



Department of  
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# final report

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## More Beef from Pastures Business Plan - Victoria

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**PROGRAM GOAL:**

To achieve sustainable increases in beef productivity (kilograms of beef per hectare) and/or profit through optimisation of the available feedbase.

**VICTORIAN GOALS:**

1. Through optimising productivity and managing risk, deliver programs that increase the profitability of Victorian beef enterprises;
2. Deliver timely, relevant and accessible information through a range of extension models (including awareness activities, accredited training, on-farm trials and demonstrations, electronic extension and producer groups) to Victorian beef enterprises;
3. Effectively evaluate program delivery and outcomes for the purposes of continuous improvement, validation of impact (including cost benefit analysis) and ongoing investor support;
4. Utilise market segmentation research in service design and ensure that MBfP program delivery covers the range of factors impacting beef enterprise profitability, including business strategic planning, financial monitoring and measurement, grazing management, animal genetics, herd reproductive efficiency and marketing.
5. Develop and maintain a collaborative approach of DPI and private service providers delivering MBfP in Victoria.

## **STATE CO-ORDINATOR BUSINESS PLAN 2010-2011 DELIVERY**

### **EXECUTIVE SUMMARY**

The Department of Primary Industries – Victoria (DPI-Vic) is well-placed to deliver a targeted and successful More Beef from Pastures phase II (MBfP II) program to beef producers in Victoria. DPI-Vic has a strong track record in achieving practice change through the delivery of its extension programs and is currently revising its delivery practices and structure to further enhance this ability.

This business plan is based on the key recommendations made by GHD Hassall (2009) in the evaluation of MBfP Phase I. These include;

- Targeting commercial producers who are most likely to adopt improved practices,
- Identifying groups of farmers with common practice change needs to form the basis of group-based activities,
- Focusing activities to achieve improved understanding, confidence and practice change amongst participants, and
- Improved monitoring and evaluation (up-front, during and post program delivery) to capture and demonstrate impact.

MBfP II delivery will be closely aligned with the BetterBeef Network. The BetterBeef Network is a framework to deliver targeted, relevant and accessible services to beef producers in Victoria. It provides a route to market for research and development outcomes and in the future will broaden its service offering to include climate change adaptation, environmental, biosecurity, and value chain outcomes.

In the first year, delivery of MBfP II will reach in excess of 600 producers in awareness activities, 150 producers in skill, knowledge and confidence building courses and 180 producers in practice change workshops. Producers will be engaged through a range of extension models including network groups, accredited training, awareness forums, electronic extension, coaching and on-farm demonstrations. Market segmentation research will assist in the development of new extension models to ensure all producer segments are effectively targeted.

Input has been sought from private service providers in designing the framework and identifying the focus areas for year 1. The focus areas of delivery are; business management and cost of production, pasture and grazing management, marketing and improving herd reproductive efficiency. In the future, the Networks Advisory Committee which is aligned to the BetterBeef Network will be a valuable source of input into annual program design and review.

Ongoing quantitative and qualitative evaluation will measure the impact of MBfP II associated practice change within participant businesses. The outcomes of evaluation will also be used for continuous improvement purposes to ensure that the program achieves the desired outcomes of its stakeholders.

DPI-Vic will coordinate the delivery of MBfP II in Victoria. In doing this, we will seek to work collaboratively with private service providers, particularly in the delivery of skill building and practice change focused programs. Producer advocates will also contribute an important role through input into program design and the delivery of technical information in forums and workshops.

Aligned with DPI-Vic strategy, MBfP and BetterBeef Network delivery includes a user-pays approach for skill, knowledge, confidence and practice change focused extension delivery. The cost to each business will consider the cost of delivering the activity, the mix of public and private outcomes the event enables and the comparative cost of similar activities in the market place.

