

Response ID ANON-8UYC-6N6M-G

Submitted to **Support for Agriculture and the Rural Economy - Post Brexit Transition**

Submitted on 2018-08-15 17:19:34

Direct Payments (Pillar 1)

1 Do you agree with the stability approach described here? Please provide comments.

Do you agree with the stability approach described here? Please provide comments.:

A five year transition period would offer the Scottish agriculture industry a welcome period of stability. However, we believe that it is critically important that this period must be used to prepare farmers and growers for life outside CAP, by helping them to put together a plan focused on their long-term future and giving them the tools to make informed business decisions. In that regard, communicating as early as possible with farmers and growers about the likely structure post the transition period is very important.

The programme of work that we are developing under the banner of 'Fit for the Future' seeks to overcome the 'wait and see' attitude that AHDB and others have detected in some farmers and growers about the future. In our view this is a high risk strategy and leaves those businesses that do not plan and prepare very exposed.

In November 2017, we published a report on the potential implications of Brexit on agriculture and horticulture in Scotland. The Fit for the Future programme also combines a number of critical elements including:

- The roll out of Farmbench, our new benchmarking tool
- An extension of our monitor and strategic farms that will provide more opportunities for farmers and growers to learn from other producers
- The development of an online toolkit that brings together existing knowledge exchange tools along with a new 'What If' tool that enables farmers to identify key business risks in relation to the hypothetical Brexit scenarios
- The delivery of our Dairy Optimal Systems programme that homes in on the key performance indicators that are critical to making a farm business financially resilient. Similar KPIs are being developed for other sectors
- Ensuring farmers and growers have access to up-to-date insight into consumer behaviour to allow them to make tailored business decisions

2 How might the annual application process for direct payments be adjusted to deliver with a lighter touch for those with little year-on-year change in their business?

How might the annual application process for direct payments be adjusted to deliver with a lighter touch for those with little year-on-year change in their business?:

No comment from AHDB

3 Are there operational changes in our delivery of Direct Payments that you would like the Government to consider during the transition period?

Are there operational changes in our delivery of Direct Payments that you would like the Government to consider during the transition period?:

No comment from AHDB

4 Do you support the continuation of some or all CAP rules on inspections and compliance during the Transition period, bearing in mind that Scotland will still need to comply with the rules of the World Trade Organisation (WTO)?

Do you support the continuation of some or all CAP rules on inspections and compliance during the Transition period, bearing in mind that Scotland will still need to comply with the rules of the World Trade Organisation (WTO)?:

No comment from AHDB

5 Do you have any suggestions for straightforward changes that would improve the environmental outcomes achieved through greening payments in Pillar 1?

Do you have any suggestions for straightforward changes that would improve the environmental outcomes achieved through greening payments in Pillar 1?:

No comment from AHDB

6 Considering how funding is currently distributed across CAP schemes, do you have initial views about how the balance between these schemes should change in future to maximise outcomes?

Considering how funding is currently distributed across CAP schemes, do you have initial views about how the balance between these schemes should change in future to maximise outcomes?:

In our view countering the slow productivity growth across the UK should be prioritised when allocating future funding.

Our recent analysis identifies the key drivers and barriers to productivity growth. UK agriculture and horticulture suffer from under-investment in near market research, fragmentation in our knowledge exchange mechanisms and lack of applied, on-farm demonstration. Combined with under-investment in skills and training these factors appear to explain the underlying weakness in agricultural productivity growth across the UK.

Improving productivity will go hand in hand with improving the environmental impact of farming as we know that higher performing farms tend to have reduced

GHG emissions (see our response to Q20), therefore we envisage future schemes which focus on improving both business and environmental management.

7 Do you agree that changes to capping are a useful measure to enhance the positive social and environmental impact of agricultural policy?

Do you agree that changes to capping are a useful measure to enhance the positive social and environmental impact of agricultural policy?:

It would be useful to understand more on what outcome capping is planned to achieve and how any money freed up would be used to improve agricultural productivity in Scotland.

