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# **Teagasc Advisory Regional Review**

## *Galway-Clare*

### **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 Galway-Clare Advisory Region was undertaken in Teagasc, Athenry on October 23<sup>rd</sup> and 24<sup>th</sup> 2017. The Peer Review Panel (PRP) (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 plans, staff questionnaire, Teagasc Strategic Pathways for the Teagasc Agricultural Advisory Service 2015-2020 document, the Galway-Clare Advisory Region strategy and the Teagasc Statement of Strategy, 2017-2020. The farmer stakeholder panel which the PRP panel met consisted of 1 dairy farmer, 1 sheep farmer, 2 sucker farmers and 1 sheep and tillage farmer chosen to reflect clients across the region.

The overall objective of this review is to identify current strengths and weaknesses in the delivery of quality services and the value to 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 Galway-Clare Advisory Region in Context**

The Galway-Clare Advisory Region was formed in 2012. It has diverse soil types ranging from some very good farming land on deep brown earth soils particularly in east Galway, while other parts of the region such as the Burren and Connemara have close to zero soils. In addition, the region has a good deal of wet and mountainous land, particularly in Clare.

There are about 20,000 farm families in the Galway-Clare region. Approximately 13,000 of these are in county Galway and 7,000 in county Clare. By contrast, there were 25,000 farm families in the region in 1991. Half the farmers in the region are over 55 years of age and over 80% of farmers are engaged in part-time farming. Therefore, in this region, the combination of off-farm income, farm profits and state and EU transfers are critical to allow families and farmers to stay in rural areas as custodians of the landscape. The majority of full-time farmers are dairy farmers or else drystock farmers who are sixty years of age plus.

The vast majority of farmers are engaged in cattle production. There are 200,000 suckler cows in the region, or one fifth of the national suckler cow herd. Suckler cow numbers have declined in County Clare over the decade 2010-2017 by 6,976 whereas in County Galway they have increased by 516. Sheep are very important with the region containing 12% of the national

breeding stock. There are 4000 flocks containing 400,000 sheep in Galway. Hill sheep are the main enterprise in Connemara whereas lowland sheep dominate in east Galway. In contrast, county Clare has only 400 flocks.

Teagasc has 4163 drystock clients, 560 dairy clients and 30 tillage clients in the region. The regional advisory programme is made available to farmers through a network of 5 advisory offices (Athenry, Tuam, Ballinasloe, Ennis and Kilrush) and 5 clinics (Headford, Moycullen, Glenamaddy, Mountbellew and Scarrif). Part time Green Cert education courses are held at four centres: Mellows Campus Athenry and the Teagasc offices in Ennis, Kilrush and Scarrif. The Centres work with Mountbellew Agricultural College in Galway and Pallaskenry Agricultural College in Limerick in addition to farms in the area to deliver and assess skills. Teagasc also runs Green Cert courses in conjunction with GRETB in Clifden and Oughterard in County Galway.

The regional advisory programme is delivered through 872 farm visits, 8,104 consultations including for SPS/ BPS, 73 discussion groups with 355 discussion group meetings, 120 derogation plans, 56 farm walks and seminars, up to 5 major and targeted events, and 214 e-profit monitors.

The programme is integrated with stakeholders such as Arrabawn Co-op, Aurivo Co-op, Dairygold Co-op, and Kerry Co-op: Supervalu, Animal Health Ireland, local marts, and the BETTER farm programme, itself a joint effort between Teagasc, Irish Farmers Journal, FBD Insurance, Kepak, ABP and Dawn Meats. Other specialised annual events incorporate input from Fáilte Ireland, MABS, Citizen's Information, Clann Credo, Forestry and Fisheries services, Education and Training Board personnel, facilitators and counsellors, Local Enterprise Office staff, Mental Health Ireland and the National Rural Network (NRN). Events also take place with the local marts and the Dept of Agriculture, Food and the Marine and other annual events with Animal Health Ireland.

The number of staff increased over the period 2015-2017 and at the time of the review was above the 'minimum staff requirement' reported in the region's strategy 2015-2020.

## **Main report recommendations**

### **1. Management and Leadership**

- 1.1 The region's business plan should be clearly tied to regional strategy and regional activity should reflect the business plan and the strategy.
- 1.2 The region should develop a clear staffing plan to ensure it has the correct skills and experience to deliver on key priorities e.g. consider the appointment of a lead sheep advisor given the importance of the sheep sector for the region.
- 1.3 Identify future programmes, services and products with the potential for added value drawing on the unique characteristics and strengths of the region.