**THEORY OF ACTION FOR THE BETTERBEEF NETWORK**

Agriculture and Fisheries Strategy	<p><i>Outcome One: Increasing productivity and net value</i></p> <ul style="list-style-type: none"> <li>Focus Area 1.2 - Transforming on-farm practices</li> <li>Focus area 1.3 - Developing planning tools for whole-farm production systems</li> <li>Focus area 1.4 - Helping farmers and fishers make informed decisions</li> </ul>	<p><i>Outcome Three: Sustaining the natural resource base</i></p> <ul style="list-style-type: none"> <li>Focus Area 3.2 – Allocating and managing natural resources</li> <li>Focus Area 3.5 – Increasing the adaptive capacity of the sectors</li> </ul>
PC101 Outcome Statement	Victoria's agricultural sector is facing unprecedented change, and the sectors future depends on farm businesses being able to rapidly adapt. By more quickly capturing the benefits of research and development, via access to targeted and relevant services, the farm sector will be more productive, competitive and sustainable.	
SEEC	<ul style="list-style-type: none"> <li>Government and industry invest in an innovative beef network that enables individual businesses to secure their own future,</li> <li>A productive, competitive and profitable beef industry adapting to change,</li> <li>An Informed, skilled and progressive beef industry, with an ability to respond to community expectations; manage biosecurity risks and threats; and capture opportunities,</li> <li>An environmentally aware beef industry, planning and adapting for climate change, managing natural resources and minimising their impact on the environment.</li> </ul>	
Practice Change	<p>Through their engagement in the network:</p> <ul style="list-style-type: none"> <li>Farmers are more confident to implement practice change and manage the future of their farming business,</li> <li>Farmers implement change that enables them to become more profitable, productive, competitive and sustainable,</li> <li>Private and public service providers are more capable to work with industry participants implementing practice change and capturing opportunities,</li> <li>Farmers and service providers, both private and public, identify, understand and make decisions that consider changing community expectations and biosecurity risks and threats,</li> <li>Farming businesses are planning for and adapting to changes in climate, managing natural resources and reducing their impact on the environment.</li> </ul>	
KASA Change	<p><b>Next Users (i.e. Public and Private Service Providers)</b></p> <p>Knowledge:</p> <ul style="list-style-type: none"> <li>of the key components of a highly effective and efficient practice change program,</li> <li>understand the key profit drivers that enable farming businesses to become more productive, competitive and sustainable,</li> <li>understand research and development outcomes, best practice and the sources of this information,</li> <li>informed of the community, biosecurity, climate and other external influences that have the potential to impact farming businesses,</li> </ul> <p>Attitudes:</p> <ul style="list-style-type: none"> <li>seek opportunities to participate and cooperate within the DPI BetterBeef Network team and utilise the support resources available,</li> <li>willingly apply continuous improvement and communicate within the network program,</li> <li>deliver a program that assists network stakeholders achieve their desired outcomes.</li> </ul> <p>Skills:</p> <ul style="list-style-type: none"> <li>improved ability of service providers to design, deliver and evaluate practice change programs that achieve the desired stakeholder outcomes,</li> <li>maintain up to date technical understanding of research and development outcomes, best practice management, community expectations and biosecurity risks and threats with relevance to farming businesses.</li> </ul> <p>Aspirations:</p> <ul style="list-style-type: none"> <li>seek opportunities for personal development for more effective and efficient service delivery to network participants,</li> <li>maintain a desire to stimulate, motivate and challenge network participants to become more profitable, productive, competitive and sustainable,</li> <li>contribute to beef and sheep industries that are in control of their own futures.</li> </ul>	<p><b>End Users (i.e. Farmers)</b></p> <p>Knowledge:</p> <ul style="list-style-type: none"> <li>of research and development outcomes, best practice and its applicability to farming business; and the sources of this information,</li> <li>improved understanding of farming systems, including environmental management, for more informed decision making,</li> <li>increased understanding of community expectations, biosecurity risks and how businesses can manage their impact on the environment,</li> <li>more informed on climate change, its anticipated impact on farming businesses and strategies to manage the impact.</li> </ul> <p>Attitudes:</p> <ul style="list-style-type: none"> <li>confident and empowered farming businesses seeking opportunities to implement practice change,</li> <li>committed and willing to critically analyse research, development and best practice information for its applicability to their farming business,</li> <li>acknowledge that the farming sector needs to adapt to changing internal and external influences,</li> <li>seek opportunities to participate, utilise and contribute to the network program.</li> </ul> <p>Skills:</p> <ul style="list-style-type: none"> <li>improved technical, decision making and critical analysis skills to: <ul style="list-style-type: none"> <li>analyse research, development and best practice information,</li> <li>implement applicable practice change,</li> <li>identify, manage and capture opportunities</li> <li>manage biosecurity and other risks and threats,</li> <li>manage natural resources and their impact on the environment</li> </ul> </li> </ul> <p>Aspirations:</p> <ul style="list-style-type: none"> <li>become more profitable, productive, competitive and sustainable,</li> <li>participate, utilise and contribute to the network,</li> <li>plan and adapt to be part of a sustainable industry securing its own future.</li> </ul>
Users	<ul style="list-style-type: none"> <li>Staff within the Farm Services Victoria Meat and Wool Branch,</li> <li>Victorian service providers throughout Victoria with a desire and the necessary skills to deliver practice change programs,</li> <li>Educational partners including universities and registered training organisations.</li> </ul>	<ul style="list-style-type: none"> <li>A wide cross section (demographic, geographic and segment) of Victorian beef business owners, managers and employees, across multiple levels of the value chain.</li> <li>MBfP has an emphasis on those with 100 head of cattle or more. Engagement targets 2010 - 2013: <ul style="list-style-type: none"> <li>50% of businesses engaged in awareness activities</li> <li>15% of businesses engaged in KASA changing activities</li> <li>7% of businesses engaged in programs that document planned or implemented practice change.</li> </ul> </li> </ul>
Activities / Strategies	<ul style="list-style-type: none"> <li>Initial public and private service provider network and MBfP overview workshop (2010)</li> <li>Biannual public and private coordinator conference for KASA development and network continuous improvements</li> <li>Deliver a specific MBfP train the trainer activity for public and private service providers</li> </ul>	<ul style="list-style-type: none"> <li>BetterBeef Network Producer Groups</li> <li>Groups Accredited Training (BeefCheque, Practical Beef Marketing, Breeders for Profit, Effective Breeding for Cattle and More Beef from Breeding)</li> <li>MBfP/BBN Awareness program, phone seminars and webinars, coaching, Beef Profit Partnerships</li> <li>MLA PDS and EverGraze on-farm trials</li> </ul>
Resources / Inputs	BetterBeef Network (incorporating MBfP) delivery team: Dougal Purcell, Cheriell Tidd, Alison Desmond, Melissa Neal, Phil Franklin, Maria Crawford, Fiona Baker, Neil James, Claire Geri, Darren Hickey with strong linkage to the BestWool/BestLamb project.	

## **SECTION 1: VICTORIAN BEEF INDUSTRY AND MBFP DELIVERY MODEL**

### **HISTORY AND ACHIEVEMENTS FROM PROGRAM DELIVERY**

DPI-Vic has delivered a number of very successful practice change programs, such as BeefCheque for 15+ years and BestWool/BestLamb for around 10 years. We have strong capability in areas that are critical to successful program delivery, including; technical knowledge, program evaluation, service design, market segmentation and farm business economics. Continuous improvement processes to share learnings and approaches between different industry programs also add significant value to our service delivery.

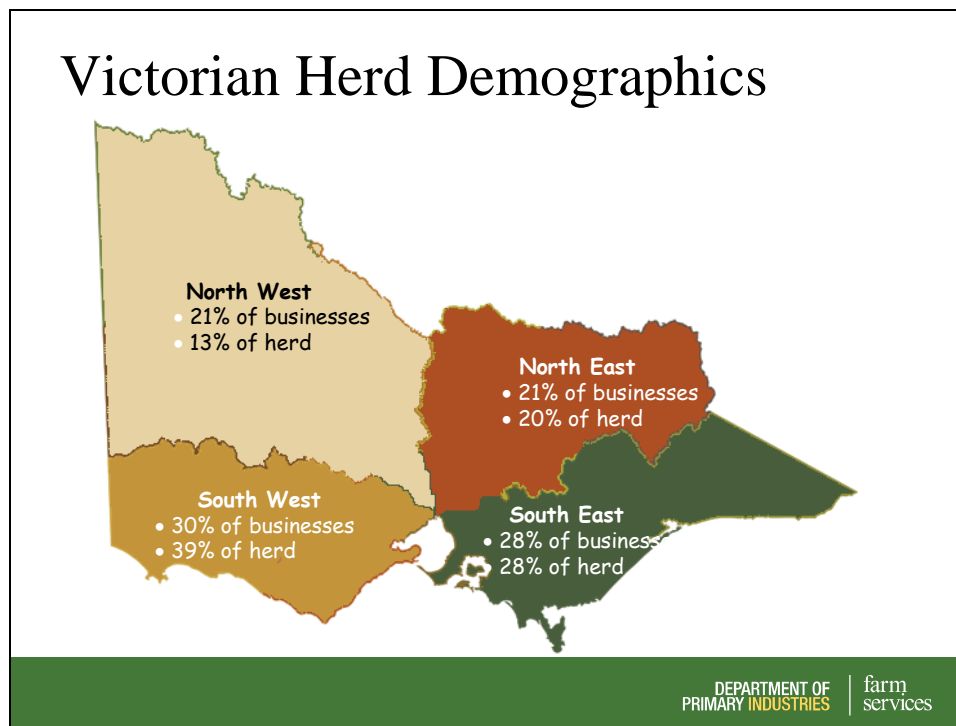
The Meat and Wool Services Branch delivers whole-of-business services to producers throughout Victoria. Evaluation of these programs highlights their success in achieving KASA and practice change outcomes. Some of these evaluations include:

- BeefCheque: has achieved the highest levels of practice change, with 91.8% of Year 1, 100% of Year 2 and 96.7% of Year 3 participants making on-farm practice changes as a result of participating in the program. These practice changes related to a number of areas, including pasture, feed, animal, soil and business management. Evaluation of this program highlighted the importance of ongoing relationships between farmer groups and their coordinator.
- Effective Breeding (Cattle) workshops: participants increased their knowledge of developing a breeding plan by 42%, determining breeding strategies by 46% and selecting livestock for breeding by 35%.
- DPI Breeders for Profit workshops: 95.2% of participants implemented change in their farming enterprise as a result of attending. Participants reported greater confidence in assessing their cattle and making informed decisions about which animals to keep and which to cull. There has been a marked improvement in the ability of producers to develop a breeding herd improvement plan.
- Fertilising Grazed Pastures course: 100% of respondents indicated they intend to implement some change. The importance and understanding of soil types, fertiliser calculations and cost, confidence in interpreting soil tests and choosing the right fertiliser were among the skills and knowledge that participants said they would use on their farm.
- Evaluation of the DPI Practical Beef Marketing course: showed that there was a 50% reduction in the number of producers selling through saleyards and a 250% increase in the number of producers selling direct to the feedlot.
- Farm financial analysis is incorporated into a number of workshops and groups. For instance, cost of production, gross margin analysis and partial budgets are used in BeefCheque and in the Beef CRC Beef Profit Partnership program.

In MBfP phase I, Victoria successfully extended the program to more than 1700 producers (860 producers or 50% above the state targets). DPI-Vic has incorporated a number of MBfP tools into structured training courses, such as BeefCheque, Financial Monitoring and Evaluation, DPI Practical Beef Marketing, EverGraze Pastures for Place and Purpose and EverGraze Whole Farm Grazing Strategies

The design, evaluation findings and learnings of MBfP phase I, BeefCheque, BestWool BestLamb and Beef Profit Partnerships have been considered in the development of this business plan to ensure stakeholders maximise their return on investment.

Victoria is Australia's third largest beef producing state, with 15,940 beef producers managing 3.8 million beef cattle, accounting for 14% of the national herd. 65% of Victorian beef businesses contain less than 100 head. In 2009, Victoria's beef exports were valued at AU\$600m, 12% of Australian exports.



**Figure 1: Victorian Beef Industry Demographics. Source: Australian Bureau of Statistics, 2009**

As shown in figure 1, beef cattle production occurs throughout all regions of Victoria. The greatest concentration of cattle is in the higher rainfall areas (cold/cool temperate agro-climatic zone), namely the South West, North East and Gippsland regions. Victoria is a major supplier of high quality young cattle to NSW and Queensland feedlots.

## **CURRENT ISSUES FACING THE INDUSTRY WITHIN THE STATE**

After a decade of dry seasonal conditions and a severe shortage of water, the southern beef industry continues to face significant challenges including low productivity growth, competition and fluctuations in markets, competition for natural resources, climate variability and associated policies, biosecurity risks, meeting customers' needs and maintaining market access.

High land prices and pressures from urban sprawl present challenges for producers around the state. Supporting and encouraging the next generation; building future capability, succession planning and industry leadership are also issues for the sector.

Recent dry seasonal conditions have highlighted the importance of developing a whole farm approach to species selection and pasture management to maintain pasture reliance and enterprise beef production. Producers implementing progressive grazing management strategies continue to achieve increased enterprise profitability.

Victorian beef cattle businesses have, in general, a higher cost of production in comparison to their northern Australian counterparts. A challenge for Victorian producers is managing cost, enabling them to remain nationally and internationally competitive. The genetic and production characteristics of the Victorian industry provide opportunities for it to further differentiate itself on quality and credence characteristics to domestic and international customers.

The changing demographic of the Australian processing industry with increased utilisation of payment grids and forward contracts is impacting the marketing strategy of Victorian beef businesses. There is a demand from Victorian beef producers for extension services to assist in understanding and utilising these marketing alternatives within their beef business.

## KEY GOALS/FOCUS OF THE ORGANISATION

DPI-Vic's vision is to enable the state's primary industries to sustainably build Victoria's wealth and wellbeing. DPI's primary role is to promote economic development in a way that also supports environmental sustainability and community capacity to manage change. Four strategic outcomes will drive future investment decisions;

- Increasing productivity and net value
- Growing market access
- Sustaining the natural resource base
- Protecting and enhancing community resources.

In allocating funds to projects, DPI seeks co-investment from industry in proportion to the direct benefit industry is likely to receive from such investment. DPI seeks to complement – not compete with – the private sector, which is often better placed to provide services that lead to direct enterprise-level profitability outcomes.

## POSITION OF THE PROGRAM WITHIN THE BROAD CONTEXT OF THE ORGANISATION

MBfP II will be delivered through the Meat and Wool Services Branch, within the Farm Services Victoria Division of DPI-Vic.

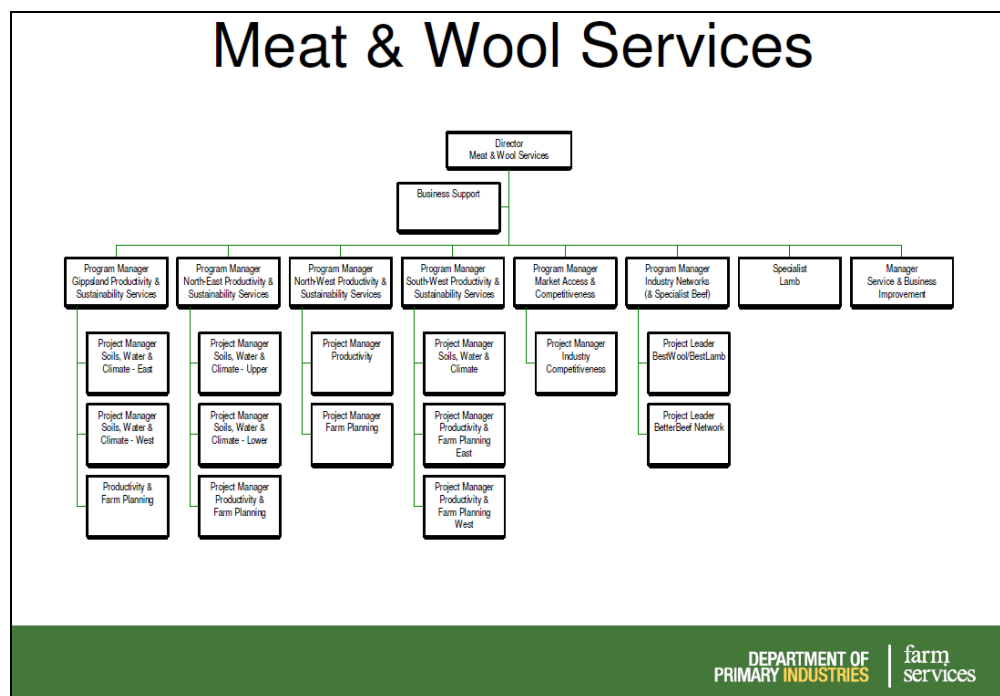


Figure 2: Meat and Wool Services Branch

The state coordinator role will sit within the Industry Networks team, as shown in figure 2, and will be aligned to the Project Leader BetterBeef Network position. The DPI-Vic delivery team will sit within the Gippsland, North East, North West and South West Productivity and Sustainability Service teams.