Any funds made available from the reduction in direct payments could be made available to drive this productivity growth we highlighted as vital in the previous section, as well as to pilot environmental schemes. Farmers could be encouraged or incentivised to spend on infrastructure such as water storage and drainage, or be given vouchers to spend on training and skills development.

Improved productivity and reduced environmental impact are intrinsically linked, so schemes aimed at both benefits could be further developed.

8 Do you have any specific views on how capping should work including what a maximum cap should be?

Do you have any specific views on how capping should work including what a maximum cap should be? :

No comment from AHDB

9 Should there be a maximum cap on the total funding a business receives from all schemes, or a scheme-by-scheme approach?

How can the aims of LFASS be better achieved/would you prefer to see alternative methods of providing support?:

No comment from AHDB

10 How can the aims of LFASS be better achieved/would you prefer to see alternative methods of providing support?

How can the aims of LFASS be better achieved/would you prefer to see alternative methods of providing support?:

No comment from AHDB

11 Would you see value in directing future LFA support through other existing Direct Payment Schemes?

Would you see value in directing future LFA support through other existing Direct Payment Schemes?:

No comment from AHDB

12 Do you think there are administrative and operational simplifications that would benefit current or future LFASS claimants?

Do you think there are administrative and operational simplifications that would benefit current or future LFASS claimants?:

No comment from AHDB

13 Would you support a simplified approach to scheme use of map information or to the land mapping system and, if so, do you have views on where the main opportunities for doing so would lie?

Would you support a simplified approach to scheme use of map information or to the land mapping system and, if so, do you have views on where the main opportunities for doing so would lie? :

No comment from AHDB

14 Do you support the use of regional pilots to help tailor schemes to local circumstances?

Do you support the use of regional pilots to help tailor schemes to local circumstances? :

AHDB is supportive of the concept of regional pilots to ensure geographical and sectoral differences are accounted for.

15 Do you have views on how the inspections regime could be made more efficient while retaining existing public benefits?

Do you have views on how the inspections regime could be made more efficient while retaining existing public benefits? :

No comment from AHDB

16 Do you have views on how the penalty regime – particularly around fairness, transparency, the maintenance of standards and compliance burden – could be improved in the short-term?

Do you have views on how the penalty regime – particularly around fairness, transparency, the maintenance of standards and compliance burden – could be improved in the short-term?:

No comment from AHDB

17 Are there specific issues you think the SimplificationTask Force should prioritise for review?

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No comment from AHDB

18 Do you agree with the proposals to set a timescale of up to five years for transition? Please provide comments.

Do you agree with the proposals to set a timescale of up to five years for transition? Please provide comments.:

A five year transition period would offer the Scottish agriculture industry a welcome period of stability. However, while there may be no imminent change we believe that the period must be used to prepare farmers and growers for the change that is coming, and plans for structural change post the transition period must be shared ASAP.

AHDB is keen to work with the Scottish Government, and other partner organisations, to support that preparation in a number of key areas including the roll out of business support tools such as Farmbench and through our knowledge exchange activities such as monitor farms and strategic farms.

While there is likely to be scope through restructuring and adaptations on farm to improve competitiveness and resilience, nonetheless this will not take place overnight. Therefore the transition period must be used to facilitate structural change and to help support farmers to make the the most appropriate decisions, leading to the best outcomes.

In terms of encouraging change on farms, we see the following areas as most important:

- a) Encouraging benchmarking as a management tool alongside farmer-to-farmer learning
- b) Working with industry to improve standards and coordination
- c) Better access to skills providers and resources
- d) Developing formal incentives to encourage training and career development
- e) Making Continuing Professional Development (CPD) a condition of any future grants or loans

Underpinning all this, the Scottish Government and industry must work together to create the right structures that best support farmers, address the fragmentation that creates confusion and instigates an effective transmission mechanism to apply research, innovation and best practice on farm. The role of improved leadership and management skills cannot be underestimated in helping the farmers better understand their own business requirements which will in turn drive their full engagement.