### **2. Productivity and Service Delivery**

- 2.1 Teagasc should investigate how to support the regional team to focus more on innovation-based support rather than service-based advisory work and ensure that staff has the necessary skills.
- 2.2 Greater use should be made of regionally specific production data which would benefit both the regional unit staff and the region's farmer clients.
- 2.3 Develop a clear regional strategy and plan to deliver effective environmental programmes across the region, given the unique environmental resource within the region.

### **3. Relevance and Impact**

- 3.1 Progress towards regional KPI's should be explicitly embedded into work activities and reporting, (e.g. 5% increase in ewe numbers or 30% increase in milk production).
- 3.2 Greater emphasis should be given to collecting and analysing client feedback so as to inform future service and delivery.
- 3.3 National strategies should be adapted to regional conditions, and develop delivery approaches to maximise local impact.

### **4. Positioning for the Future**

- 4.1 Monitor the success of the pilot initiative to maintain active engagement with post-Green Cert students.
- 4.2 Develop a regional implementation plan to address the ownership and use aspects of land fragmentation.

## 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, conveyed through both presentations and discussions was clearly evident.
- The PRP were of the view that some of the targets and expectations as described in the regional Business Plan 2016 and Strategic Plan 2015-20 differ from the actual delivery described by staff and farmers who engaged in the review. For example, the Strategic Plan refers to increasing the number of dairy farmers participating in discussion groups from 300 to 400, the business plan refers to delivering 20 discussion groups and the self-assessment report shows a decreasing number of discussion groups from 19 in 2015 to 18 in 2016. It was not clear to the PRP whether the targets being set were realistic or the correct targets. The PRP would have liked more clarity on how targets were set, and how they linked to the business plan and sector targets in the regional strategy
- The PRP encourage the regional management to identify regional products and services with added value potential to increase farmer margins from the value chain. The PRP heard about some projects linked to unique characteristics in the region e.g. Connemara Hill Lamb and Burren Beef and Lamb, but felt there was further opportunities to develop these and add value. Teagasc could have a key role in facilitating farmers and producer groups exploit the potential for regional brands. Perhaps more emphasis could be also given to the Options Programme.
- The PRP noted in the strategy for the region 2015-2020, that fragmentation and land mobility was a particular challenge for the region. This was echoed by the staff and farmers interviewed but the PRP only saw limited plans to address the issue.
- The staff survey confirmed that staff were proud to work for the unit, but highlighted some concerns about internal communications and the opportunity to share knowledge and experiences.
- 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 about what will not be addressed and why.

### Technical Leadership

- The PRP heard that for some advisors gaining access to specialists on the ground was problematic (e.g. beef) but when it did happen it was highly valued. The role of specialists in supporting advisors and as bridges between researcher and advisors was not clear to the panel prior to the meetings during the on-site visit. The roles, responsibilities and expectations of specialists should be made clear in future self-assessment documents and Regional Strategies.
- The self-assessment report includes references to linkage to third party activity such as training events at local marts or the joint programme advisor with Aurivo, but the PRP did not see evidence of the impact of these links and neither farmers nor advisors highlighted any examples of this activity. The PRP felt there was further opportunity to develop and exploit these links.

- The panel were made aware of a range of in-service training opportunities (e.g. advisory methodologies – CECRA modules, Masters in KT) available to regional staff, but found little evidence of uptake or impact, across the region. Opportunities to share best practice and experience could help strengthen team spirit.

## Resources

- The PRP were unclear about the effective division of labour across the region and whether the regional team had the correct mix of skills or that they were deployed in the most appropriate way. Examples include:
  - Although the region contains over 400,000 sheep (Galway has the second highest sheep population of any county) and 12% of the national breeding flock there isn't a lead sheep advisor in the region.
  - Although there is relatively little tillage activity in the region there is, however, a part time tillage advisor.
  - The region places a high priority on the unique environmental features in Galway and Clare however there is only a part time S&E advisor in Galway and 2 full time S&E advisors in Clare are due to retire in 2 years. In relation to this, the PRP were uncertain if there is adequate succession planning in place? .
- The PRP encourage the region to develop a clear plan for staff resource allocation, ensuring staff skills and experience reflect the strategic ambition for the future of farming in the region, and that succession planning and staff development form a core element of future plans.
- Staff turnover has been a significant challenge in the region and the staff survey and farmers interviewed by the panel both raised concerns that regular staff changes could erode farmer confidence.

