelled by their own appreciation of the business benefits of doing so.

3 Training

The one-to-one programme provides training to advisers via the on-line training portal, via face-to-face training workshops and via ongoing communication through the advisers' newsletter.

3.1 On-line training tools

All advisers delivering ILMPs are provided with access to on-line training resources built into an on-line training platform <http://sfas.ricardo-aea.com/> The following training resources were made available during this period:

3.1.1 Biodiversity and Conservation

A comprehensive on-line training module was released to focus on practical steps and considerations to increase pollen and nectar sources on-farm; this module provides advisers with background information on why it is important to protect and enhance pollen and nectar sources on farm and provides guidance on what habitats to look out for on farm and management practices to protect and enhance these. This module complements face-to-face training provided at adviser workshops in September 2018

3.2 Delivery of face-to-face training events

Face-to-face adviser training is delivered each year of the service.

3.2.1 2018 adviser training workshops

Three sessions were delivered during September as follows:

Venue	Adviser Attendance
17th Sept. Park Inn, Aberdeen	30
18th Sept. Stirling Court Hotel	26
19th Sept. Barony College	32

Agenda Items:

- **FAS Programme update and approach to ILMP.** Hugh Martineau and Caroline Wood from Ricardo provided an update on the progress made with ILMP and specialist advice delivery and shared the positive feedback received from farmers. They also discussed the approach to ILMP to meet FAS programme objectives and maximise the value for farmers.
- **Harnessing the power of data for effective benchmarking:** Sandy Ramsay (having retired from SAC is now working independently) provided a session on how to maximise the value of data available to help benchmark farm businesses and identify business improvement options.
- **Increasing pollen and nectar sources on farm:** Richard Lockett and Tony Seymour from 'Agri Environmental' led a session on identifying actions that can be practically adopted on farm to increase the habitat for pollinators and conveyed the value of pollinators in the farmed environment.
- **Supporting change and positively influencing farmers:** During a 2-hour session, Christine Miller introduced a session on the importance of mindset in positively influencing farmers to generate changes in the way they approach their business.

The 'supporting change and positively influencing farmers' session was organised to pilot the ideas that originated through the Agricultural Champions meetings in relation to 'mindset'. Specifically, we wanted to start the process of acting on the following recommendation from the **Future Strategy for Scottish Agriculture** Report.

*“We recommend that government should introduce schemes as soon as possible to support farmers and crofters in changing mindset and with the adaptation of their businesses, **building on the existing one-to-one farm advisory offer**. Topics covered must include collaboration and where appropriate the possibility of retirement or exit. Schemes should reflect regional circumstances and opportunities. **The accredited consultants also need training in mindset change as they are among the main agents to facilitate change.**”*

Each of the three meetings held were very well received and we have had positive feedback on each element of the training. The package of subject areas covered by the speakers worked well in combination as the technical information on financial and environmental performance linked with effective communication and influencing to implement improvements.

With a specific focus on the afternoon session, supporting change and positively influencing farmers, the level of engagement and enthusiasm for the subject was very good. The sessions started with an introduction to ‘mindset’ from Christine. There are many definitions of what mindset means and how individuals relate to the topic. Christine was very specific that ‘mindset,’ for the purpose of the session would be defined as ‘an individual’s awareness of their own thinking and how this greater self-awareness would enable the advisers to support and influence a third party to achieve a mutually beneficial outcome’. Whilst everyone is already successful in their current relationships with clients, it was agreed that there is always room to further develop. Christine challenged the participants to think of a situation where they felt more could be achieved with a client, but where they were frustrated that the client, or they themselves, were not able to affect the desired dialogue and outcome. After debate and discussion Christine established that to enable this shift in the relationship, the adviser must first develop their own self-awareness. The description of how to develop self-awareness included a discussion about how habits are formed and how advisers might decide if their current habits are useful to creating their desired outcomes with clients.

The groups were then asked by Christine “what would be of use to each of you in your role that I could cover within the time available?” If the topic could not be covered, the advisers were assured that Christine would pass on some information to support them and that this list of interests would be used further to inform future activities.

In summary the pattern of interest was:

- Practical support that would be useful tomorrow
- Influencing/persuading others
- Self Confidence of the Advisers
- Empathy
- Communication styles
- Reading others
- Dealing with negativity and objections to change.

This led to a brief experiential exercise exploring what motivates people. The session supported the advisers understand their own styles, both when working well and when under stress. This allowed conversation about how one’s perception of a situation and the subsequent projection to others essentially gets in the way of the real dialogue required. The advisers were able to explore how these preferred styles develop, how they become comfortable habits and essentially shape our thinking. Understanding these habits are very useful for understanding one’s own ‘mindset’ and that of others.

