

final report

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Department of Employment, Economic Development &
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Making More From Sheep



A joint initiative of



State Business Plan_{2011 - 2013}

State: Queensland

Prepared by: Tony Hamilton, Pamela McAllister

Date: 11th February 2011

State Co-ordinator: Tony Hamilton

Organisation: Department of Employment, Economic Development & Innovation (DEEDI)

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Program Goal:

Making More from Sheep will deliver awareness, learning and supported adoption opportunities to lamb and wool producers to improve the productivity, profitability and resilience of their business.

National Key performance indicators

- I. At least 70% of sheep producers (21,700) will be aware of MMfS by July 2015.
- II. At least 30% (3,906) of aware producers (pro-rata to 2013) participating in MMfS activities by July 2013.
- III. At least 50% of participating sheep producers applying at least one procedure, from at least one module to their sheep enterprise that delivers improved productivity and profitability.

(Target numbers based on ABS estimate of 31,000 sheep enterprises on farms with an EVAO >\$5,000. Note: ~23,000 with an EVAO > 40,000)

Table 2 - Indicative Activity Types

Area of activity	Awareness (Category A)	KASA opportunities (Category B)	Practice Change (Category C)
Print and electronic media	√		
Case studies	√	√	
Workshops		√	
Field days		√	
Demonstration sites		√	√
Webinars		√	
Web site	√	√	
E-newsletter	√	√	
E-learning activities		√	
Producer advocates	√	√	
Mentoring and coaching		√	√
Program partners	√	√	
Forums	√	√	
Champion producer competition	√	√	

Table 3 – Relative Emphasis of Activity Types

Category	Year 1 January 2011 to June 2011	Year 2 June 2011 to June 2012	Year 3 June 2012 to June 2013	Year 4 June 2013 to December 2013
A (Awareness)	XX	X	X	X
B (KASA opportunities)	XXX	XXX	XX	XX
C (Practice Change)	X ⁽¹⁾	XX	XXX	XXX

⁽¹⁾ Includes development and/or piloting of ≥ 1 category C activity for implementation in Years 2 and 3

Current issues facing the industry within the State (and the fit with MMfS modules and procedures)

Industry Issues within Queensland	Making More From Sheep Module	Making More From Sheep Procedures and/or Tools
Sheep Production		
Queensland climate conditions differ from other production areas and specific practices are needed. Due to ten years of drought and low wool prices, sheep numbers have been reduced to an all-time low of less than four million. Higher sheep meat and wool prices and improved seasons highlights the potential to rebuild the Queensland sheep flock and to supply breeders and meat sheep to southern markets.		
Building the sheep flock – lack of ewe numbers	Gain from Genetics (Module 9) Wean More Lambs (Module 10)	Procedures 9.1 – 9.3 Procedures 10.1 – 10.5
High cost and availability of replacement ewes driven by supply and demand factors	Plan for Success (Module 1)	Procedure 1.2
Optimising reproduction rates (increasing lambing percentage and lamb survival and weaning rates)	Wean More Lambs (Module 10)	Procedures 10.1 – 10.5
Restocking in a sustainable manner in the pastoral areas	Hot Topics o Topic 1 (Pastoral Zone Management)	
Addressing production losses		
Given the latest tools and technology there is potential to lift the survival rates to create surplus sheep numbers, which in turn increases profitability. The greatest gains will be made by increasing the survival rates (as above) in conjunction with the best genetics available for environment type (eg. Summer rainfall, mulga, Mitchell grass).		
Mating and managing ewe lambs	Gain from Genetics (Module 9) Turn Pasture in Product (Module 8) Wean More Lambs (Module 10) Healthy and Contented Sheep (Module 11)	Procedures 9.1, 9.3 Procedure 8.1- 8.3 Procedures 10.1 – 10.5 Procedure 11.1 Tool 11.5
Increase use of Sheep Genetics ASBV's to accelerate genetic improvement	Gain from Genetics (Module 9)	Procedures 9.1 – 9.3 Tools 9.3, 9.4, 9.5, 9.6, 9.7