## Recommendations

1.1 The region's business plan should be clearly tied to regional strategy and regional activity should reflect the business plan and the strategy.

1.2 The region should develop a clear staffing plan to ensure it has the correct skills and experience to deliver the key priorities e.g. consider the appointment of a lead sheep advisor given the importance of the sheep sector for the region.

1.3 Identify future programmes, services and products with the potential for added value drawing on the unique characteristics and strengths of the region.

## **2. Productivity and Service Delivery in the Region**

### **Productivity**

- The PRP heard from both farmers and advisors that a lot of advisor's time is consumed by scheme-related work and administration, and this causes particular challenges at times of the year when on-farm developmental advice/assistance is in demand. The panel recommends that the priority placed on each metric/target is reviewed to ensure regional effort is focused on the task that will produce the greatest impact.
- Farmers and advisors reported that the design, delivery and participation requirements of the current KT Programme consumes significant time and effort and is sapping the energy and enthusiasm of many (farmers and Teagasc staff) involved.
- The PRP noted the decline in the number of profit monitors completed against a background where farmers and advisors agreed this was a powerful decision-making and benchmarking tool, and it is listed as a key performance metric for regional delivery.
- It was not clear to the PRP how key national priorities of increasing the output of the dairy sector and realising the potential of the sheep sector are translated into plans and activity within the region that will result in changes at farm level and contribute to regional output to meet national priorities.
- The PRP noted the challenges for Teagasc in sub-contracting scheme work but felt that with strong management and support from the regional administration team, it can be successfully used to help the region focus on supporting farmers develop their business and technical performance. The additional burden on a reduced administrative resource has to be considered, however.
- The PRP recommend that management find time and space for regional staff to develop innovative delivery approaches and project work that are regionally relevant and bespoke to the clients/situation. The PRP feel this could also help the region move away from a service-based delivery approach and towards innovation-based support.

### **Service Delivery**

- The PRP was impressed by the commitment and enthusiasm of advisory staff in the region and this was confirmed by the farmers interviewed.
- The farmers who met the PRP placed great value on, and recognised the benefit of, the technical advice offered by advisors and the advantage of participating in facilitated discussion groups, allowing a real focus on sharing best practice and knowledge across the region.
- Advisors value the professional development entailed in working with farmers both one to one, on-farm and within discussion groups. The PRP heard how this helps ensure any advice, KPIs and performance data are realistic and relevant to farming in the region.
- Some advisors raised concerns about having a large number of clients and a fear of making mistakes and delivering a sub-standard service. The PRP noted that current staffing levels in the region were above the 'minimum staff requirement' reported in the regional strategy 2015-2020, but recognise the challenges faced by individuals.

- The PRP recognise that farmers place a high value on the technical competence of advisors and their access to specialist Teagasc resources and staff was a key element in advisors personal development opportunities.
- The delivery of environmental programmes across the region appears confused and lacking clear focus when compared to other programmes such as drystock and dairy. The PRP were of the view that given the extensive remit of environmental programmes across the region, this was a missed opportunity.

### **Recommendations**

2.1 Teagasc should investigate how to support the regional team to focus more on innovation-based support rather than service-based advisory work and ensure that staff have the necessary skills.

2.2 Greater use should be made of regionally specific production data which would benefit the region and the region's farmer clients.

2.3 Develop a clear regional strategy and plan to deliver effective environmental programmes across the region, given the unique environmental resource within the region.

### **3. Relevance and Impact in the Region**

#### **Programme relevance**

- Teagasc national priorities are recognised and are being implemented within the region, but the PRP were not convinced there was sufficient adaption of these objectives to reflect regional conditions, and make them relevant to local farmers. For example, the soils and environment programme reflecting the unique and important landscapes, bio-diversity and culture of the Burren or Connemara or targets for sheep production reflecting both upland and lowland production systems.
- The panel recognise that Teagasc has a clear research, education and advisory remit and that informally there was evidence of strong linkages between the three work streams. However, it was less clear that there was an explicit strategy to link research, education and advice.
- The panel encourages the region to review the SWOT analysis in the self-assessment document to ensure potential areas of future importance are included and where relevant, plans are developed to meet anticipated demand e.g. the environmental impact of production systems, increasing risk associated with antimicrobial resistance and greater focus on animal welfare issues
- Education provision across the region has experienced increasing demand for all Green Certificate courses with evidence provided of positive feedback from learners and continuing demand for courses. The panel commend the delivery approaches used, including a strong local focus and links to key local activity such as BETTER farms.