There are examples to draw on elsewhere in the UK where joint investment between government and industry has bolstered the ability to improve dissemination of knowledge on farm such as the jointly managed AHDB/QMS monitor farms programme in Scotland, or Farming Connect advisory service in Wales, which works closely with AHDB on underpinning evidence and focus.

In addition, there is also an opportunity to harness the food supply chain to disseminate knowledge. Grocery retailers are increasingly building close partnerships with suppliers and partners. Mechanisms such as Tesco's Supplier Network provide online platforms for sharing knowledge. AHDB is increasingly working with retailers and processors to support knowledge exchange programmes.

19 If new schemes seek to encourage collaboration, enhance skills development, help with capacity building, facilitate wider integration into the supply chain, promote carbon audits and monitoring of the soil health, how might pilot projects be best designed to help test and develop new approaches?

If new schemes seek to encourage collaboration, enhance skills development, help with capacity building, facilitate wider integration into the supply chain, promote carbon audits and monitoring of the soil health, how might pilot projects be best designed to help test and develop new approaches?:

Like the Agricultural Champions, AHDB recognises the need to prioritise mindset change to support farmers to embrace areas such as collaboration and innovation. It is through changing mindsets that we can support changes in technical areas such as soil health, and realise greater environmental benefits. Mindset change is also vital to encouraging improved business practices and leadership.

Personal development of farmers is a key aim of our current monitor farm programme (run with QMS) and we believe an evolution of this programme, combining it with our strategic farm programme (which aims to drive research and innovation into commercial practice), is the way forward.

We see this as an absolutely vital area as we transition to a new agricultural policy and we would support the development of a group (potentially using the membership of the current Monitor Farm Development Group) which would develop projects such as these in more detail.

20 Many of the measures described in this consultation will have co-benefits for both agricultural productivity and for reducing Scotland's Greenhouse Gas Emissions. Are there other practical and feasible measures that would have similar co-benefits that you feel should be considered?

Many of the measures described in this consultation will have co-benefits for both agricultural productivity and for reducing Scotland's Greenhouse Gas Emissions. Are there other practical and feasible measures that would have similar co-benefits that you feel should be considered?:

Food production and reducing GHG emissions are not separate, they go hand in hand. In fact there is a very clear link between higher performing farms and a reduced impact on the environment. Higher performing farms tend to use less resource per unit of output and generally perform better on other metrics as well (such as welfare and animal health).

In 2017 DAERA (Department of Agriculture, Environment and Rural Affairs in Northern Ireland) published a study which shows how differently performing farms compare for their Greenhouse Gas Emissions per unit of output; their work shows that the top 25% of farms produce 1.1 kgCO₂e/kgECM per unit of output, compared to 1.65 kgCO₂e/kgECM per unit of output produced by the bottom 25% of farms.

A good example in this regard is rewarding nutrient planning. Optimum use of on-farm nutrients based on understanding of crop and grassland uptake and needs leads to lower levels of leaching, diffuse pollution and lower costs. Carbon calculators are being successfully used to reduce emissions in ruminants and reduce production costs.

It will be critical to ensure that farmers can measure, demonstrate and benchmark their environmental performance in a consistent and simple way. This calls for easy to use, integrated tools that cover a number of environmental outcomes.

Regardless of the environmental priorities, a key barrier to improved environmental outcomes is the fragmented nature of knowledge exchange in Scotland and limited on-farm demonstration of best practice. There is an opportunity to improve uptake of good practice through applied demonstration and farmer to farmer learning.

Greater collaboration and joint initiatives should be supported as they increase penetration of the key messages and also improve the effectiveness especially if land and farms involved are adjacent or in close proximity. We can also learn from the work done in Southern Ireland by Teagasc and Bord Bia on sustainable food production.