Sheep Health & Survival		
Wild dogs are the biggest threat to the expansion of the sheep industry in Queensland. Communication and information transfer needs to be improved so that producers can have confidence that this is being addressed. Other predators still need to be managed well.		
Following recent record rainfall and flooding across the State, sheep losses are up to 20-30%, as a result of a combination of blowflies, worms, wild dogs and lice. Management of these parasites will be challenging over the next 12 months and many producers will require assistance in choosing the correct strategies and chemical treatments, especially for non-mulesed sheep. The latest research information will be utilised to keep producers informed on the best possible strategies to address these issues.		
Wild dogs	Wean More Lambs (Module 10)	Procedure 10.3
Other predation – crows, eagles, foxes, pigs	Wean More Lambs (Module 10)	Procedures 10.3 Tools 10.8
Blowflies	Healthy and Contented Sheep (Module 11)	Procedures 11.5 Tools 11.11
Coping with non-mulesed sheep, especially given current high rainfall conditions in Queensland.	Gain from Genetics (Module 9) Healthy and Contented Sheep (Module 11)	Procedures 9.1 – 9.3 Procedures 11.2, 11.5 Tools 11.11
Worms, especially given current high <i>summer</i> rainfall conditions in Queensland.	Healthy and Contented Sheep (Module 11)	Procedures 11.2, 11.4, 11.5 Tools 11.5, 11.8, 11.9
Lice	Healthy and Contented Sheep (Module 11)	Procedures 11.2, 11.5 Tools 11.3 – 11.16
Marketing		
Marketing opportunities exist, especially with the high prices projected for the next five to seven years, however, producers need to be well-informed of the latest specifications and the limited options for processing.		
Optimising meat and wool income – choosing appropriate breed for purpose and conditions	Market Focused Wool Production (Module 2) Market Focused Lamb and Sheep Meat Production (Module 3)	Procedures 2.1 - 2.3, 3.1 – 3.4 Tools 2.1 – 2.6, 3.1 – 3.10
Limited processing opportunities in Queensland – large transport distances	As Above	As Above
Looking at <i>long</i> and short term market opportunities	As Above	As Above
Risks in managing supply chain and value adding options	As Above	As Above
People – dem chge, etc		
The shift of focus to the mining industry has robbed regional Queensland of much of its skilled labour. In addition, recruiting young people to the industry is critical to its long-term viability. There is a need to look at labour-saving devices and technologies as well as skilling and attracting appropriate people.		
Skills and labour shortage for husbandry and strategic asset rebuilding	Capable and Confident Producers (Module 4) Hot Topics	Procedures 4.1
Remote and scattered populations – financial and time cost in meeting face to face. Improving effectiveness and efficiency of learning and communication	Plan for Success (Module 1) Capable and Confident Producers (Module 4)	Procedures 1.5, 4.4

Key goals/focus of the organisation and alignment with MMfS

DEEDI, has identified **SEVEN PRIORITY AREAS** for the agencies within his portfolio to work with Queensland's food and fibre industry and achieve accelerated growth for our primary production sector. These priorities align with Making More from Sheep Modules as shown in the table below.

DEEDI priorities	Making More From Sheep Module/s
1. Attracting Investment – profitable Queensland industries, capable and confident people in business	Modules 1 - 4
2. Capitalising on our R&D Potential – MLA, AWI, Sheep CRC, DAFF, DEEDI RD&E	Modules 1 - 11
3. Managing biosecurity risks	Modules 10, 11
4. Boosting Exports and Trade	Modules 1 – 4, 9, 10
5. Promoting Agricultural Precincts	Modules 1 -11
6. Improving Skills and Labour	Modules 1 – 11, Hot Topics
7. Reducing Impediments for Business	Modules 1 – 11, Hot Topics

DEEDI is committed to ensuring that extension is targeted and well positioned to support agribusinesses to meet current and future challenges, and to create and take advantage of new opportunities.

Partnership development

Key stakeholders of the Queensland sheep industry and DEEDI extension staff met in Longreach in late 2010 to identify key issues and opportunities for advancing the industry, including partnership development. Key extension and communication activities were determined and are reflected in this proposal. There are few full-time sheep industry consultants operating in the Queensland, however, close relationships exist with those that we know of, and will continue throughout this project in order to maximize the development potential for the industry. Support and the further development of partnerships will be sought from agribusinesses such as Elders, Landmark, Rabobank, etc, including funding for field days, workshops, and webinars, promotion of activities through their networks, and canvassing suggestions for future activities

The close relationship between *Making More from Sheep* and *Leading Sheep* adds value to both projects, stimulates partnerships and prevents duplication of effort. For example, Leading Sheep undertook a statewide electronic survey of the all players in the industry late last year and this information was used by both projects to identify the current issues facing the industry. This consultative process also fostered linkages with producers, consultants, agribusiness, and government. Similarly, future communication activities will continue to develop relationships between these service providers over the term of the project and beyond.

Using online tools

As Queensland sheep producers are scattered over very large distances, travel times to events can be prohibitive, sometimes up to nine hours each way. This project will be delivered combining online social media tools with face-to-face meetings to enable greater and more frequent participation. This significantly increases value for money from events,

and producers gain skills and tools for improving communication and connection in other aspects of their business. By using programs such as WebEx to deliver online workshops, *Making More From Sheep 1* has been recognized as a national leader in e-extension and saved tens of thousands of dollars in travel and time, which were reinvested into more productive activities. The following insert shows cost savings using these tools for DEEDI as a whole.

