
Teagasc Advisory Regional Review

Wexford-Wicklow-Carlow

Final Report

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Introduction

Teagasc is the Irish Agriculture and Food Development Authority. It is the national body providing integrated research, advisory and training services to the agriculture and food industry and rural communities. It was established in September 1988 under the Agriculture (Research, Training and Advice) Act, 1988. The organisation is funded by state grant-in-aid, fees for research advisory and training services, income from national and EU competitive research programmes, and revenue from farming activities and commodity levies.

The overall goal of the Teagasc Advisory Programme is to support the on-going development of sustainable family farms in Ireland, through efficient and effective knowledge transfer activities. The programme currently supports almost 140,000 individual farmers with 44,000 farmers contracted to Teagasc for services annually.

This review of the Wexford-Wicklow-Carlow Advisory Region was undertaken in Teagasc Oak Park on October 25th and 26th, 2017. The panel (see Appendix 2 for panel composition) prepared this report based on meetings with management, staff representatives, enterprise specialists, farmer stakeholders, and analysis of documents such as the Region's Programme Description and Self-Assessment document, business plan, staff questionnaire, Teagasc Strategic Pathways for the Teagasc Agricultural Advisory Service 2015-2020 document, the Wexford-Wicklow-Carlow Advisory Region strategy and the Teagasc Statement of Strategy, 2017-2020. The farmer stakeholder panel consisted of 2 dairy farmers, 1 sheep and suckler farmer and 1 tillage farmer.

The overall objective of this review is to identify current strengths and weaknesses in the delivery of quality services and value to the customers of the services provided. This evaluation had four main criteria (a more in - depth description of each is outlined in Appendix 3):

1. Quality of management and leadership in the Region
2. Relevance and impact of services to the Region's customers
3. Productivity of staff in relation to key performance indicators and outcomes
4. Positioning of the Region to meet current and future service delivery challenges.

The Wexford-Wicklow-Carlow Advisory Region in Context

The counties of Wexford, Wicklow and Carlow were separate advisory units each managed by a Chief Agricultural Officer until 2006 when they were merged into one advisory unit managed by one regional manager. Prior to rationalisation in 2009, Teagasc had 8 advisory offices located in New Ross, Johnstown Castle Enniscorthy and Gorey all in Co. Wexford; Tullow and Bagenalstown in Carlow and Tinahely and Wicklow in County Wicklow. After 2009, the Bagenalstown, New Ross, Wicklow and Tullow offices were closed and the two Carlow offices were replaced by an office in Oak Park and two additional clinics in New Ross, Co. Wexford and Rathnew, Co. Wicklow.

Land type in the region is mixed. The lowlands of the extensive central portion of Carlow are dominated by deep, well-drained fertile soils. The hills associated mainly with the Castlecomer Plateau consist of physically difficult and mostly poorly drained soils. The Blackstairs Mountains carry degraded mineral soils on the lower slopes and peats at the higher elevations. Wexford is largely low lying fertile land with the three predominant soils being brown earth, gley soils in the South East of the county as well as around Gorey and brown podzolics near the edge of the Blackstairs. Brown podzolics are the predominant soil type in Wicklow with some shallow brown earth and pockets of brown earth along the east coast of the county. Soil fertility remains an important limiting factor in all three counties with just 11% of all dairy farms surveyed between 2007 and 2013 being optimum for P, K and pH.

There are 8,622 land owners in the Wexford-Wicklow-Carlow region with over 50% of these in Wexford. County Wicklow has a high proportion of commonage with over 20% of the land in the county being commonage, compared to just 1% in Wexford and 3.6% in Carlow.

Specialist beef farms are the dominant system in Wexford-Wicklow-Carlow with 30% of all farms being specialist beef. Dairying is a significant enterprise with 1,046 suppliers. Tillage crops are an important enterprise in pockets throughout the Region. Over 24% of the total area under cereals in the country is in the Wexford-Wicklow-Carlow region.

Average farm sizes in the region are higher than the national average. Also, average family farm income and Single Farm Payment per hectare in the wider south east region are both significantly higher than the national average. In 2014, although 45% of farmers in the south east region were categorised as viable, 25% were sustainable (farm income supplemented by off-farm income) and 30% were classified as vulnerable (neither viable nor with an off-farm income).