21 Do you agree to expanding the number and role of Monitor Farms or similar during the transition period? Do you have any ideas as to how Monitor Farms could be refined or adapted to better meet future needs?

Do you agree to expanding the number and role of Monitor Farms or similar during the transition period? Do you have any ideas as to how Monitor Farms could be refined or adapted to better meet future needs? :

We agree on expanding the number and role of Monitor Farms during the transition period. We believe that farmer to farmer learning, central to AHDB's approach to knowledge exchange, is vital to driving through change, whether that is through technical best practice, applied research, business planning or mindset change.

The Monitor Farm programme which we started in Scotland through HGCA have proved so successful that we have expanded the programme into England, Wales and Northern Ireland.

We now have 29 monitor farms across the UK, and the nine in Scotland (run in collaboration with Quality Meat Scotland) are once again ahead of the curve as they have taken a cross sector approach (reflecting the higher proportion of mixed farms in Scotland) and they also involve the whole family, as well as local farmers and advisors who act as a Management Team. This approach has recently been highlighted as most effective by a recent review we conducted of the social science literature on behaviour change initiatives.

We can build on the success of the Monitor Farm concept in a number of ways:

1. Work in partnership with industry and research organisations on a co-ordinated programme to support change across the industry. Working together not only amplifies the message, it improves the experience for the farmer and grower, and also reduces overlap.
2. Further rollout of our Strategic Farm programme which aims to drive research in commercial practice on a sector basis. The Strategic Potato (SPot) Farm Scotland based at Bruce Farms in Perthshire has been very successful in drawing together researcher and industry organisations (such as the James Hutton Institute, Branston and Bartletts) to manage field scale trials which demonstrate the co-benefits outlined in question 19 in increasing farm profitability while decreasing environmental impact. Most importantly we have achieved strong buy in from growers who consistently attend our SPot events in large numbers. Our first Strategic Dairy Farm in Scotland will be launched on 29 August in Lanarkshire.
3. Learn from what the best farmers in Scotland are doing and use knowledge exchange to level the playing field between the best and the rest.
4. Drive a step change in skills and training.
5. Ensure that research is directed towards specific areas which directly impact productivity and sustainability – mission led research.
6. Set key outcome measures and upweight focus on evaluation to determine tangibly what drives positive benefit.

22 Do you agree with the proposal to look at moving towards a more performance based approach to compliance, using key performance indicators and better information?

Do you agree with the proposal to look at moving towards a more performance based approach to compliance, using key performance indicators and better information?:

There is significant scope for expansion in routine collection of key management data, using existing and new tech solutions. Understanding trends and utilising this to aid decision-making is a key management tool on our best performing farms. While full-scale benchmarking can be daunting for those who have not done this before, AHDB has KPIs by sector that can provide a high-level view on performance.

To succeed in a post-Brexit world, farmers and growers will need to be significantly more competitive and innovative. Growing productivity – i.e. becoming more efficient at converting inputs into outputs, is pivotal to overcoming this challenge.

The strongest agricultural producers in the world are supported by a government framework which encourages productivity, knowledge exchange and peer to peer learning. Typical examples are the New Zealand dairy and lamb sectors, Brazilian [beef, soya etc.], the dairy sector in Southern Ireland and the pig sector in Northern Ireland.

All of these countries have a government (or government department) which recognises the importance of the agricultural sector and very deliberately set policy to enable development. The industry contributes through levy and are supported by strong advisory services which deliver clear messaging from an agreed menu, prioritising data gathering, lean management, targeted production, new technology, central knowledge exchange and peer to peer learning.

On a broader performance point, over the last few months we commissioned Andersen Consulting to do some analysis on the characteristics of high performing farmers (specific Scottish analysis will be available in early September).