Benefits of using online tools at DEEDI

DEEDI has successfully paved the way for five best-of-breed online collaboration tools to be used as interim communication and learning solutions.

The five eTools are blogs (using WordPress), wikis (using GovDex), web conferencing (using WebEx), eSurveys (using SurveyMonkey) and eBooks (using eBookGold).

A total of 183 **web conferences** have been conducted by DEEDI to date, with a total duration of 140 hours. That equates to savings of:

- 8,400 hours of travel time
- \$840,000 of associated salaries by not travelling
- \$350,000 of airfares
- 420 metric tonnes of CO₂.

This represents a cumulative dollar saving of **\$1,190,000** from the use of web conferencing so far.

eSurveys have also been very popular, with 57 staff as registered users of SurveyMonkey. To date, 177 electronic surveys have been conducted, collecting thousands of responses. It is estimated that each printed survey costs \$450 for printing and postage. The cumulative effect so far is a saving of **\$76,950**.

The results of webinar interactions have been evaluated and found to deliver improved rates of practice change. This is because more people have been engaged, in a more timely manner, and follow up reinforcement happens in short time frames. Producers are excited by this technology as it deals with so many of the barriers to information flow and connectivity between growers who live so remotely, on poor roads which are very vulnerable to weather disruption. They have told us in their evaluation that the webinars have improved their sense of belonging to a community of common interest. It was good for morale during the drought, when costs had to be kept to a minimum, that they could connect with people with similar problems, and find creative solutions, encouragement (especially from R&D corporation funded projects, such as MMFS and Leading Sheep) and support to get them through the crisis. With the recent floods, people were again able to connect and receive timely advice on management techniques for flood related problems. Creating a culture of online use has reduced the digital divide between city and regions.

While great benefits have been achieved using these online tools, face-to-face is an important mode of delivery. Online tools are used to complement face-to-face as an integrated package used to meet the need of the audience at any particular time.

Position of the program within the broad context of the organisation

Organisational Chart - Animal Science Business Services Support Team

General Manager

Peter Johnston

Executive Assistant

Roseann Waia

Beef And Sheep Program

Bob Karfs (Beef and Sheep)

Principal Project Officer Sheep

Tony Hamilton (Making More from Sheep/Leading Sheep)

Sheep and Wool Extension Officers

Nicole Sallur (Charleville)

Alex Stirton (Charleville)

Andrea Hewitt (Longreach)

(To Be Appointed) (Goondiwindi)

Communications Team

The following people contribute at times to the MMFS project:

Laura McDonald

Gordon Collie

Leonie Lyons

Louisa McKerrow

Evaluation

Dr Gerry Roberts

Intensive Livestock Program

Dave Jordan, A/Science Leader (Intensive Livestock)

Fisheries And Aquaculture Program

Dr Warwick Nash, Science Leader (Fisheries and Aquaculture)

Table 4 - KEY PERFORMANCE INDICATORS & PRODUCER SEGMENTATION – NATIONAL

Category	Measure	Sub-category		Description	Businesses Engaged by Throughput (% of Producers / Production Value)				M&E method
					Medium 500-1000hd (27% / 25%)	Large 1000-2000hd (14% / 26%)	Very Large >2000hd (7% / 34%)	Total (48% / 85%)	
A	Awareness of MMfS	A1	Outcome	≥ 70% of target sheep (wool and sheepmeat) producers aware of MMfS ^(a) 2015				21,700	Survey
		A2		≥ 70% of target lamb producers aware of MMfS ^(b)	2,587	1,383	636	4,607	
B	Participation in MMfS	B1	Outcome	≥ 30% of producers in A1 (pro-rata to 2013) participating in ≥ 1 x MMfS activities				3,906	Audit
		B2		Impact	≥ 30% of producers in A2 demonstrating a KASA change	776	415	190	
C	Practice change/s from MMfS	C1	Outcome	≥ 50% of producers in B1 implementing ≥ 1 x MMfS procedures				1,953	Survey
		C2		Impact	≥ 50% of producers in B2 measuring the impact of ≥ 1 x MMfS procedures	388	207	95	

(a) 31,000 sheep farms with an estimated value of agricultural output (EVAO) > \$5,000, (b) 23,000 lamb producers with a EVAO > \$40,000 (ABS)