The age profile of farmers in the region is similar to the national profile with 24% of farmers under 44 years of age and 25% older than 65 years. Approximately one third of farmers have some formal agricultural training with over half of farmers less than 35 years having some formal training.

Teagasc has 4,200 clients in the region. This includes approximately 83% of dairy farmers, 60% of suckler farmers and 45% of sheep farmers. The Wexford-Wicklow-Carlow unit delivers the full suite of Teagasc dairy, drystock, tillage, soils and environment and rural development (Options) programmes, in addition to delivering Level 5 (Certificate in Agriculture) and Level 6 (Specific Purpose Certificate in Farm Administration) education courses. The service is delivered through 1,203 farm visits, 9,279 consultations, 55 discussion groups holding 189 meetings, 5,144 single payment applications, 155 e-Profit monitors, 30 meetings, 26 farm walks, 360 derogation plans.

There is a joint dairy programme with Glanbia which includes three monitor farms; three beef and two sheep BETTER¹ farms with The Farmers Journal, AIBP, Dawn Meats, Kepak and FBD Trust, one tillage BETTER farm and a joint tillage programme with Boortmalt (the main purchaser of malting and distilling barley in Ireland).

There is an extensive broader infrastructure supporting agriculture in the region which includes the Cereals Research Centre in Oak Park; Johnstown Castle Research Centre (focus on environment, soils, winter milk and calf to beef finishing systems); two mini catchments in the region and Kildalton Agricultural College is close by in Co. Kilkenny.

There was 35 staff in the Advisory Region Unit in 2016. This included 1 manager, 8 administrators, 7 dairy advisers, 9 drystock advisers, 3 soil & environment advisers, 5 tillage advisers and 2 education officers.

¹ BETTER = Business Environment Technology through Training Extension & Research

Main report recommendations

1. Management and Leadership

- 1.1 Greater clarity around roles and responsibilities of soils and environment (S&E) advisors is required.
- 1.2 Space should be created for advisors who lead innovative extension methodologies, particularly on-farm project work, together with a reporting system which would provide recognition for this work.
- 1.3 The PRP supports the use of POR's to lead and implement cross enterprise initiatives

2. Productivity and Service Delivery

- 2.1 Quality control and the administrative burden of outsourcing need to be considered for any further expansion of this model to ensure its sustainability and Teagasc's reputation.
- 2.2 Teagasc should investigate methods and opportunities to encourage the voluntary participation of farmers in the use of profit monitors.

3. Relevance and Impact

- 3.1 Approaches to collecting client feedback that would provide valuable insight to the region to improve services and delivery should be considered.
- 3.2 The PRP encourage the exchange of information on models of regional collaboration with industry partners.

4. Positioning for the Future

- 4.1 Teagasc should continue to work with stakeholders to develop the value-added malting barley sector in the region.
- 4.2 The uptake and implementation of new business models (e.g. farm partnerships and producer groups) should be supported.
- 4.3 The further development and use of communication technologies to aid advisory delivery should continue to be supported.

1. Quality of Management and Leadership in the Region

Management and Leadership

- The Peer Review Panel (PRP) commends the preparation and participation of all staff and presenters who took part in the review process. The enthusiasm and commitment of staff for improving farmer livelihoods was clearly evident and conveyed through both presentations and discussions.
- All staff who met the PRP demonstrated confidence and trust in the leadership of the region, and could clearly articulate what their priorities were and how they contribute to the wider regional targets.
- The PRP acknowledge and appreciate that the Wexford-Wicklow-Carlow Advisory Region Strategic Plan reflects a desire to move to an 'innovation-based' advisory service. Examples of activity and practice that reflect the innovation based approach seen by the PRP include:
 - A clear assertion from the farmers, advisors and regional manager that '*If the advisors are not on the ground (especially tillage), they are not doing their job*'
 - Strong administration and management of subcontracted BPS work, and a plan to ensure 20% is contracted out each year on a rotating basis.
 - The Regional Manager encourages local innovation projects which serve farmers' needs such as 'dock control in pasture' or plan engagement with local agronomist to amplify tillage technical messages.
- The PRP commend regional staff for positively engaging with innovative delivery approaches and having a clear focus on measuring the on-farm impact of these inventive practical solutions. It is clear that regional staff positively embrace the opportunities to develop and deliver project work or trial new methodologies. The PRP recommend that Teagasc:
 - Create time and space for advisors who lead innovative extension methodologies particularly on-farm project work.
 - Develop a reporting system to clearly document the new approach and its impact.
 - Provide formal recognition for this work.
- The PRP were not clear from the performance metrics presented in the self-assessment document how much progress the region's farmers and collective output had made towards the 'anticipated trends' identified in the regions Strategic Plan 2015-2020.
- The staff survey confirmed that staff were proud to work for the unit, were confident of assistance from management and felt they were receiving sufficient training and personal development, but highlighted some concerns about communications in the Unit and their views being valued in decision making.
- Comments in the staff survey should be discussed at regional level, acted upon and staff informed about progress with these actions. This includes feeding back what will not be addressed and why.