The study identified a series of activities dominated by top performers. Placing them into a hierarchy of importance will vary for each business according to the farm system, environment, existing skills and resources and performance, but for the industry overall our assessment of factors to prioritise is as follows:

1. Minimise overhead costs
2. Set goals and compile budgets
3. Compare yourself with others and past performance and gather information
4. Understand your market requirements and meet them
5. Give each detail the attention it deserves

6. Have a mindset for change and innovation
7. Continually improve people management
8. Specialise

23 Do you have views on the types of indicator that should be used or areas of priority action within the operation of current CAP schemes?

Do you have views on the types of indicator that should be used or areas of priority action within the operation of current CAP schemes?:

No comment from AHDB

Scottish Rural Development Programme (Pillar 2)

24 Given the importance of continuity of support for the forestry sector and that the target for new woodland is to increase to 15,000 hectares by 2025, should the current the Forestry Grant Scheme continue broadly in its current form until 2024 or can you suggest other short-term changes that would better achieve these policy aims?

Given the importance of continuity of support for the forestry sector and that the target for new woodland is to increase to 15,000 hectares by 2025, should the current the Forestry Grant Scheme continue broadly in its current form until 2024 or can you suggest other short-term changes that would better achieve these policy aims? :

No comment from AHDB

25 In considering the current Forestry Grant Scheme, are there opportunities to improve the administrative efficiency of the scheme?

In considering the current Forestry Grant Scheme, are there opportunities to improve the administrative efficiency of the scheme? :

No comment from AHDB

26 Given the importance of continuity of support for environmental outcomes, should the current Agri-Environment Climate Scheme continue broadly in its current form until 2024 or are there short-term changes that could be introduced to i) simplify and streamline the scheme, ii) improve customer experience and/or iii) enhance the delivery of environment and climate change objectives?

Given the importance of continuity of support for environmental outcomes, should the current Agri-Environment Climate Scheme continue broadly in its current form until 2024 or are there short-term changes that could be introduced to i) simplify and streamline the scheme, ii) improve customer experience and/or iii) enhance the delivery of environment and climate change objectives?:

No comment from AHDB

27 Are there new emerging environment or climate change priorities that need particular focus under the Agri-Environment Climate Scheme in the next three - five years?

Are there new emerging environment or climate change priorities that need particular focus under the Agri-Environment Climate Scheme in the next three - five years?:

We believe that key environmental focus should be on:

- a) Improved soil health
- b) Improved water quality
- c) Better air quality
- d) Increased biodiversity
- e) Climate change mitigation
- f) Enhanced beauty, heritage and engagement with the natural environment

28 Considering the current New Entrants Capital Grant Scheme, are there opportunities to improve the administrative efficiency of the scheme?

Considering the current New Entrants Capital Grant Scheme, are there opportunities to improve the administrative efficiency of the scheme?:

While new entrants are not the only route into farming, we need to develop clear pathways for those people looking to develop their career in agriculture (whether new entrants or not), as is the case in New Zealand. There should be clearly defined routes into the industry so we have a diverse and skilled labour pool, and we also need to focus on collaboration and succession planning.

Improving skills are necessary (particularly for people that are starting their career in agriculture), but uptake of training and new practice across Scottish agriculture is slow. In order to facilitate this, there is a need to improve engagement with skills development (business and leadership skills), raise the recognition of the importance of training and to develop a professional framework, all supported by policy.

29 Considering the CAGS in its current form, are there opportunities to improve the administrative efficiency of the scheme?

Considering the CAGS in its current form, are there opportunities to improve the administrative efficiency of the scheme?:

No comment from AHDB

30 Should the scope of what can be funded be reviewed, for example in terms of adding in new elements and restricting total spend on some projects?

Should the scope of what can be funded be reviewed, for example in terms of adding in new elements and restricting total spend on some projects?:
No comment from AHDB

31 Do you have initial views on the proposal to close the Small Farms Grant Scheme?

Do you have initial views on the proposal to close the Small Farms Grant Scheme?:
No comment from AHDB

32 Would there be customer benefits if the CAGS, small farms capital grant scheme and the new entrants capital grant scheme were combined?