Table 5 - KEY PERFORMANCE INDICATORS & PRODUCER SEGMENTATION – QLD

Category	Measure	Sub-category		Description	Businesses Engaged by Throughput (% of Producers / Production Value)				M&E method
					Medium <2000hd (27% / 25%)	Large 2000 – 8000hd (14% / 26%)	Very Large >8000hd (7% / 34%)	Total (48% / 85%)	
A	Awareness of MMfS	A1	Outcome	≥ 70% of target sheep (wool and sheepmeat) producers aware of MMfS ^(a) 2015				800	Survey
		A2		≥ 70% of target lamb producers aware of MMfS ^(b)	130	70	32	232	
B	Participation in MMfS	B1	Outcome	≥ 30% of producers in A1 (pro rata to 2013) participating in ≥ 1 x MMfS activities				195	Audit
		B2		Impact	≥ 30% of businesses in A2 demonstrating a KASA change	39	21	10	
C	Practice change/s from MMfS	C1	Outcome	≥ 50% of businesses in B1 implementing ≥ 1 x MMfS procedures				98	Survey
		C2		Impact	≥ 50% of businesses in B2 measuring the impact of ≥ 1 x MMfS procedures	20	10	5	

Table 6 - PLANNED KEY EXTENSION AND COMMUNICATION ACTIVITIES INFORMATION (October 2010 to June 2011)

Event Title	Location and/or region	Month (or season)	Activity Type <i>Refer to Table 2</i>	Farm business target No.	MMfS module/s	MMfS Procedures & tools	Presenters/facilitators	Cost	Participant fee Y/N (amount)	Delivery partner/links with other program (private, DPI etc)	Potential Advocate participation
Zolvix Drench	Webinar	7 Oct, 2010	B1	9	11	P11.2 P11.4 T11.9	Justin Bailey, Maxine Lyndall-Murphy	250	N	Zolvix, Novartis	
Worm Burdens In Pastoral Zone	Webinar	4 Nov 2010	B1	11	11	P11.2 P11.4 T11.9	Maxine Lyndall-Murphy	250	N	DEEDI	
Genetics Lifetime Ewe Reproduction	Bred Well - Fed Well, Goondiwindi	9 Dec 2010	Workshop A1, B1, C1	60 (80 attendees)	9	P9.1-3 T9.4-7	Mark Ferguson Jason Tromp	2500	N	Sheep CRC, MLA, AWI, DEEDI, RIST, Leading Sheep, Sheep Genetics	Mark Murphy
Skintraction	Webinar	2 Dec, 2010	B1	10	11	P11.2 P11.4 T11.9	Peter St-Vincent Welsh	250	N	AWI, Cobbett Technologies	
Worm & Fly	Blackall Longreach	March - June	A1, B1, C1workshop	10	11	P11.2 P11.4 T11.9	Maxine Lyndal-Murphy (DEEDI); Don Perkins Chemical Reps/Agent (Producer)	1600	N	Sheep CRC, Leading Sheep MLA, AWI, DEEDI	Mark Murphy, Will Roberts
	Nindigully			15							
	Goondiwindi			15							
	South-West			20							
Wild Dogs	All Regions	March	A1, B1	20-30	10	P10.2	Leading	1000	N	Biosecurity	Peter Lucas

		- June	Exploratory Webinars			P10.4 T10.8	Sheep Biosecurity Qld			Qld, MLA, AWI, DEEDI, AgForce, DERM, Local Govt	John Cuskelly Ninian Stewart-Moore Lee Allen,
Displays at Ag Shows	Sheep regions	Mar – Jun 11	Staffed displays A1	50 each	N//a	N/a	Extension Staff	400	N	Ag Colleges, Agribusiness, DEEDI	Mark Murphy
Opportunities and needs as they arise	As required: Hot Topics Seasonal variations	Mar – Dec 2011	As appropriate		Hot Topics			1,050		As appropriate	Appropriate advocate
Total								7,300			

Table 7 - PROPOSED KEY EXTENSION AND COMMUNICATION ACTIVITIES INFORMATION (July 2011 to June 2012)

Event Title	Location and/or region	Month (or season)	Activity Type Refer to Table 2	Farm business target No.	MMfS module/s	MMfS Procedures & tools	Presenters/ facilitators	Cost	Delivery partner/links with other program (private, DPI etc)
Planning for Success	C&NW	July - Sept	Webinar B1, C1	10	1	P1.1-1.5	David Counsell Producers Rod Strahan (Jack Banks - content)	700	MLA, AWI, Sheep CRC, DEEDI
	SE			10		T1.1 -1.4		100	MLA, AWI, Sheep CRC, DEEDI
	SI			10				100	MLA, AWI, Sheep CRC, DEEDI
	SW			10				100	MLA, AWI, Sheep CRC, DEEDI
Genetics Lifetime Ewe Reproduction (wool)	Longreach	July - Sept	Workshop A1, B1, C1	30	9	P 9.1-3 T9.4 - 7	Jason Tromp/ David Counsell Chris Shands Alex Stirton	2500	Sheep CRC, AWI, MLA, DEEDI, Leading Sheep, Sheep Genetics