Technical Leadership

- Tillage staff value the speed and quality of communication across the advisor group and with specialists provided by a closed WhatsApp tillage group, facilitating the timely dissemination of agronomy information.
- The video clips produced by tillage team on trial work updates has generated over 20,000 views, significantly increasing the reach (and potential impact) of this project.
- The region actively engages with European Innovation Projects e.g. S&E project work.

Resources

- The PRP supports the use of posts of responsibility (POR's) to support staff and project initiatives across the region, in addition to enterprise-focused responsibilities. Examples of these cross-regional responsibilities include:
 - Increasing the number of profit monitors completed across the region.
 - Mentoring new advisory staff in the region.
 - Monitoring the quality of outsourced work.
- The PRP recognise the value that regional staff place on the formal PMDS meetings and the development opportunities the process has led to.
- The PRP note the relatively small number of Green Cert students (38 graduates in 2016 and 2017) delivered by 2 full time staff, with additional input from advisors, specialists, Walsh fellows and subcontractors
- The PRP recommend that the region/Teagasc develop greater clarity around roles and responsibilities of S&E advisors to help ensure effective delivery of key national and regional objectives associated with these areas. Currently all the S&E roles have dual responsibility for a B&T area, but not all B&T advisors have dual responsibility for S&E. This inconsistency may lead to confusion around priorities, responsibilities and workload

Recommendations

- 1.1 Greater clarity around roles and responsibilities of S&E advisors is required.
- 1.2 Space should be created for advisors who lead innovative extension methodologies, particularly on-farm project work, together with a reporting system which would provide recognition for this work.
- 1.3 The panel supports the use of POR's to lead and implement cross enterprise initiatives

2. Productivity and Service Delivery in the Region

Productivity

- The PRP noted that the self-assessment report accurately outlines key metrics that closely mirror the Region's business plan and strategy, with evidence of a well-planned and logical flow from strategy to actual delivery on the ground.
- It was clear to the PRP that advisors were keenly aware of performance targets in their region's strategy, and how delivery is expected to link to these targets. The presentations to the PRP by both the regional manager and the regional programme staff included clear references to the on- farm impact of delivery.
- Farmers and advisors report that if the e-profit monitor tool was not integral to scheme work then many farmers would not complete any benchmarking. The PRP encourage Teagasc to develop approaches that would help farmers value benchmarking and, therefore, increase the uptake of e-profit monitors. For example, could e-profit monitors be used to model the impact of proposed future on-farm changes.
- The PRP were pleased to note that advisors were actively trying to measure impact with each team presenting data on impact. Nevertheless, all accepted the fact that some of the measures were imperfect.

Service Delivery

- The number of drystock clients per advisor is higher than Teagasc expectations and higher than dairy clients per advisor. The PRP were concerned whether this level was sustainable if the region is to provide a consistent standard of advisory service to drystock farmers
- The PRP heard from advisors and farmers that the Knowledge Transfer (KT) Programme had somewhat damaged the discussion group model. Many reported there was more benefit to discussion group participation pre the KT programme. The PRP were of the view that Teagasc should continue to support discussion groups both within and outside specific programmes.
- The farmer panel asserted a strong view that the technical competence of advisors was vitally important for Teagasc credibility and the confidence of commercial farmers.
- The PRP recognise the benefits of outsourcing some service delivery thereby allowing Teagasc advisory staff to concentrate their skills and effort on more innovation-support activities.
- The annual rotation of Teagasc clients to External Service Providers (e.g. FRS) for some service tasks (e.g. BPS) helps mitigate the risk of losing contact with clients.
- The additional administrative burden and the processes for quality control associated with outsourcing service delivery should be reviewed and refined, if required, prior to any further expansion of this model to ensure its sustainability and Teagasc's reputation.