Would there be customer benefits if the CAGS, small farms capital grant scheme and the new entrants capital grant scheme were combined?:
No comment from AHDB

33 Considering the current FPMC scheme, are there opportunities to improve the administrative efficiency of the scheme?

Considering the current FPMC scheme, are there opportunities to improve the administrative efficiency of the scheme?:
No comment from AHDB

34 Would you wish to see other aspects of this scheme changed in the short-term?

Would you wish to see other aspects of this scheme changed in the short-term?:
No comment from AHDB

35 Do you have views on priority issues to be considered by any pilots during the transition period?

Do you have views on priority issues to be considered by any pilots during the transition period?:
No comment from AHDB

36 Is the LEADER approach something that you could support?

Is the LEADER approach something that you could support?:
AHDB is very supportive of LEADER but we believe it needs reform to work effectively on a wider scale.

37 Considering LEADER in its current form, are there other opportunities to improve the administrative efficiency of the scheme?

Considering LEADER in its current form, are there other opportunities to improve the administrative efficiency of the scheme?:
The concept of LEADER is excellent, AHDB is very supportive of tailored approaches to local development which involve a range of organisations and individuals. However the current process is cumbersome, and managing delivery of a LEADER project can be onerous. We would advocate continuing with a LEADER style programme but with a reduced bureaucratic burden which we believe will open up the scheme up to a far wider range of applicants and achieve greater local impact.

38 Do you have initial views on the proposal that SRDP broadband support would cease?

Do you have initial views on the proposal that SRDP broadband support would cease?:
We believe that the Scottish Government should continue to support improving broadband in rural areas across Scotland, however that support does not necessarily need to be through the SRDP.

Increasing broadband service is vital, especially as we – and other organisations – look to provide more support services digitally, including tools such as Farmbench, DairyPro and our Brexit Impact Calculator. Without easy access to digital services which help improve productivity and efficiency, improvements to technical and business performance will be realised more slowly.

39 Do you have any thoughts on the form, content and delivery methods for future advice?

Do you have any thoughts on the form, content and delivery methods for future advice?:
The Farm Advisory Service is a key part of the knowledge exchange environment in Scotland and it has the potential to deliver some of the technical, business and mindset changes necessary to support the industry post Brexit.

We believe that to make the most of the service in future there should be closer collaboration with other organisations working in the same area. The FAS need not be discrete from other relevant programmes, for example the monitor farms delivered by AHDB and QMS and the strategic farms delivered by AHDB, we can work together to ensure a varied programme which delivers for farmers and growers and reduces duplication.

To ensure the whole knowledge exchange landscape is working effectively we believe there should be a gap analysis carried out which maps out what information is needed and details how best to deliver it. This information can then be used by the Farm Advisory Service and others to plan and evaluate activities, which complement rather than compete with each other, and offer best value to farmers and growers.

40 Do you have any views on the balance of advice delivered by one-to-one and one-to-many methods?

Do you have any views on the balance of advice delivered by one-to-one and one-to-many methods?:
Farmers are not a homogeneous group with one learning style. Some prefer face-to-face discussion, some like finding things out online by themselves; some

learn by attending meetings or farm walks. Therefore to deliver knowledge exchange effectively, we need a blended approach which is underpinned by collaboration.

Delivering effective knowledge exchange depends on having a culture of learning and sharing within the delivery organisation(s) and between the organisation(s) and others. The most effective programmes also make best use of technical experts and expert facilitators – while we have some excellent examples, we need to develop and grow the pool for both these roles in Scottish agriculture.

Our own research and that from other farmer-facing organisations around the world shows that change on farm is highly dependent on farmers learning from other farmers, and it is therefore vital that we build on the success of existing farmer-facing initiatives in Scotland, and increase these in the portfolio of activity.