Wean More Lambs	South (Thallon)	July - Sept	Workshop A1, B1, C1	25	10	P10.1 -5 T10.1-8	Producers: Mark Murphy Don Perkins Nutritionist Chris Shands Fertility/Scanning: Mike Rival	2500	Sheep CRC, AWI, MLA, DEEDI, Leading Sheep, Sheep Genetics	
Involving Youth	WestTech Field Day Barcaldine	September	Field Day A1	20	1	P1.1 P1.5 T1.2	Leading Sheep Project Manager + 2 Extension Officers	1200	AgForce, Australian Agricultural Colleges, TAFE	
Involving Youth	All Regions	Feb - March	Exploratory Webinar A1, B1	20-30	1	P1.1 P1.5 T1.2 P4.1 -5 T4.1- 4.6	Leading Sheep Project Manager + 2 Extension Officers	1500	AgForce, Australian Agricultural Colleges, TAFE	
Genetics & Marketing (meat)	Blackall Winton	May	Workshop Demonstrations (carcass) A1, B1, C1	15	9	P 9.1-3 T9.4 - 7	Processor (Barcoo Butchery) Geneticist T&R Pastoral Pittsworth, Geoff Duddy, Phil Kemp Chris Bartlett	1000	Sheep CRC, AWI, MLA, Leading Sheep, Sheep Genetics	
	South Inglewood			15		P 9.1-3 T9.4 - 7		1000		Sheep CRC, AWI, MLA, Leading Sheep, Sheep Genetics
	South West			15		P 9.1-3 T9.4 - 7		1000		Sheep CRC, AWI, MLA, Leading Sheep, Sheep Genetics
Local Ag Shows	Various	Various	AI					400		
Opportunities and needs as they arise	As required: Hot Topics Seasonal variations	Mar – Dec 2011	As appropriate		Hot Topics			8,000	Appropriate advocate	
Total								\$20,100		

*

Table 9 - COMMUNICATION ACTIVITIES

While the primary responsibility for MMfS awareness lies with corporate communication activities of MLA and AWI, state coordinators are required to identify and capture opportunities to promote the MMfS program and events in local media. Additionally, state coordinators are required to identify content and local case studies that may be applicable for the MMfS e-newsletter and MLA and AWI corporate communications to aid awareness activities.

External Communication Activities	Focus/topic	Season	Deadline/ timeframe	Delivery organisation
MMfS e-newsletter (quarterly)	State roundup of upcoming events and news	autumn	June 11	DEEDI
MLA Prograzier case studies	Life Time Ewe Management	autumn	June 11	DEEDI
Press releases prior and post events	As appropriate	ongoing	Tied to events	DEEDI and partners
Media, MLA, AWI advised of opportunities for good case study subjects	As appropriate	ongoing	Tied to events	DEEDI and partners
LS data base: Event fliers produced and distributed through this data base for each event.	As appropriate	ongoing	Tied to events	DEEDI and partners
MLA Feedback stories	Feedback from activities Timely notification about opportunities for stories for MLA magazines	ongoing	Tied to events	DEEDI
Media Releases	Promoting Webinars and workshops	ongoing	Tied to events	DEEDI
AWI Beyond the Bale (quarterly)	Articles applicable to project activities	ongoing	Tied to events	DEEDI
Post Event media articles	Articles applicable to activities	ongoing	Tied to events	DEEDI
Other opportunities as they arise	As appropriate	ongoing	Tied to events	DEEDI and partners

Occupational Health and Safety DEEDI WORKPLACE HEALTH AND SAFETY POLICY STATEMENT

The Department of Employment, Economic Development and Innovation (DEEDI) is committed to achieving and maintaining a culture that promotes a safe and healthy work environment for employees, clients, visitors and contractors at all its workplaces. When conducting business activities management at all levels within the department will strive for zero injuries by supporting and promoting the spirit and intent of the commitment.

The Department will provide a work environment and conduct its business activities in a manner which:

- protects the health, safety and wellbeing of all employees, contractors, clients and visitors
- promotes safety awareness and safe working practices in the workplace
- supports continual improvements to policies, procedures, guidelines and training that result in better individual and organisational health and safety outcomes
- encourages risk assessment and minimisation in all work practices
- does not compromise health, safety and environmental standards in the community
- provides a system for auditing and reviewing to ensure continual improvements in health, safety and wellbeing performance.