## THE DPI DELIVERY TEAM

An overview of the DPI-Vic delivery team and the locations of their employment is provided below in figure 3. The delivery team brings a range of skills to MBfP II program delivery, including each officer attaining a Certificate IV in Workplace Training and Assessment (or its equivalent) and completing formal adult learning, extension and group facilitation training through the University of Queensland. Areas of technical expertise include pastures and grazing management, meat science, marketing, live animal assessment, soils and fertiliser, nutrition, genetics, climate change, business planning and financial benchmarking. DPI-Vic maintains a heavy emphasis on staff technical and facilitation skill development.



Figure 3. Victorian DPI Delivery Team. October 2010.

## PROGRAM DELIVERY

MBfP II will be delivered to producers on three levels: awareness; skill knowledge and confidence development and practice change. The activities aligned to each level of delivery will be adjusted as engagement demographics are monitored and market segmentation research outcomes become available in January 2011.

In February 2011 a train the trainer activity involving DPI and private service providers will be conducted in central Victoria. The event will seek to:

- Develop an understanding on the collaborative MBfP and BetterBeef Network delivery model, including monitoring and evaluation expectations,
- Provide an opportunity for participants to learn more about MBfP II, and consider how the program can be incorporated into skill, knowledge and practice changed focused extension activities; including BetterBeef groups,
- Commence scoping how to improve the MBfP manual and tools,
- Develop a BetterBeef Network and MBfP delivery network of public and private deliverers

Additional information on the train the trainer is provided in section 5 appendix 7.

### Awareness (Category A) activities:

DPI-Vic staff and private service providers will collaboratively deliver awareness activities. More Beef from Pastures - BetterBeef Network branded workshops delivered in autumn and spring each year will form a major component of awareness delivery. Technical phone seminars and other innovative electronic technologies will be investigated and evaluated in year 1 for their effectiveness. Other awareness activities will be undertaken in collaboration with existing



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programs such as EverGraze, BestWool/BestLamb and producer conferences. DPI-Vic will contribute to MLA national publications and communications as appropriately agreed.

Additional detail on category A delivery for 2010-11 is provided in tables 4 and 5, section 3.

#### Awareness (Category A) Branding and Evaluation

An event will contribute to MBfP KPIs if the following requirements are satisfied:

1. The MBfP brand is included (consistent with branding protocols) on all promotion and media prior, during and post the event,
2. The extension material delivered during the event includes clear reference to MBfP principles and/or procedures and/or tools,
3. MBfP evaluation requirements are satisfied, specifically participants completing MBfP awareness questions.

Where relevant, MBfP awareness events will also:

4. Present an overview of the MBfP program,
5. Have a visual MBfP banner at the event,
6. Signpost opportunities for the participants to engage in other MBfP activities.

#### KASA (Category B) activities:

Category B activities will include delivery of accredited training programs, producer demonstration sites workshops, train the trainer activities and an electronic extension project trial. Additional detail of the accredited training programs is provided in appendix 3. Category B activities will be delivered by DPI-Vic staff and private service providers. Accredited training will be delivered in collaboration with registered training organisations and a number of courses will foster links to programs including EverGraze and the Beef CRC.

Additional detail on category B delivery for 2010-11 is provided in table 6, section 3.

#### KASA (Category B) Branding and Evaluation

##### Accredited Training

A participant of a category B activity will contribute to MBfP KPIs if the following requirements are satisfied:

1. The course demonstrates linkage to the MBfP principles and procedures,
2. The MBfP program and its brand is acknowledged throughout the delivery of MBfP material within the course,
3. Each participant completes the MBfP category B enrolment form, is deemed to meet the course competency and completes a self assessment ex ante and ex post skills analysis,
4. Opportunities are signposted for participant involvement in other MBfP activities.

Incorporation of objective skills audit questions (in line with the overall MBfP KASA evaluation process) will be utilised for at least 30% of accredited courses delivered during the 2010/2011 calendar year of operations to ensure these courses can be included in the overall MBfP M&E reporting. Discussions will be conducted between DPI and partner RTOs to establish how M&E requirements can be aligned more effectively in the future.

##### Non-Accredited Training

A participant of a category B activity will contribute to MBfP KPIs if the following requirements are satisfied:

1. The MBfP brand is included on all promotion and media prior, during and post the event,
2. The extension material delivered during the event includes clear reference to MBfP principles and/or procedures and/or tools,
3. Each participant completes the MBfP category B enrolment form and the associated skills audit questions aligned to the module of delivery,
4. Visual MBfP banners and promotional material is available at the event,
5. Opportunities are signposted for participant involvement in other MBfP activities.

#### Practice Change (Category C) activities:

Many of the activities delivered in category B may also deliver and capture practice change outcomes, enabling the activities to be reported at the category C level.

BetterBeef Network groups will be the primary delivery mechanism used to achieve MBfP category C KPIs. In year 1, 10 groups will be established and delivered by private service providers and 6 groups by DPI-Vic staff. Financial incentives will be provided to private service providers to ensure MBfP evaluation requirements are met. Additional information on this financial incentive is provided in section 5 appendix 5.

In addition to BetterBeef Network groups, a trial around the concept of coaching and mentoring will begin within the first six months of the program commencing. BestWool/BestLamb groups will be encouraged to align to MBfP and funding will be sought for additional Producer Demonstration Sites (PDS).

Additional detail on category C delivery for 2010-11 is provided within table 7, section 3.

#### Practice Change (Category C) Branding and Evaluation

A participant of a category C activity will contribute to MBfP KPIs if the following requirements are satisfied:

1. The MBfP brand is included on all promotion and media prior, during and post the event,
2. The extension material delivered during the event includes clear reference to MBfP principles and/or procedures and/or tools,
3. Each participant completes the MBfP category C enrolment form and the associated skills audit questions aligned to the module of delivery,
4. Participants are able to detail or describe practice changes that they have implemented within their business that can be attributed to the MBfP program,
5. Visual MBfP banners and promotional material is available at the event,
6. Opportunities are signposted for participant involvement in other MBfP activities.