#### **Knowledge Transfer**

- The PRP received powerful testimony from the farmer panel about the impact of Teagasc services on their business. This was also reflected in the case studies and farmer profiles included in the self-assessment report. However, it was not clear to the PRP how the impressive individual examples of on farm behaviour change and practice adoption, were replicated across the wider region.
- The PRP were pleased that staff were aware of the relevant national targets for their sector and the regional objectives and KPIs included in the Galway-Clare advisory region Strategic plan 2015 -2020. However, the panel were unclear how these objectives and targets were monitored and whom within the region was responsible for leading their delivery.
- The PRP were of the view that progress towards regional KPI's should be explicitly embedded into work activities and reporting, (e.g. 5% increase in ewe numbers or 30% increase in milk production) thus helping ensure a clear focus and link between delivery activity and expected outcomes.

#### **Impact**

- The PRP were shown a wide variety of approaches used to measure impact ranging from advisor activity (visits etc) through to on-farm case studies of improvement and data from e-profit monitors. The panel were of the opinion that there was no consistent method used to measure impact that enabled comparison across different agricultural sectors and for regions to benchmark their activity and outcomes against other regions.

- Specialist staff explained that regional data, for example from PastureBase and e-Profit monitor, is increasingly readily available. The PRP did not see evidence of this type of regional data being used to inform local delivery or shared with regional farmers to aid benchmarking and adoption of best practice, although the panel accept that some of this activity takes place.

### **Reputation**

- The farmer panel who met the PRP were fully engaged in Teagasc activity and very enthusiastic about their experience but the PRP would have appreciated a farmer panel more fully representative of all clients from the region.
- The PRP recognised that the national customer feedback that was available, was consistently positive, and therefore was often overlooked. The panel encourages the region to investigate opportunities to collect and analyse feedback that focuses on local delivery, and could offer valuable insight to local requirements.

### **Recommendation:**

3.1 Progress towards regional KPI's should be explicitly embedded into work activities and reporting, (e.g. 5% increase in ewe numbers or 30% increase in milk production).

3.2 Greater emphasis should be given to collecting and analysing client feedback so as to inform future service and delivery.

3.2 National strategies should be adapted to regional conditions, and develop delivery approaches to maximise local impact.

#### 4. Positioning of the Region for the Future

##### Robustness and Sustainability

- The PRP recognised a regional strength in education provision and the valuable opportunity this provided to develop and maintain contact across the region with large numbers of young farmers. The staff team explained the difficulties of keeping in contact with the Green Cert students after completion of their course, a point amplified by the farmer panel.
- The PRP commend the Post Green Cert initiative being piloted in the Galway-Clare region, and encourage the region to set targets and monitor progress of the pilot, and then share the experiences and learning with all regions.
- The PRP recognise the high (about 25%) turnover of advisors in 2016 and the similar level of 'staff churn' in 2017. This is mirrored by FRS personnel changes over the same period. While acknowledging that this may be an exceptional time period, the PRP suggest Teagasc should:
  - be alert to maintaining a consistent level of service to the farmer when staff changes happen
  - develop plans to mitigate any negative impact of high staff turnover.
  - ensure new recruits have the appropriate training and access to mentors and specialist staff
- Land mobility and fragmentation, was highlighted by many as a significant problem across the region that impacts on the ability to increase productivity and production across the sectors, especially on production systems where larger or contiguous land blocks would aid improved productivity, eg dairy grazing platforms or tillage production. The PRP found limited evidence of activity that specifically recognised this challenge and targeted solutions for it.