Overall the feedback from the session has been very positive the majority were engaged and enthusiastic throughout and showing a genuine appreciation of how it would help them to engage and influence their clients. Even most of the initial ‘sceptics’ realised the value in the sessions. There has been some specific follow up with people wanting to do more of this activity.

3.3 FBAASS adviser newsletter

Ricardo introduced the FBAASS advisers’ newsletter as a mechanism for keeping one-to-one delivery in the adviser’s minds and incentivising action, this has been issued as a bi-monthly email in 2018/19.

The newsletter provides an update on any changes to the programme or clarification of areas of frequent question. Via the newsletter FAS circulates all case studies, articles and programme leaflets to the advisers.

4 Adviser FBAASS accreditation

4.1 Re-accreditations

At the close of March 2019, 81 full advisors and 18 associate advisors were registered.

5 Review of reports

A new accreditation process was introduced in 2016, to quality check each advisor and create a clear benchmark for the standard which all advisors should achieve – this relates to both technical competences and style and use of language.

Our accreditation process is integrated into our quality assurance process. We conduct a 'peer' review process with first reports reviewed by a panel of peer reviewers managed by Lanta. The reviewers provide feedback on areas for improvement (if required) and score reports against the following matrix:

Description	Technical Score	Description
Report clearly lays out how scope has been met	10	Technical advice provided appears to fully meets client requirements
Report meets scope but not fully described in report	9	Technical advice provided appears to substantially meets client requirements
Report meets scope but only partially described in report	8	Minor omission in terms of technical advice
Report doesn't cover one minor element of the scope	7	Significant omission in terms of technical advice
Report doesn't cover or describe why one significant element of scope wasn't covered	6	Major omission in terms of technical advice
Significant omission in terms of scope (e.g. primary focus of report not covered)	5	Wrong technical advice in one part of the report
Major omission in terms of scope (e.g. primary and secondary focus of report not covered)	4	Wrong advice throughout the report
Substantial omissions in terms of scope (i.e. majority not covered)	3	Serious technical errors in most of the report
Serious omissions in terms of scope (i.e. failure to address nearly everything)	2	Serious technical errors in all areas of the report

Nothing in report matches scope (i.e. none of the requested support provided)	1	Insufficient technical information in to allow any assessment (report generic not tailored to the client)
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The peer review group have been pleased with the overall quality of reports reviewed, with many considered excellent. The table below shows the scores attributed to reports from September 2018-end March 2019.

Adviser Delivering ILMP	Status
Andrew Macdonald	10
Stephen Whiteford	10
Christine Beaton	9
Alan Bruce	9
Alan Bruce	9
Bryan Chalmers	9
Donald Dunbar	9
Graham Scott	9
Kirsten Williams	9
Martin Rennie	9
Niall Campbell / George Gauley	9
Raymond Crerar	9
Ricky Marwick	9
Sam Henderson	9
Sinclair Simpson	9
Siobhan Macdonald	9
Harriet Ross	9
Neil Melville	9
Michael Blanche	9
Andrew Baird	8
George Chalmers	8
Hazel Laughton	8
Stephen Melville	8
Willie Budge	8
Derek Purdie	8
James Begg	8
David Keiley	7
Moirra Gallagher	7
Robin Mair	7
Mary Munro	7
Alasdair Scott/Jennifer Struthers	6
Richard Huston	6
Ron Duncan	6
Alison Clark	6
Richard Huston	5

Ricardo work with the adviser to ensure that comments from the peer review are addressed and it is only at this stage that reports are issued to customers. The standard of reports is generally good, if a report scores below 6 the subsequent reports from this adviser will be sent to peer review. Otherwise all reports receive an internal review by Ricardo. Should Ricardo have concerns and require a second opinion the peer review group will provide this facility.

5.1 Standards setting

The Quality Review Group met 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.

6 Communications

6.1 Website

During 2018/19 Ricardo have worked closely with Will Searle (SAC) to transition the FAS website to the new format. In close liaison we have developed text and agreed the structure for the Advice and Grants pages. The most important development in 2018 was the launch of the new on-line application forms. This required substantial development time to build and test the system but has been worth the investment. The on-line applications have been welcomed by the farmers and advisers and now accounts for most SFAS applications received.

The website continues to be reviewed and refined as new content is developed and hosted. There is still some work to be undertaken to ensure that a uniform approach is taken to tagging material so that the search function is 100% reliable.

6.2 Case studies

The one to one programme had a target of developing 8 case studies by the end of March 2019, we achieved 10 during this period, using a mixed approach of text and video. In the case studies we have tried to achieve a balance of promotion across the schemes and how the support has been used and benefitted a range of holding types, from small crofts to large estates, mainland/island, new entrant and those with long experience, women and men.