A sample of producers will be identified as case studies to enable the quantification of productivity and profitability (impact) improvements as a result of the MBfP program investment.

### **PROGRAM DELIVERY FOCUS AREAS – YEAR 1**

1. Business management and understanding profit drivers: Public and private service providers working with producers will be encouraged to incorporate financial analysis of the management options assessed into annual program delivery. Templates, including partial budgets, enterprise gross margins and the MLA Cost of Production Calculator will be provided along with skill development through train the trainer events to the service providers.

Producers will have the opportunity to enrol in the course Financial Monitoring and Evaluation (course name to be finalised). Built around the MLA Cost of Production Calculator, the course is delivered to groups of ten to fifteen producers over two one day sessions. The course increases participant understanding of enterprise business management through the delivery of technical information, calculation of individual enterprise cost of production and enterprise gross margin, and discussion between group participants and technical specialists. Benchmarking is provided within the group and is compared to regional and state wide data (through the Farm Monitor project). This is an accredited course and is mapped to the national competency Monitor and Review Business Performance RTE5906A.

Options for collecting and analysing the data from individual participants will be explored to assist with MBfP M&E processes.

2. Pasture and Grazing Management: Improved pasture management and species selection provide beef producers an opportunity to improve enterprise resilience, productivity and profitability. There are a number of existing research outcomes and technologies that still have low

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adoption (i.e. rotational grazing) in addition to new research outcomes from the Future Farm industries CRC.

Courses including BeefCheque, Prograze, EverGraze Pastures for Place and Purpose, EverGraze Whole Farm Grazing Strategies, coaching and Fertilised Grazed Pastures align to the national training framework and this focus area.

3. Marketing: This topic is generating interest in southern Australia as processing plants increasingly utilise forward contracts in procurement and price grids in payments. Producers (and processing plants) have expressed a desire to better understand these options in the context of developing enterprise marketing plans.

The 'Better Trading Decisions' and 'DPI Practical Beef Marketing' courses will be utilised in addition to outcomes from the MLA BeefSpec Calculator and the Livestock Data Link projects.

4. Improving Herd Reproductive Efficiency: This focus area incorporates structured training programs including Ruminant Nutrition, Herd Health, DPI Breeders for Profit and the MBfP Weaner Throughput module. It is an area that continues to generate strong interest from beef producers and is recognised as having a considerable impact on enterprise profitability. DPI Victoria is considering developing a new course aligned to this focus area.

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**SECTION 2: STATE KEY PERFORMANCE INDICATORS**

**PRODUCER SEGMENTATION OVER 3 YEARS**

CATEGORY	IMPERATIVE	PRODUCER ENGAGEMENT			
		BY HERD SIZE (% OF TOTAL BEEF BUSINESSES)			TOTAL 5559 (35% of businesses)
		100 – 400 hd Total 4390 (28% of businesses in Vic)	400 – 1600 hd Total 1083 (7%)	1600 – 5000+ hd Total 86 (1%)	
AWARENESS (A)	Maintaining broad industry awareness (50% of southern beef producers)	2195 (50% of 4390)	541 (50% of 1083)	43 (50% of 86)	2779
KASA (B)	Building knowledge, skills and confidence (30% producers engaged in A)	658 (30% A)	162	13	833
PRACTICE CHANGE (C)	Supporting adoption and practice change (50% of producers engaged in B)	330 (50% B)	81	7	418

Table 1. Victorian MBfP 3 Year KPIs

- Approximately 65% of Victorian beef businesses have < 100 head. Some producers in the 80 to 100 head may also be targeted in this program, if they have motivation and willingness to adopt improved practices and grow their business.
- Herd size data from Australian Bureau of Statistics (ABS), June 2009
- The ABS herd size definition includes the following beef animals within a businesses:
  - cows and heifers 1 year and over
  - bulls, bull calves for breeding
  - other calves, male and female, less than 1 year old, not for breeding
  - males more than 1 year old

**STATE BREAKDOWN ACROSS AGRO-CLIMATIC ZONES**

AGRO-CLIMATIC ZONE <sup>1</sup>		TOTAL		HERD DISTRIBUTION TARGETS		
NAME	BROADACRE REGIONS	VIC		100 – 400 hd	400–1600 hd	1600 – 5000+ hd
Cold/cool temperate ABS Stats June 2009	VIC: Southern and Eastern	Total	15014	4210	1059	79
Mediterranean ABS Stats June 2009	VIC: Mallee, Wimmera	Total	925	180	24	7
		Target A	462	90	12	3
		Target B	127	30	3	1
		Target C	63	15	1	0
TOTAL (ABS June 2009)		15939		4390	1083	86

Table 2. Victorian MBfP 3 Year KPIs – Agro climatic Zones

**SUMMARY OF KEY EXTENSION AND COMMUNICATION ACTIVITIES (Table 1 of 1)**

IMPERATIVE	CATEGORY A							CATEGORY B				CATEGORY C				
	MLA AND MBFP COMMS INCL N/LETTRS & N/PAPERS	Spring 2010 Targeted MBfP Regional Awareness (Cold/Cool Temperate) *****	Spring 2010 Targeted MBfP Regional Awareness (Mediterranean) *****	Autumn 2011 Targeted MBfP Regional Awareness (Cold/Cool Temperate)	Autumn 2011 Targeted MBfP Regional Awareness (Mediterranean)	Welcome Swallow Conference	Program Phone Seminars	Delivery of Awareness Activities incorporating MBfP principles, procedures and tools. ****	Webinar Project**	Producer Demonstration Site Linkage to Other Producers*	Accredited training Delivery *** , *	BetterBeef Groups (private service providers)	BetterBeef Groups (public service providers)	BWBL Groups (public and private service providers)	Producer Demonstration Sites Groups (Ballarat and Euroa)	COACHING and/or MENTORING PROGRAM**
Category A Maintaining broad industry awareness	TBD	3	1	3	1	1	4	5	1	4	8	10	6	5	2	1
Category B Building knowledge, skills and confidence									1	4	8	10	6	5	2	1
Category C Supporting adoption and practice change												10	6	5	2	1
TOTAL NUMBER OF PRODUCERS	TBD	120	40	120	40	100	100	350	20	100	72	100	60	50	25	12

Table 3. Summary of MBfP Extension Activities Year 1

\* Possibility that Category B activities may contribute as Category C activities as well.

\*\* Initial trial to evaluate effectiveness and inform future activities

\*\*\* Potential for additional producers to be targeted through additional accredited training activities

\*\*\*\* Capture opportunities to deliver MBfP awareness activities as the opportunities arise in other programs.