##### SWOT

- The PRP recommend the regional team review the self-assessment report to ensure it reflects the operational targets, desired outcomes and captures the regional issues.
- The PRP encourages Teagasc to view private consultants as an opportunity rather than a threat. Working in partnership with organisations across the industry may provide opportunities for Teagasc to focus on the areas that will have greatest impact and further develop delivery that is innovation based.
- The PRP recommend that the opportunity section of the SWOT is focused more on the specific issues facing the Galway-Clare region, rather than (as currently) Irish agriculture sector

##### Recommendations

4.1 Monitor the success of the pilot initiative to maintain active engagement with post-Green Cert students.

4.2 Develop a regional implementation plan, to address the ownership and use aspects of land fragmentation.

## **Conclusion**

Galway-Clare is a relatively large region with heterogeneous soil and farm types with 80% of farmers engaged part time on their farms. The region, which encompasses the environmentally unique areas of Connemara and the Burren, contains one fifth of the national suckler cow herd and 12% of the national sheep breeding stock. Sheep are particularly important in county Galway. In this region, the combination of off-farm income, farm profits and state and EU transfers are critical in helping low families and farmers to stay in rural areas.

The PRP makes 11 recommendations across a variety of issues. Key concerns are ensuring that the region's business plan is clearly tied to regional strategy and that activity in the region reflects the plan and the strategy; embedding progress towards KPI's into work activities and reporting; using the region's unique characteristics as a basis for programmes, services and products with added value; focusing more on innovation-based rather than service-based advisory works underpinned by staff upskilling where necessary; making more use of regionally specific production data; putting greater emphasis on collecting and analysing client feedback in order to inform future service and delivery; maintaining approaches for active engagement with post-Green Cert students; developing a regional implementation plan to address the ownership and use aspects of land fragmentation; developing a clear regional strategy and plan to deliver effective environmental programmes across the region, given its unique environmental profile and, considering the appointment of a lead sheep advisor given the importance of the sheep sector in the region.

The PRP hope the review can inform the Regional Strategy afresh and provide valuable feedback for the incoming Regional Manager to focus key efforts on.

Thanks to all involved for their openness, enthusiasm, and willingness to engage with the panel.

**Appendix 1: Action Plan for Implementation of Recommendations**

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**Review of Galway-Clare Advisory Region 2017**

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**Action Plan for Implementation of Recommendations**

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Date: 9<sup>th</sup> February 2018

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 *Galway-Clare 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	The region's business plan should be clearly tied to regional strategy and regional activity should reflect the business plan and the strategy.	<ol style="list-style-type: none"> <li>1. Consult all staff is developing the regions business plan.</li> <li>2. Use posts of responsibility in the business planning process.</li> <li>3. Use Stakeholder involvement in developing the regional business plan.</li> <li>4. Use client base data to define regional activity and reflect in the business plan</li> </ol>	Regional Manager  All Staff  Posts of Responsibility	4th Quarter 2018
1.2	The region should develop a clear staffing plan to ensure it has the correct skills and experience to deliver on key priorities e.g. consider the appointment of a lead sheep advisor given the importance of the sheep sector for the region.	<ol style="list-style-type: none"> <li>1. Each staff member to have a defined client base.</li> <li>2. Each staff member to lead one/two advisory areas. E.g. environmental, new dairy entrant training</li> <li>3. Review Posts of Responsibility and have clearly defined responsibilities under PMDS.</li> <li>4. Create a lead sheep advisor role within the regional unit, this will involve reallocation of this advisors work.</li> <li>5. Issue clear communication to all staff about the responsibilities of POR roles</li> </ol>	Senior management  Regional Manager	4th Quarter 2019
1.3	Identify future programmes, services and products with the potential for added value drawing on the unique characteristics and strengths of the region.	<ol style="list-style-type: none"> <li>1. Continue to work with and renew current programmes such as Burren Project and Co-op Joint Programmes</li> <li>2. Engage with other agencies to develop working relationships that can deliver programmes.</li> </ol>	Regional Manager	4th Quarter 2019