All case studies developed have been hosted on the FAS website and YouTube channel and have been promoted to stakeholders, via Rural Matters and the FAS newsletter.

Text case studies

These are all available on the FAS website www.fas.scot and as paper copies at shows

- Ian Cairns, the benefits of a Carbon Audit
- Sinclair Simpson, why every business should have an ILMP
- Daye Tucker, how Specialist Advice on biodiversity and conservation helped her business
- Paul Rowston, the joys of being a mentor, the benefits are shared.
- Billy Matheson, how mentoring helped to support a new entrant to crofting

Video Case studies

- Daye Tucker, Biodiversity Specialist Advice, why businesses should take advantage of the FAS [Watch Video](#) 96 views on YouTube
- Finlay Macintyre, how the ILMP and Specialist Advice helped Dunalastair Estate save money and reduce fertiliser use. [Watch Video](#) 2 views on YouTube (in 2 days)
- Martin Birse, using the ILMP to get a fresh pair of eyes [Watch Video](#) 100 views on YouTube (in 4 weeks)
- Bitney MacNab, video to compliment the previous written case study, Bitney is a new entrant who has used all the services and wants other women to know that the support is there for them. [Watch Video](#) 154 views on YouTube
- PrestonHall Farm, two video case studies showcasing how the adviser and farmer worked together to identify a plan for this monitor farm, utilising the Carbon Audit, ILMP and Specialist Advice.
 - Part 1. [Watch Video](#) 212 views on YouTube
 - Part 2. [Watch Video](#) 238 views on YouTube

6.3 Introductory slides

A pack of 8 slides have been produced to introduce the One-to-One service, these were circulated to SAC to incorporate into the One-to-Many events.

6.4 Show attendance

- Each year the One-to-One service provide a stand at the Highland Show and also at the New Entrants to Farming Event in February. These large events provide a good showcase for the programme and enable good discussion with potential applicants.

6.5 Social media feed

Since August 2017 Ricardo have provided Will Searle, SAC with a twitter and social media schedule, this provides one-to-one content for two tweets per week. Will, issues these via the FAS account

6.6 Stakeholder pack

The FAS stakeholder pack containing links to all FAS press resources, case studies, press releases, articles and flyers was first developed in December 2017 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 links below provide content for each pack:

- [April 2018](#)
- [June 2018](#)
- [October 2018](#)
- [March 2019](#)

7 RSABI support

Following contact from RSABI both to FAS and directly to Fergus Ewing a meeting was convened in April to agree mechanisms by which RSABI will refer farmers in crisis for support. It was agreed that RSABI would act as a gatekeeper and would assess requirements and refer on to FAS for specialist advice farmers who they have discerned require emergency assistance. It was agreed by Scottish

Government that in these limited circumstances farmers will be allowed access directly to specialist advice without the need for a prior/or corresponding ILMP. The specialist advice will receive up to 80% funding up to a limit of £1,000.

7.1 Volume of RSABI reports

To the end of 2018 date there have been 28 farmers who have received specialist advice via the RSABI support mechanism.

8 Payment Mechanisms

8.1 Approach to payment

Ricardo administer the payments directly to advisers on the Scottish Government's behalf. Ricardo operate a separate bank account with funds being drawn down into the dedicated bank account in accordance with financial profiling. We have developed this process to ensure the following:

- No monies are awarded without evidence of the work being completed or support being provided (evidence saved onto the CRM).
- All monies to be paid in arrears.
- The monies are ring-fenced and separated from Ricardo's own accounts.

8.1.1 Overview of payment transfers

In the period 1st April 2018 to 21st March 2018 Ricardo administered 14 pay-runs, delivered on a rolling 4 weekly cycle. During this period £207,504 was transferred to advisers for work completed.

9 Application form updated

With the launch of the new FAS website in 2018, farmers were provided with a new facility to apply on-line for the one-to-one support. Whilst the paper application method is still available to farmers, the vast majority are now using the on-line system.

The screenshot shows the Farm Advisory Service (FAS) website. The header includes the SRDP logo, the text 'Farm Advisory Service', and contact information: 'advice@fas.scot', 'About', 'Blog', and '0300 323 0161'. A search bar is located on the right. The main navigation bar features icons and labels for 'Livestock', 'Crops and soils', 'Environment', 'Rural Business', and 'Discussion Groups'. The main content area is titled 'Integrated Land Management Plans (ILMPs)' and contains the following text: 'Take advantage of government funding to create a sustainable and profitable future for your farm or croft. An Integrated Land Management Plan (ILMP) is your pathway to a sustainable and profitable future. Setting out your vision for your farm or croft, it provides a clear, achievable, step by step action plan that will take you there. Download your Integrated Land Management Plan application form today'. At the bottom, there is a blue button labeled 'Apply Online' with a right-pointing arrow.



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