\*\*\*\*\* Highly likely, due to the locust response, that Spring 2010 activities will be held over to Autumn 2011

**CATEGORY A - PROPOSED KEY EXTENSION AND COMMUNICATION ACTIVITIES. (Table 1 of 2)**

	Welcome Swallow Conference	Program Phone Seminars	Cold/Cool Temperate (North East) Delivery of Awareness incorporating MBfP principles, procedures and tools**	Cold/Cool Temperate (Gippsland) Delivery of Awareness incorporating MBfP principles, procedures and tools**	Cold/Cool Temperate (South West) Delivery of Awareness incorporating MBfP principles, procedures and tools**	Mediterranean (North West) Delivery of Awareness incorporating MBfP principles, procedures and tools**
Location and/or regions	North East Victoria	Statewide	North East	Gippsland	South West	North West
Month ( <u>start</u> time)	October 2010	October 2010	October 2010	October 2010	October 2010	March 2010
Primary campaign focus areas <sup>2*</sup>	MBfP Program & Meeting Market Specifications	MBfP and Timely Topics	Financial Benchmarking Pasture Management	Pasture Management, Pasture Utilisation	Marketing, Grazing Management Financial Benchmarking	Meeting Market Specifications
Relevant MBfP modules*	MBfP Program & Meeting Market Specifications	As required	CoP, Pasture Growth, Pasture Utilisation, Meeting Market Specifications	Pasture Management, Pasture Utilisation	CoP, Pasture Management, Pasture Utilisation	Meeting Market Specifications
Presenters /facilitators	MacKinnon Project & DPI	DPI & Private	DPI & Private	DPI & Private	DPI & Private	DPI & Private
Advocate participation	No	Potential	Potential	Potential	Potential	Potential
Producer targets	100	100	100	120	100	30
Delivery partner (private, DPI etc)	MacKinnon & others	DPI	EverGraze, BestWool/BestLamb, Local Grower Groups	RIST, Local Grower Groups, BestWool/BestLamb, EverGraze	Beef Profit Partnerships, EverGraze, RIST	Local Grower Group
Advertising & faxouts <sup>3</sup>	Potential	Potential	No	No	No	Potential

Table 4. Category A MBfP Extension and Communication Activities Year 1.

\*Content of regional targeted awareness may change. Provided is an early indication. Delivery month of regional targeted awareness may change depending on locusts

\*\* Where opportunities are available to link MBfP awareness into other activities, and awareness evaluation can be completed, we will use the opportunity.

See appendix 3 for categories

See communication guidelines in appendix 4

**CATEGORY A - PROPOSED KEY EXTENSION AND COMMUNICATION ACTIVITIES. (Table 2 of 2)**

	MLA AND MBFP COMMS INCL N/LETTRS & N/PAPERS	Spring 2010 (Autumn 2011) Targeted MBfP Regional Awareness (Cold/Cool Temperate)*	Spring 2010 (Autumn 2011) Targeted MBfP Regional Awareness (Mediterranean)*	Autumn 2011 Targeted MBfP Regional Awareness (Cold/Cool Temperate)*	Autumn 2011 Targeted MBfP Regional Awareness (Mediterranean)*
Location and/or regions	TBD	All	Bendigo/ Swan Hill	All	Bendigo/ Swan Hill
Month ( <u>start</u> time)		Spring 2010 ( <i>Autumn 2011 – Locust impact</i> )	Spring 2010 ( <i>Autumn 2011 – Locust impact</i> )	Autumn 2011	Autumn 2011
Primary campaign focus areas <sup>4*</sup>		MBfP Program. Business Management, Pasture Growth and Utilisation, Herd Reproduction Efficiency, Meeting Market Specifications			
Relevant MBfP modules*	TBD	CoP, Pasture Growth, Pasture Utilisation, Weaner Throughput, Meeting Market Specifications, Herd Health, Setting Business Direction			
Presenters /facilitators		DPI & Private	DPI & Private	DPI & Private	DPI & Private
Advocate participation		Yes	Yes	Yes	Yes
Producer targets		120	40	120	40
Delivery partner (private, DPI etc)		BetterBeef Network, MBfP and Private Service Providers			
Advertising & faxouts <sup>5</sup>		Yes	Yes	Yes	Yes

Table 5. Category B MBfP Extension and Communication Activities Year 1.

\*Content of regional targeted awareness may change. Provided is an early indication. Delivery month of regional targeted awareness may change depending on locusts

\*\* Where opportunities are available to link MBfP awareness into other activities, and awareness evaluation can be completed, we will use the opportunity.

See appendix 3 for categories

See communication guidelines in appendix 4

**CATEGORY B - PROPOSED KEY EXTENSION AND COMMUNICATION ACTIVITIES (Table 1 of 1)**

	ACD: BeefCheque	ACD: Financial Benchmarking	ACD: DPI Practical Beef Marketing	ACD: Genetics**	ACD: Herd Health**	Webinar Project**	PDS Linkage to Other Producers**	ACD: Healthy (Grazed) Pastures**
Location and/or regions	Gippsland, North East	Gippsland, North East	South West, Gippsland, North East	Statewide	North East	State-wide	Ballarat and Euroa	East Gippsland
Month (start time)	April 2010	April 2010	April 2010	TBC. Autumn 2011	TBC. October 2010	2009	2009	Autumn 2011
Primary campaign focus areas	Pastures	CoP & benchmarking	Beef Marketing	Genetic Improvement	Herd Health	TBD	TBD	Fertiliser Application and Grazing Management
Relevant MBfP modules	FDC, pasture growth, pasture utilisation	CoP, enterprise gross margin	BeefSpec calculator, meeting market spec.	Cattle genetics	Herd health and welfare	TBD	TBD	Pasture Growth, Pasture utilisation & FDC
Presenters /facilitators	DPI & Private	DPI	DPI & Private	DPI & Private	DPI & Private	DPI & Private	DPI & Private	DPI
Advocate participation	Potential	no	no	Potential	No	Potential	Potential	Potential
Producer targets	38	38	55	10 - 20	15 – 30	20	100	10-15
Delivery partner (private, DPI etc)	RIST	RIST	RIST	Potential SBTs, ABRI, Beef CRC	GO-TAFE	DPI	MLA	RIST
Advertising & faxouts	No	No	No	No	No	Potential	Potential	Potential

**Table 6. Category B MBfP Extension and Communication Activities Year 1.**

\*Estimated start time

\*\* Training courses proposed, not yet confirmed.

\*\*\* Additional information to be incorporated post a meeting of all PDS activities in Victoria during Spring 2010.

NOT INCLUDED IN TABLE: Delivery of EverGraze Pastures for Place and Purpose, EverGraze Whole Farm Grazing Strategies, DPI Breeders for Profit and Ruminant Nutrition. These activities to be incorporated October – December 2011.