To achieve this commitment all management will:

- comply with, and promote the spirit and intent of, legislation and regulatory instruments
- promote and maintain healthy, safe and environmentally aware work practices
- provide encouragement, support and sufficient resources to Workplace Health and Safety Officers, Workplace Health and Safety Representatives and Rehabilitation and Return to Work Coordinators to enable them to properly undertake their duties
- adopt a consultative approach on all workplace health, safety and wellbeing related issues
- rectify workplace hazards, assess, manage and minimise health and safety risks
- report hazards, incidents, accidents and non-compliance and facilitate effective investigations.

All employees will:

- act in a manner that does not compromise the health, safety and wellbeing of themselves or others
- comply with the spirit and intent of policies, procedures, guidelines, legislation and regulatory instruments
- report all incidents, near hits, injuries and hazards and, as appropriate, take remedial action
- support programs and initiatives that promote improvements in health, safety and wellbeing in the workplace.

No task is so important that you should place yourself or others at risk.

If is not safe, then you should not undertake the task until it can be done safely.

Table 9 - MONITORING AND EVALUATION FRAMEWORK

CATEGORY	KPI	Key measure	Method	Organisation responsible	Minimum number of data to be submitted
OVERALL PROGRAM GOAL	Producers have achieved a sustainable increase in profit and/or productivity	Profitability and/or productivity increases resulting from participation in the program	Ex ante and ex post business analysis measurements from a representative sample of producers participating in B & C level activities Benefit:cost analysis	MLA	NA
AWARENESS (A)	Maintaining broad industry awareness (50% of producers)	Producers aware of the MLA/partner program activities	Feedback sheets from all events ¹ Annual KPI survey	State co-ordinator and NC MLA	80% businesses from every event
		Producers aware of opportunities for improving their business management			
		Industry see value and are satisfied with MLA/partner program activities			
KASA (B)	Building knowledge, skills and confidence (30% producers engaged in A)	Improvement in knowledge skills and confidence to optimise the use of the available feedbase and better manage the significant issues impacting on business profit and productivity	Ex ante and ex post skills auditing of participants in (B) activities Feedback sheets from all events	State co-ordinator and NC MLA	80% businesses at each activity
PRACTICE CHANGE (C)	Supporting adoption and practice change (50% of producers engaged in B)	(C1) Intention to change practices versus actual practice change	Feedback sheets and follow up (intention and act)	SC MLA	80% businesses at each activity MLA & MMfS survey
		(C2) Changes in practice and adoption (permanent change) that result from participation in the program	Ex-ante and ex post business practice profiles & skills audit	State co-ordinator and NC	95% businesses at each activity

Note that further template development is underway for the skills auditing activities for Category B2 & C2 events.

¹ See appendix 1

Table 10 - RISK ANALYSIS AND MITIGATION

Risk	Likelihood	Consequence	Control Strategy
Deliverer becomes unavailable	Medium	High	Have more than 1 potential deliverer, especially if a series of events on the same topic is planned. Have a reciprocal arrangement for using expertise with other states. Prepare list of organisational and consultant delivery expertise. Worst case is to cancel event.
In the event of voluntary resignation of technical staff, with a shrinking industry in Queensland, qualified replacement personnel may not be easily found.	High	Low	DEEDI has a well-honored process of replacing resignations and the capacity to provide interim personnel to fill the gap. In addition, a register of potential applicants for positions will be kept.
Flooding disrupts program	Low	High	Design the program so that the initial events are done in non flood prone/affected area. Have contingency plan for changing dates or holding in alternate venue.
Disease outbreak	Very low	High	Implement Biosecurity plan. Renegotiate arrangements.
Competition for producers time	High	Medium	Maintain close relationships to enable good quality information on needs and adapt program to meet high need areas.
Loss of local markets to foreign imports	Low	High	Contingency plan for alternative markets is in place.
Change to government policy reduces resources through change of priorities	Medium	High	Retain close relationships with stakeholders in the industry so that program elements can be reallocated to other providers

General feedback

Please provide feedback to help us improve future events: _____

Partner Logo here

APPENDIX 2 – Post Event Summary Sheet (example)