Recommendations

2.1 Quality control and the administrative burden of outsourcing need to be considered for any further expansion of this model to ensure its sustainability and Teagasc's reputation.

2.2 Teagasc should investigate methods and opportunities to encourage the voluntary participation of farmers in the use of profit monitors.

3. Relevance and Impact in the Region

Programme relevance

- The PRP commend the high penetration rates of Teagasc services in the region (83%, 60% and 45% of dairy, suckler and sheep farmers respectively), a positive reflection of the value many farmers place on the services provided and the agricultural characteristics of the region.
- The PRP could not quantify the adequacy (or potential need) of service delivery to the more marginalised clients in the region (30% of farms in the region are classified as vulnerable).
- The PRP commend the example of a KT Walsh Fellowship researcher providing an evidence base and contributing to the development of a programme focused on Women in Agriculture, filling a previous service gap.
- The regional strategy is well aligned to key national priorities, which where appropriate are adjusted to reflect customer needs, e.g. the desire from the region to move from a service-based service to an innovation-support service.
- The PRP recognise the attempts by Teagasc and the region to gather client feedback but felt there was no systematic method used and that much of the feedback that was gathered, lacked detail and depth to provide meaningful insight that may help inform future delivery.
- Although Teagasc's mission statement includes references to profitability, competitiveness and sustainability, the PRP feel metrics around sustainability should more systematically taken into account within the regional business plan.
- The regional Strategic Plan (2015-2020) and self-assessment review both include references to Rural Development focused support but this was not reflected in the presentations the PRP received.

Knowledge Transfer

- The PRP were impressed by the range of locally-led initiatives that have been developed to deliver win/win situations e.g. heifer weighing on dairy farms, Duncannon environment impact study and nitrogen use on malting barley crops.
- The farmer panel raised concerns about the publication of e-profit monitor data.
- The PRP note regional records show that within dairying and tillage, the number of e-profit monitor monitors completed is consistent, whereas, within the drystock sector, the numbers completed is directly driven by scheme requirements.

Reputation

- The farmer panel expressed strong support for the service they receive, particularly for farm visits and the technical skills of advisors. The farmer panel were eloquent and wholly supportive of the regional advisory unit but the PRP would have appreciated a farmer panel more fully representative of all clients from the region.

- The PRP commend the region's approaches to leveraging in additional delivery capacity to amplify Teagasc technical messages, specifically the strong element of collaboration with industry partners and joint programmes, e.g. a quality assurance course with Bord Bia and a cattle weighing project with Slaney foods
- The PRP were impressed by the ownership and measurement by all staff of key regional metrics.
- The PRP note the challenge from farmers to Teagasc to maximise impact in both areas of its core mission, influencing on-farm productivity and influencing the setting and delivery of national policy.

Recommendation:

3.1 Approaches to collecting client feedback that would provide valuable insight to the region to improve services and delivery should be considered.

3.2 The PRP encourage the exchange of information on models of regional collaboration with industry partners.

4. Positioning of the Region for the Future

Robustness and Sustainability

- The PRP support the Education team's development of a new programme 'Preparing for Farm Audit' in collaboration with the Department of Agriculture and Bord Bia.
- The PRP recognise the importance of the malting barley sector for the region as this is a product that produces added value to regional output, with the region uniquely placed to grow this high quality crop. Teagasc should continue to work with stakeholders to develop and support this important sector.
- The PRP suggest Teagasc examine the opportunity to develop and become involved in local producer groups.
- The Advisory Regional unit recognises the importance of issues around business partnerships and farm structures (55% of farms in the region are fragmented into 3 or more land parcels) and have incorporated these topics into discussion groups.
- Teagasc should develop strategies to engage with farmers who would benefit from (and possibly are open to) information and knowledge exchange but might not find the discussion group model suitable.
- Regional staff highlighted the challenge across Teagasc to recruit (or develop) future specialist staff.
- The PRP discussed how prepared Teagasc in general, and the region in particular, was in preparing for Brexit and CAP reform challenges including both commercial enterprise and more environmental opportunities.