**CATEGORY C - PROPOSED KEY EXTENSION AND COMMUNICATION ACTIVITIES (Table 1 of 1)**

	BetterBeef Groups Strategic Planning Session* (Private Service Providers)	Cold/Cool Temperate BetterBeef Groups Strategic Planning Session* (DPI-Vic)	Mediterranean BetterBeef Groups Strategic Planning Session* (DPI-Vic)	BWBL Network Groups Alignment to MBfP* (public and private service providers)	Producer Demonstration Sites Groups (Ballarat and Euroa)	COACHING and/or MENTORING PROGRAM
<b>Location and/or regions</b>	Statewide	North East x 1, South West x 2, Gippsland x 2	North West x 1	Statewide	Euroa and Ballarat	Statewide
<b>Month (start time)</b>	Spring 2010	Spring 2010 (following Targeted Awareness workshops)	Spring 2010 (following Targeted Awareness workshops)	2010 - 2011	2009	February 2011
<b>Primary campaign focus areas</b>	TBD.Financial, pastures, nutrition, marketing	TBD. Financial, pastures, nutrition, marketing	TBD. Financial, pastures, nutrition, marketing	TBD. Financial, pastures, nutrition, marketing	Pastures and Grazing Management	TBD
<b>Relevant MBfP modules</b>	TBD (Strategic planning session to identify)	TBD (Strategic planning session to identify)	TBD (Strategic planning session to identify)	TBD (Strategic planning session to identify)	Pasture Growth, Pasture Utilisation	TBD
<b>Presenters /facilitators</b>	Private	DPI	DPI	DPI & Private	DPI	DPI & Private
<b>Advocate participation</b>	Potential	Potential	Potential	Potential	Potential	yes
<b>Producer targets</b>	100	50	10	50	25	TBD
<b>Delivery partner (private, DPI etc)</b>	BetterBeef Network	BetterBeef Network	BetterBeef Network	BestWool/BestLamb	EverGraze, BestWool/BestLamb, BetterBeef Network	BetterBeef Network
<b>Advertising &amp; faxouts</b>	No	No	No	No	No	Potential

Table 7. Category C MBfP Extension and Communication Activities Year 1.

\* For additional information on the incorporation of MBfP into BetterBeef Groups, refer to section 5 appendix 4

**POTENTIAL LINKAGE WITH OTHER PROGRAMS/ ORGANISATIONS**

<b>PROGRAM</b>	<b>LINKAGE/JOINT INITIATIVE</b>	<b>OUTCOME</b>
BetterBeef Network	DPI-VIC will utilise the BetterBeef Network as a mechanism to deliver MBfP outcomes in Victoria	Provides a framework to maintain participant contact and will be effective for the evaluation requirements in category A, B & C activities.
BestWool/BestLamb Network	The BWBL program contains a large percentage of mixed (beef/sheep) producers.	Provides an opportunity to engage a number of beef producers. A good framework for category B&C activities.
EverGraze Program (including demonstration sites & Caring for Our Country activities)	On-farm supporting sites provide local R&D outcomes. Potential to incorporate supporting site groups into MBfP activities	Provides an opportunity to engage different segments of the market in category A, B&C activities.
Making More from Sheep	Collaborate on key activities and events to improve efficiency of MBfP and MMfS delivery.	Easier and more cost efficient method of achieving MMfS and MBfP KPIs. Provides a pathway to additional category B and C activities
Breed Societies, Southern Beef Technology Services (SBTS)	Incorporate MBfP into the delivery of these programs.	Adds value to the existing programs and an efficient method of achieving category A & B KPIs. Provides a pathway to additional category B and C activities
Angus Australia	Collaborative Southern Beef School and potential Cattle Assessment School.	Adds value to the existing programs and an efficient method of achieving category A KPIs. Provides a pathway to additional category B and C activities.
Producer demonstration sites (PDS)	Aim to establish an additional 2 beef PDS sites within Victoria. Build upon the current PDS network.	Provides an opportunity to engage additional producers in category A,B&C activities.
Local government	Potential to link with local activities (i.e. local emergency response and recovery, including pasture establishment post bush fire)	Provides an opportunity to engage additional segments of the market in category A, B&C activities.
Beef CRC	Link with Beef Profit Partnership groups	Provides an opportunity to engage a number of beef producers. A good framework for category B&C activities
Meat processors	Work with processor clients	Higher penetration of the MBfP awareness, reaches additional market segment and enables a pathway to category B & C activities
Rural Industries Skills Training (RIST) & GO-TAFE	Delivering MBfP outcomes through accredited training delivery	Most accredited training courses currently contain MBfP principles, procedures or tools. Bringing them into the MBfP program increases MBfP brand awareness and assists in meeting category B activities.
University Sector	The University sector is partnering with producers and BetterBeef Network group on-farm trial sites, providing university thesis project opportunities to students and on-farm research outcomes to producers.	Fantastic opportunity to utilise and demonstrate MBfP tools, principles and procedures. Provides an opportunity to engage additional producers in category A,B&C activities.
Catchment Management Authorities (CMA)	Incorporate MBfP tools, principles and procedures into the delivery of productivity and sustainability outcomes to producers engaged in CMA activities.	Provides an opportunity to engage different segments of the market in category A, B&C activities.
Local Grower Groups	There are number of local grower groups throughout Victoria (former BeefCheque groups). Opportunity to link them into the MBfP program	Provides an opportunity to engage different segments of the market in category A, B&C activities.
DPI Sustainable Landscapes Team	The DPI restructure will combine the DPI red meat focused productivity and sustainable landscapes teams.	Excellent opportunity to engage staff with diverse skills and an opportunity for MBfP to engage different segments of the market in category A,B&C activities

Table 8. MBfP Linkage with Other Extension Programs Year 1.

**COMMUNICATION ACTIVITIES**

DPI is committed to a strategic and integrated communication program in collaboration with MLA, particularly as a key element of awareness-raising activities. This table will be developed at the February 2011 MBfP State Coordinator Conference

<b>EXTERNAL COMMUNICATION ACTIVITIES</b>	<b>Primary Focus/ topic</b>	<b>Season</b>	<b>Deadline/ timeframe</b>	<b>Delivery organisation</b>
MLA Prograzier case studies	TBA		TBA	MLA
MLA Feedback stories	TBA		TBA	MLA
MBfP e-newsletter	TBD	Quarterly		DPI -Vic
Other – online technical information and interactive forums	TBD	TBD		DPI-Vic with MLA
Newspaper Feature – Stock and Land Newspaper	TBD	Bi-monthly		DPI -Vic
BetterBeef Network Newsletter	Program Overview	Bi-yearly		DPI-Vic
BetterBeef Network Newsflash	Upcoming events.	Bi-monthly	Monthly	DPI-Vic
<b>INTERNAL COMMUNICATION ACTIVITIES</b>				
Program executive meetings	Governance		TBA	MLA
State co-ordinator meetings (face to face)	Issues and learnings		TBA	MLA
Monthly phone links	Issues and learnings		TBA	MLA
Annual advocates meeting	Build capability	TBA	TBA	MLA
Other – quarterly and annual reporting	Outcomes & impacts		TBA	DPI Vic

Table 9. MBfP Communication Activities Year 1.