Event Date	23/07/10		
Event Name	<i>Optimising kilos of Lamb turn-off per hectare</i>		
Event Location/Venue	<i>Lucerne Park Woolshed, Cudal (on farm)</i>		
Partner Organisations/Programs & Role	<i>Industry & Investment NSW (coordination, provision of presenters) Elders (provided lunch) EverGraze (presenter)</i>		
Main Module Delivered	<i>8, Turn Pasture into Product</i>	<i>Procedures covered</i>	<i>8.1</i>
		<i>Tools used</i>	<i>8.5, 8.6</i>
Other Modules Delivered	<i>10, Wean More Lambs</i>	<i>Procedures covered</i>	<i>10.2</i>
		<i>Tools used</i>	<i>10.2</i>
Pre event Promotion Activities	<i>MLA Fax out, Elders staff rang clients, local radio</i>		
Program Length/Presenters	<i>12.00 noon – 4.30 pm Ernie Extension, Industry and Investment, Pasture and Ewe Management Ralph Researcher, Lucerne for Finishing Lambs Fred Farmer and Clarrie Consultant, inspection of lucerne paddocks</i>		
Cost of Event	<i>\$500 for Clarrie Consultant, \$500 Dept Industry & Investment – Total \$1,000</i>		
Number of Participants	29		
Number of Sheep Businesses attending	22		
Post Event Promotion	<i>Photo and media article sent to Cudal Courier local paper.</i>		

APPENDIX 3 – Monthly report (example)

Date	Main Module Presented	Location	Number of Participants	Number of Sheep Businesses	Evaluation forms sent to National Coordinator
23/7	<i>Turn Pasture into Product</i>	<i>Cudal</i>	29	22	Yes

APPENDIX 4 – Modules, Procedures and Tools

Module	Procedures	Tools
1 Plan For Success	<p>1.1 Establish business objectives and plans</p> <p>1.2 Calculate your cost of production per kg meat or wool</p> <p>1.3 Compare business performance</p> <p>1.4 Quantify risks and develop a risk management plan</p> <p>1.5 Assess enterprise changes and new technologies</p>	<p>1.1 SWOT analysis – for assessing the pros and cons of an enterprise or action</p> <p>1.2 A simple process for setting goals and objectives</p> <p>1.3 How to prepare a business plan</p> <p>1.4 Discussion starters for imagining the future</p> <p>1.5 Photovoive</p> <p>1.6 MLA cost of production calculator for lamb enterprises</p> <p>1.7 AWI cost of production calculator for wool enterprises</p> <p>1.8 MLA cost of production calculator for beef enterprises</p> <p>1.9 Indicative industry benchmarks</p> <p>1.10 A farm business risk assessment template and drought example</p> <p>1.11 A partial budget template</p> <p>1.12 The SGS one page planning process</p>
2 Market focused wool production	<p>2.1 Know the features of the wool market influencing demand and price</p> <p>2.2 Use a customer focus to produce, harvest and prepare wool for sale</p> <p>2.3 Maximise returns from your wool sales</p>	<p>2.1 Simplified flow of the wool pipeline</p> <p>2.2 Influence of physical characteristics on wool price</p> <p>2.3 The merino dark and medullated fibre risk scheme</p> <p>2.4 Guidelines to assist with the planning of shearing and wool preparation</p> <p>2.5 Specifications for environmentally assured wool</p> <p>2.6 Guidelines for reducing chemical residues</p>
3 Market focused lamb and mutton production	<p>3.1 Decide what product you can produce profitably</p> <p>3.2 Manage the production system to meet market specifications</p> <p>3.3 Decide on the most profitable selling method</p> <p>3.4 Respond to short and long term price and market signals</p>	<p>3.1 Lamb growth planner</p> <p>3.2 Potential markets and specifications for sheepmeat</p> <p>3.3 Fat scoring lambs and sheep</p> <p>3.4 Lamb production check list</p> <p>3.5 MSA production guidelines for lamb and sheepmeat</p> <p>3.6 MSA Sheepmeat processing guide</p> <p>3.7 Factors assessing carcass quality and value</p> <p>3.8 Selling options for sheep and lambs</p> <p>3.9 Selecting the appropriate</p>