SWOT Analysis

- The region's self-evaluation report and its SWOT analysis is an accurate reflection of the evidence reviewed by the PRP.
- Regional staff and farmers recognise the need to embrace new technology and ideas (e.g. drones or drift nozzles) that will influence and shape farming and advisory services in the next few years. The PRP encourage Teagasc to ensure staff have the opportunity (space/time/skills) to exploit these potential developments.
- The PRP recognise the innovative use of communication technology by staff often leading to novel approaches to advisory delivery and recommend that Teagasc should ensure processes and staff support are in place to aid further development.

Recommendations

4.1 Teagasc should continue to work with stakeholders to develop the value-added malting barley sector in the region.

4.2 The uptake and implementation of new business models across the region (e.g. farm partnerships and producer groups) should be supported.

4.3 Teagasc should ensure processes and staff support are in place to aid further development and the use of communication technologies in advisory delivery.

Conclusion

The Wexford-Wicklow-Carlow region has a mix of land types with soil fertility an important limiting factor in all 3 counties. Specialist beef is the dominant system in the region but dairying is also a significant enterprise. Importantly, over 24% of the total national area under cereals is in this region. Although average farm size, family farm income and Single Farm Payment per hectare are all significantly higher than the national average, 30% of farms in the region are classified as vulnerable. Approximately 50% of all farmers in the region are Teagasc clients.

In addition to affirming good practice, the panel makes 10 recommendations across a variety of issues. Looking at management and leadership, the PRP consider it important that space, together with reporting systems should be created for advisors who lead innovative extension methodologies, particularly on-farm project work; greater clarity is required around the roles and responsibilities of S&E advisers and the use of POR's to lead and implement cross enterprise initiatives is supported. Turning to productivity and service delivery, the PRP identified that Teagasc should investigate methods and opportunities to encourage the voluntary participation of farmers in the use of profit monitors, and, that quality control and the administrative burden of outsourcing need to be considered for any further expansion of this model to ensure its sustainability and Teagasc's reputation. Reflecting on relevance and impact of the Teagasc service in the region, the PRP suggested that approaches to collecting client feedback that would provide valuable insight to the region to improve services and delivery should be considered, and that the exchange of information on models of regional collaboration with industry partners should be encouraged. Finally, with a view to positioning the region for the future the PRP identified that Teagasc should continue to work with stakeholders to develop the value-added malting barley sector in the region; the uptake and implementation of new business models (e.g. farm partnerships and producer groups) should be supported, and the further development and use of communication technologies to aid advisory delivery should be supported.

The PRP hope the review can inform the forthcoming Regional Strategy for Wexford-Wicklow-Carlow.

The PRP would like to thank all involved for their openness, enthusiasm, and willingness to engage with the panel.

Appendix 1: Action Plan for Implementation of Recommendations

Review of Wexford-Wicklow-Carlow Advisory Region 2017

Action Plan for Implementation of Recommendations

Date: 09/02/2017

Submit to: Dr. Tom Kelly, Director of Knowledge Transfer; Dermot McCarthy, Head of Advisory Service.

This action plan outlines the recommendations from the report on the *Wexford-Wicklow-Carlow Advisory Region 2017 Peer Review*. To complete this action plan please specify the actions to be taken, if any, to implement the recommendations outlined, allocate responsibility for these actions and set a target date by which the recommendation is to be implemented.