41 Do you have any views on how delivery of advice can be better linked to delivery of results?

Do you have any views on how delivery of advice can be better linked to delivery of results?:

Our research has demonstrated that in order to ensure impact, knowledge exchange activities should not be limited to one off events, but should be sustained programmes (such as monitor farms). As well as being more effective, longer term programmes offer better scope for evaluation of impact through surveys, focus groups and the use of business improvement tools such as Farmbench which analyses actual business data over a number of years.

While measurement of impact is difficult in agriculture when many factors can influence decisions and market volatility can affect year-to-year profitability, it is important that there is an upweighted focus put on evaluation so that we can determine as tangibly and objectively as possible what drives positive benefit.

42 Considering the Knowledge Transfer and Innovation Fund (KTIF) scheme in its current form, are there opportunities to improve the administrative efficiency of the scheme?

Considering the KTIF scheme in its current form, are there opportunities to improve the administrative efficiency of the scheme?:

This fund has offered AHDB and others the opportunity to develop some very effective schemes for knowledge transfer including the Monitor Farm Scotland programme and our Strategic Potato (SPot) Farm Scotland. The successes of these initiatives has been outlined earlier in the document, however KTIF could be improved along the same lines as the FarmAdvisory Service.

It too could benefit from a gap analysis based on industry requirements and greater coordination between those organisations involved, particularly to reduce duplication of activity. There should also be greater collaboration between FAS and KTIF as much of the duplication is due to a lack of coordination between these two schemes.

43 Do you have any views on the effectiveness of KTIF and how the aims of the scheme could be promoted in the future?

Do you have any views on the effectiveness of KTIF and how the aims of the scheme could be promoted in the future?:

We believe that many of the projects supported by the scheme, including monitor farms and strategic farms, have been highly successful examples of knowledge exchange and we hope to expand these initiatives further over the course of the next few years.

However, if the key measure is to deliver measured and demonstrable change in the industry, currently knowledge exchange is fragmented and so not totally effective.

We have some good practice in Scotland and are aware of a range of good practice across the world (particularly in Southern Ireland, the Netherlands and New Zealand) and it is our ambition to study the best, replicate it and collaborate with other organisations and the Scottish Government to develop knowledge exchange programmes for agriculture and horticulture in Scotland.

In our view this also needs to involve:

- Working with Agritech Innovation Centres, private sector providers and supply chain to ensure consistent, joined-up communication of best practice
- Better skills and training through a new skills framework and employer-led training curricula
- A significant ramping up of farmer to farmer learning and benchmarking to provide more accessible, on farm demonstration across all sectors and all parts of the country - effectively a series of innovation hubs where farmers learn from other farmers on the ground
- Improved collaboration and partnership working between providers.

44 Would you support a similar type of scheme going forward?

Would you support a similar type of scheme going forward?:

No comment from AHDB on the Beef Efficiency scheme

45 Would you support a future approach that aims to deliver similar increases in efficiency through the direct payment support mechanisms?

Would you support a future approach that aims to deliver similar:

No comment from AHDB

46 Do you see a continuing role for the Scottish Rural Network (SRN) and, if so, do you agree that its current aims and objectives should be maintained during the transition period?

Do you see a continuing role for the SRN and, if so, do you agree that its current aims and objectives should be maintained during the transition period? :

No comment from AHDB

About you

What is your name?

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Are you responding as an individual or an organisation?

Organisation

What is your organisation?

Organisation:

AHDB

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

Publish response only (without name)

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

Yes

Evaluation

Please help us improve our consultations by answering the questions below. (Responses to the evaluation will not be published.)

Matrix 1 - How satisfied were you with this consultation?:

Slightly satisfied

Please enter comments here.:

Matrix 1 - How would you rate your satisfaction with using this platform (Citizen Space) to respond to this consultation?:

Slightly dissatisfied

Please enter comments here.:

Could not copy in a table which would have better illustrated key point.

No space to explain a bit about AHDB and what we are hoping to achieve by responding.

Also it would be beneficial to have a copy of the response to review before pressing submit, i.e. a page where all the questions with answers are presented so you can easily review the text before pressing submit response.