		marketing option 3.10 MLA Market information
4 Capable and confident producers	4.1 Ensure clarity about who does what in the business 4.2 Develop more effective communication 4.3 Develop a sound business purpose 4.4 Develop knowledge and skills in the business 4.5 Maintain a happy balance between work and family time	4.1 Steps for establishing your business agreement 4.2 A comparison of dialogue and debate 4.3 Understanding different communication styles 4.4 Developing shared values personal and business goals 4.5 Identifying your preferred learning style 4.6 A work – life balance exercise
5 Protect your farms natural assets	5.1 Shape your farms future 5.2 Manage bushland, wetlands, waterways and native pastures for multiple benefits 5.3 Effectively use and protect the farms water resources 5.4 Progressively reduce the impacts of pests and weeds	5.1 Discussion starters for shaping the farms future 5.2 Photovoice 5.3 Before and after photos 5.4 Native vegetation assessment and management sheet 5.5 Riparian area assessment and management sheet 5.6 Native pasture assessment and management sheet 5.7 Establishing a photopoint 5.8 Monitoring birds on farm 5.9 Stock water supply, quality and reliability 5.10 Saltdeck plant identification cards 5.11 Best practice guidelines for saltland 5.12 The 3D weed control system 5.13 Weed control tactics 5.14 Rabbit control options 5.15 Fox control options
6 Healthy Soils	6.1 Manage according to soil capability 6.2 Maintaining groundcover to protect soil 6.3 Testing for key indicators of soil health 6.4 Implementing solutions for problem soils	6.1 A guide to mapping pasture zones for differential management 6.2 Assessing groundcover and litter levels 6.3 Assessing soil health 6.4 Taking a soil sample for laboratory analysis 6.5 Benchmarks for soil health and guidelines for problem soils
7 Grow more pasture	7.1 Build and maintain soil fertility 7.2 Graze to keep desirable species 7.3 Establish new pastures	7.1 Priorities for action in growing more pasture 7.2 Interpreting soil tests 7.3 Using fertilizer test strips 7.4 Guidelines for fertilizer application

		<p>7.5 Grazing management guidelines for individual species</p> <p>7.6 Pasture assessment techniques</p>
8 Turn pasture into product	<p>8.1 Improve the match between animal demand and pasture supply</p> <p>8.2 Manage the risks associated with higher levels of pasture utilization</p> <p>8.3 Implement a grazing system that suits your goals</p>	<p>8.1 Daily pasture growth estimates for different areas</p> <p>8.2 MLA rainfall to pasture growth outlook tool</p> <p>8.3 calculating stocking rate</p> <p>8.4 MLA feed demand calculator</p> <p>8.5 Pasture rulers sticks and meters</p> <p>8.6 Feed budgeting template</p>
9 Gain from Genetics	<p>9.1 Identify key production traits that drive your sheep enterprise profit</p> <p>9.2 Identify the genetic opportunities to improve key production traits</p> <p>9.3 Select the best genetics for your business</p>	<p>9.1 Sheep CRC wether calculator</p> <p>9.2 Sheep CRC Merino versus terminal sire flock model</p> <p>9.3 Australian sheep breeding value definitions</p> <p>9.4 Breeding values explained</p> <p>9.5 Using a percentile band table</p> <p>9.6 Understanding Sheep Genetics Australia breeding values</p> <p>9.7 Sheep Genetics Australia indexes</p> <p>9.8 valuing genetic merit for fleece weight</p> <p>9.10 On-farm fibre measurement (OFFM) calculator</p> <p>9.11 Simultaneous assortment of sheep into joining flocks</p>
10 Wean more lambs	<p>10.1 Ensure most ewes get in lamb</p> <p>10.2 Manage your ewes to improve lamb survival</p> <p>10.3 Keep maximum numbers of lambs alive</p> <p>10.4 Manage weaners for lifetime productivity</p> <p>10.5 Prepare your ewes for next joining</p>	<p>10.1 Condition scoring and fat scoring</p> <p>10.2 The lambing planner</p> <p>10.3 How the “ram effect” works</p> <p>10.4 Condition and fat score targets for ewes during the year</p> <p>10.5 Body weight targets for weaners and young ewes</p> <p>10.6 Ram check list</p> <p>10.7 Pregnancy scanning of ewes</p> <p>10.8 Checklist for new born lamb mortalities</p>
11 Healthy and contented sheep	<p>11.1 Maintain your sheep in appropriate body condition</p> <p>11.2 Implement a preventative health management program</p> <p>11.3 Adopt on-farm biosecurity measures</p> <p>11.4 Manage outbreaks of sporadic diseases</p> <p>11.5 Meet all animal wellbeing requirements</p>	<p>11.1 Energy and protein requirements of sheep</p> <p>11.2 Condition score targets for all sheep classes</p> <p>11.3 Template for a management calendar</p> <p>11.4 Calculating the cost of energy and protein in common feeds</p> <p>11.5 Bodyweight targets for weaners and young ewes</p> <p>11.6 Water quality for sheep</p> <p>11.7 Diagnosis and management of trace element deficiencies</p>

		<p>11.8 Guidelines for management of worms</p> <p>11.9 Detection and management of drench resistance</p> <p>11.10 Guidelines for the management of liver fluke</p> <p>11.11 Guidelines for the management of flystrike</p> <p>11.12 Guidelines for the prevention of clostridial diseases and cheesy gland</p> <p>11.13 Diagnosis of important diseases</p> <p>11.14 Undertaking risk analysis of potential sources of disease infection</p> <p>11.15 Quarantine periods for important sheep diseases</p>
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