1. Recommendations for Management & Leadership

No.	Recommendation	Actions to be taken	Person responsible	Date for completion
1.1	Greater clarity around roles and responsibilities of soils and environment (S&E) advisors is required.	<ol style="list-style-type: none"> 1. The region should have a SAE adviser allocated to sustainability work only to deliver work including quality control on derogations, promoting soil fertility, driving the water quality programme, creating awareness amongst farmers of sustainability issues, more effective use of carbon navigators, integrating biodiversity into best practice etc. 2. A pilot along these lines will be implemented in this region from the 1st of March with the appointment of a new SAE adviser in Carlow 3. This should be replicated across the regions 	Senior Management	Initiated in the region in 2018 / 2019 with replication across regions once pilot assessed.
1.2	Space should be created for advisors who lead innovative extension methodologies, particularly on-farm project work, together with a reporting system which would provide recognition for this work.	<ol style="list-style-type: none"> 1. Annually each enterprise will identify gaps in knowledge that could be addressed through on-farm projects / alternative extension methods at business planning time 2. Allocate resources to support these projects 3. Ensure that reporting in CIMS is correct to allow for recognition 4. Integrate these project outputs into the self-assessment application forms for Grade 2 promotions & others 	Siobhán Kavanagh Patricia Lawe Valerie Farrell	Ongoing Q2 2018 Q4 2018
1.3	The PRP supports the use of POR's to lead and implement cross enterprise initiatives.	<ol style="list-style-type: none"> 1. Clearly defined responsibilities in the PMDS Objective 1 & on the business plan for the unit with clear measurable 2. POR review 3. Email to all staff members in the unit making them aware of the responsibilities 4. Monthly lync calls with PORS 	Siobhán Kavanagh Senior Management Justin Kidd Valerie Farrell	Q1 2018 Ongoing through the year

2. Recommendations for Productivity and Service Delivery

No.	Recommendation	Actions to be taken	Person responsible	Date for completion
2.1	Quality control and the administrative burden of outsourcing need to be considered for any further expansion of this model to ensure its sustainability and Teagasc's reputation.	<ol style="list-style-type: none"> 1. POR allocated to monitoring & quality controlling outsourced work 2. Review of the administration of outsourcing and where efficiencies could be improved 	<p>Siobhán Kavanagh</p> <p>Paul Maher Liz McWey</p>	<p>Q1 2018</p> <p>Q3 2018</p>
2.2	Teagasc should investigate methods and opportunities to encourage the voluntary participation of farmers in the use of profit monitors.	<ol style="list-style-type: none"> 1. Create buy-in from Level 6 education 2. Start the process in early Autumn 3. Better use of industry partners e.g. IFAC & other accountancy firms to get input sheets 4. Pilot the use of recorders to gather the input figures 5. More time spent on interpretation rather than data punching to get buy-in 6. Establishment of a system of appointments, similar to BPS for the month of January 	<p>Education Officers</p> <p>Siobhán Kavanagh</p> <p>Siobhán Kavanagh</p> <p>PORS</p>	<p>Q2 2018</p> <p>Ongoing through KT</p> <p>Q4 2018</p> <p>Q1 2019</p>

3. Recommendations for Relevance and Impact

No.	Recommendation	Actions to be taken	Person responsible	Date for completion
3.1	Approaches to collecting client feedback that would provide valuable insight to the region to improve services and delivery should be considered.	Pilot and evaluate the usefulness of the Net Promoter Score as an indicator of client satisfaction in the region.	Tom Kelly, Dermot McCarthy, Siobhan Kavanagh and the Business Planning & Performance Evaluation Department	Q1 2019
3.2	The PRP encourage the exchange of information on models of regional collaboration with industry partners.	<ol style="list-style-type: none"> 1. Biannual Advisory Conference using workshops to share ideas 2. Innovation Awards with better dissemination of the winning ideas from the dissemination awards to ensure recognition & implementation of good ideas 3. Annual regional meetings with the specialists during the business planning process to discuss ideas for collaborating with industry partners at a local level 	<p>Dermot McCarthy</p> <p>Mark Gibson</p> <p>Dermot McCarthy / Regional Managers Specialist Teams</p>	<p>Ongoing</p> <p>Q3 2018</p> <p>Q4 2018</p>