**2. Recommendations for Productivity and Service Delivery**

<b>No.</b>	<b>Recommendation</b>	<b>Actions to be taken</b>	<b>Person responsible</b>	<b>Date for completion</b>
2.1	Teagasc should investigate how to support the regional team to focus more on innovation-based support rather than service-based advisory work and ensure that staff has the necessary skills.	<ol style="list-style-type: none"> <li>1. Arrange for more localised training required for staff, particularly drystock advisors</li> <li>2. Promote sharing of advisory methods and encouragement for identification of alternative/innovative methods of advisory delivery.</li> <li>3. All staff to complete at least 4 CECRA modules</li> </ol>	Regional Manager  POR's  All staff	4th Quarter 2019
2.2	Greater use should be made of regionally specific production data which would benefit both the regional unit staff and the region's farmer clients.	<ol style="list-style-type: none"> <li>1. Use regional analysis for <ul style="list-style-type: none"> <li>• Financial performance (Teagasc profit monitor)</li> <li>• Grass production (PastureBase)</li> <li>• Animal genetics (ICBF)</li> </ul> </li> <li>2. Set local targets for these KPI's for dry soils and heavy soils in the region</li> <li>3. Use this local data and targets for events, regional newspapers, texts and social media e.g. Galway/Clare Facebook</li> </ol>	Regional Manager  Enterprise specialists  POR's	3rd Quarter 2018
2.3	Develop a clear regional strategy and plan to deliver effective environmental programmes across the region, given the unique environmental resource within the region.	<ol style="list-style-type: none"> <li>1. Define the environmental areas in the region for present/future programmes and identify a person(s) that will be assigned to the role.</li> <li>2. Provide appropriate training for these staff.</li> <li>3. Include these staff on working groups for present/potential training.</li> </ol>	Regional Manager  Environmental specialists  POR's	4th Quarter 2019

### 3. Recommendations for Relevance and Impact

No.	Recommendation	Actions to be taken	Person responsible	Date for completion
3.1	Progress towards regional KPI's should be explicitly embedded into work activities and reporting, (e.g. 5% increase in ewe numbers or 30% increase in milk production).	<ol style="list-style-type: none"> <li>1. Agree the key KPI's for each enterprise.</li> <li>2. Set baseline figures for each KPI in the region and set targets for the region for these KPI's.</li> <li>3. Include in the regional business plan.</li> </ol>	Regional Manager  Enterprise specialists  POR's	3rd Quarter 2018
3.2	Greater emphasis should be given to collecting and analysing client feedback so as to inform future service and delivery.	<ol style="list-style-type: none"> <li>1. Identify areas (enterprise type, location, age) where feedback would be beneficial</li> <li>2. Develop feedback system for clients in the areas identified</li> <li>3. Include the findings in the business plan for future years</li> </ol>	Regional Manager  Enterprise specialists  POR's	3rd Quarter 2019
3.3	National strategies should be adapted to regional conditions, and develop delivery approaches to maximise local impact.	<ol style="list-style-type: none"> <li>1. Involve advisors in the business planning process</li> <li>2. Identify and use alternative programme delivery options</li> <li>3. Monitor the delivery of these local programmes</li> </ol>	Regional Manager Enterprise specialists POR's	3rd Quarter 2018

#### 4. Recommendations for Positioning for the Future

No.	Recommendation	Actions to be taken	Person responsible	Date for completion
4.1	Monitor the success of the pilot initiative to maintain active engagement with post-Green Cert students.	<ol style="list-style-type: none"> <li>1. Continue the pilot the initiative in 2018 with graduating students from 2017 and 2018</li> <li>2. Develop feedback and suggestion sheets</li> <li>3. Record attendances and feedback</li> <li>4. Report to Senior Management</li> </ol>	Regional Manager Education officers	3th Quarter 2019
4.2	Develop a regional implementation plan to address the ownership and use aspects of land fragmentation.	<ol style="list-style-type: none"> <li>1. Include land mobility as a feature of public events <ul style="list-style-type: none"> <li>• Long term leasing</li> <li>• Consolidation</li> <li>• Land mobility service</li> </ul> </li> <li>2. Advisor training to up skill advisors on all options</li> <li>3. Succession and inheritance seminar</li> </ol>	Regional Manager Enterprise specialists POR's	4th Quarter 2019

**Appendix 2 Advisory Regional Review Panel**

<b>Function / Role</b>	<b>Name</b>
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	Frank Beirne, full time suckler beef farmer, worked with his late father in the cattle business, also worked in a quarry, tannery and textile business. Frank took ownership of the family farm in 1990, building stock and infrastructure, his son Des joined the business in 2010, driving grass, stock density and efficiency. " A lot done, more to do "
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 approximately 1,000 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. He provides a secretariat to the Peer Review Panel.

### **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 eProfit 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.