4. Recommendations for Positioning for the Future

No.	Recommendation	Actions to be taken	Person responsible	Date for completion
4.1	Teagasc should continue to work with stakeholders to develop the value-added malting barley sector in the region.	<ol style="list-style-type: none"> 1. A Joint Programme is currently being set up in conjunction with Boortmalt. 2. This programme will allow for better knowledge sharing in the malting sector thereby supporting the profitability of the sector 	<p>Michael Hennessey</p> <p>Under the umbrella of ConnectEd having local trade meetings to ensure messages to farmers are consistent</p>	Spring 2018
4.2	The uptake and implementation of new business models (e.g. farm partnerships and producer groups) should be supported.	<ol style="list-style-type: none"> 1. Training of advisers 2. Workshops for farmers 3. Options programme focussed on food tourism and producer groups 	<p>Specialist Team</p> <p>Local Advisers</p> <p>Marianne Mulhall</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Q3 2018 & bi-annually thereafter</p>
4.3	The further development and use of communication technologies to aid advisory delivery should continue to be supported.	<ol style="list-style-type: none"> 1. Establish a Facebook committee for the unit 2. Allocate Responsibility within each office to deliver material for facebook 3. Create a rota amongst advisers to deliver material – videos, photos etc for facebook 4. Support the use of whatsapp for discussion groups 	Siobhán Kavanagh	Q1

Appendix 2: Advisory Regional Review Panel

Function / Role	Name
Chair	Jon Parry, Head of knowledge Exchange AHDB Dairy. Jon manages a team of regional staff delivering knowledge exchange activity and resources to GB dairy farmers, prior to joining AHDB Jon had worked in Agricultural education for 20years
KT Professional with Advisory and/or Education background	Anton Stoeckli, scientific assistant in the Research, Innovation and Evaluation Unit of the Swiss Federal Office for Agriculture. His concerns are about effective knowledge transfer in a very fragmented agricultural knowledge system in Switzerland. He previously had worked in development projects in Madagascar and Honduras.
Farmer stakeholder	Laurence Ward is a farmer in North County Dublin, farming approximately 500 Acres. He has a mixed drystock and vegetable farm. Laurence was a former Chairman of Dublin IFA from 2012 TO 2015. He is a Board Member of the Fingal LEADER company and currently sits on the LCDC and LAG Boards of Fingal County Council. Laurence is also on the Dublin IFA Beef Livestock Committee.
Industry Representative	Aidan Mc Cabe, M.Agr.Sc. Farm Advisory Manager, Town of Monaghan / LacPatrick Co-op. Over the last 35 years, Aidan has been responsible for the Co-op advice and support to the 1,000 approx milk suppliers to the Co-op.
Independent Teagasc Representative & Secretariat	Dr Kevin Heanue Teagasc's Evaluation Officer leads the development of an evaluation culture in Teagasc through the cyclical evaluation of its research programmes, extension activities and once-off evaluations of organisational activities and functions.

Appendix 3: Advisory Regional Review High Level Evaluation Criteria

1. Management and Leadership

Management and Leadership refers to the coordination and administration of activities in the Region. The focus in this area includes how the organization structure in place supports programme delivery, communication between staff and management (including staff in a coordinating role), the extent to which staff feel that their role is well defined, the scope for them to develop professionally and personally while contributing to programme objectives. How well regional objectives, resources, activities, and outputs are communicated internally and externally.

2. Productivity and Service Delivery

Productivity reflects the relationship between input and output. Output should always be judged in relation to the mission and resources of Teagasc and the Region and the needs of the customer. When looking at productivity, a verdict is usually quantitative in nature. In this case the list will include metrics such as client numbers, visits, discussion groups, meetings held, Teagasc e-profit monitor Monitors, derogations, farm plans and so on. The panel are asked to include other forms of (qualitative) information in their assessment. The suitability of service delivery methods to customer needs and regional resources should also be assessed.

3. Relevance and impact

Relevance and Impact refer to how well the services delivered by Regional staff are aligned to national Advisory and Education programme priorities, and the needs of the Region's customers. The extent to which staff from the Region collaborate with community actors is also relevant in this context. The extent to which customers have improved their economic activities resulting from interaction with Teagasc is relevant, if this information is available. Feedback from customers and stakeholders gives an insight to the Region's reputation with stakeholders and customers.

4. Positioning for the Future

The Region's capacity to plan for and respond to present and future challenges. Including resources, expertise, and strategy in place. The strengths, opportunities, threats and weaknesses of the Advisory Region are taken into account.