**MONITORING AND EVALUATION****More Beef from Pastures Evaluation Plan**

Level	Description	Summary	Evaluation questions	Evaluation method / tool
7	End results	Achieving and end result of economic, social, environmental	<ul style="list-style-type: none"> <li>•Are / did we achieving a sustainable increase in kg beef/ha?</li> <li>•Did individual and collective investment have a positive impact on industry?</li> </ul>	Frontier analysis BCA
6	Practice change	Behavioural changes in target group	<ul style="list-style-type: none"> <li>•Is the program supporting producers to change the target management practices (primarily profit drivers / secondary)?</li> <li>•What gaps / improvements are needed in activities / strategy?</li> </ul>	Objective pre and post KASC audit / tracker along with practice change profiling & economic analysis.
5	KASC	KASC changes Knowledge, Aspirations, Skills, Confidence	<ul style="list-style-type: none"> <li>•Are level B/C activities achieving positive shifts in KASC?</li> <li>•What gaps / improvements are needed in activities / strategy?</li> </ul>	Objective pre and post KASC audit / tracker
4	Reactions	Reaction to involvement (e.g. one-page survey)	<ul style="list-style-type: none"> <li>•Are program activities delivering value, providing a 'learning pathway'?</li> <li>•Are participants satisfied with activities?</li> <li>•Are we encouraging an intention to change?</li> </ul>	Event feedback sheets Annual KPI survey
3	Involvement	Involvement of different stakeholders (participation monitoring)	<ul style="list-style-type: none"> <li>•Are the KPI and target audience figures being met?</li> </ul>	Monthly reporting / milestone reports
2	Activities	Implementation of activities (activities monitoring)	<ul style="list-style-type: none"> <li>•Business plan schedule initiated</li> </ul>	Milestone reports
1	Inputs	Programming resources to support program activities (inputs monitoring)	<ul style="list-style-type: none"> <li>•Business plan budget</li> </ul>	Monitoring and updating business plan and budget

Table 10. MBfP Monitoring and Evaluation Overview Year 1.

**Evaluation Overview**

## Awareness (category A):

- KPI: Maintaining broad industry awareness (50% of producers)
- Key measure: Producers awareness of the MLA and DPI program activities and producers are awareness of opportunities for improving their beef enterprise
- Evaluation method: Feedback sheets from all events and annual KPI survey
- Target completion of awareness surveys for awareness activities: 80%

## KASA (category B)

- KPI: Building knowledge, skills and confidence (30% producers engaged in A)
- Key measure: Improvement in knowledge skills and confidence to optimise the use of the available feedbase and better manage the factors impacting on business profit and productivity
- Evaluation methods: Ex ante and ex post skills auditing and accredited training assessment
- Target number of accredited training courses aligned utilising skill audit evaluation in 2011 calendar year: 30%
- Target completion of skill audits for KASA activities: 80%

## Practice Change (category B)

- KPI: Supporting adoption and practice change (50% of producers engaged in B)
- Key measure: Changes in practice and adoption that result from participation in the program
- Evaluation method: Participant and/or event coordinator details practice change implemented and alignment to MBfP program, phone survey evaluation and case study evaluation
- Target completion of practice change profiles (identifying the change implemented, aligned to a MBfP module) for practice change activities: 80%

Additional information on the BetterBeef Network and More Beef from Pastures evaluation plan in appendix 6.

## RISK ANALYSIS AND MITIGATION

<b>Risk 1 Strategy</b>	<p><b>Emergency Response and Recovery</b></p> <p>Emergency response and recovery is the number 1 priority for staff employed by the Department of Primary Industries. Therefore, during periods of emergency response and recovery, the ability of DPI Victoria to deliver MBfP activities may be impacted, depending on the scale of the emergency. In this instance, the State Coordinator will brief and update MLA and the national coordinator. Examples of emergency response and recovery work include bushfires, floods, droughts and locusts.</p>
<b>Risk 2 Strategy</b>	<p><b>Low participation rates – especially by large producers</b></p> <p>Review marketing and promotion activities to re-assess level of awareness of the MBfP program and associated activities/ opportunities. Undertake further market segmentation research to better define market needs. Review and amend activities to target specific needs, especially of large (1600+ head) producers. Provide constructive feedback to MLA if/ where the MBfP does not meet their needs.</p> <p>Review utilisation of the BetterBeef Network as a tool for penetrating each of the market segments. Identify additional complementary activities to maximise participation by absent target audiences.</p>
<b>Risk 3 Strategy</b>	<p><b>Low adoption of principles / low levels of practice change</b></p> <p>Undertake specific research to better understand what is preventing participant adoption. Review and improve program activities. Re-visit the outcomes or market segmentation research.</p> <p>Tailor program to better meet audience needs. Input to MLA review of program and subsequent update of content in the MBfP program manual to broaden its focus, to address additional needs and the whole farm context.</p>
<b>Risk 4 Strategy</b>	<p><b>Prolonged adverse seasonal conditions</b></p> <p>Continue to monitor regional conditions and design activities and content to meet market (client) needs, based on climatic conditions and pest plagues.</p>
<b>Risk 5 Strategy</b>	<p><b>Limited Victorian capability and capacity to deliver.</b></p> <p>Actively recruit private providers and maintain close ongoing relations to help them understand and extract benefit from participating. Focus DPI capability on complementing, NOT competing with external capability. Utilise MBfP Producer Advocates to complement capability.</p> <p>Build external capability to deliver, through annual/bi-annual professional development/ training workshops. Utilise mentoring and close working relationships to build credibility of all (private and public) program providers.</p>
<b>Risk 6 Strategy</b>	<p><b>State and Federal financial Incentives for producer training ceases</b></p> <p>Look at alternative funding and collaborative opportunities to meet program KPIs. Incorporate additional deliverables around existing category B &amp; C activities. Increase utilisation of BetterBeef Network activities. Adjust annual plan and deliverables as required.</p>
<b>Risk 7 Strategy</b>	<p><b>Lack of Engagement of Private Sector</b></p> <p>Seek information on why there is a lack of engagement from the private sector, and address appropriate issues. Continue to monitor the value proposition and adjust as necessary. Consider monetary and non-monetary value for the private sector in program delivery.</p>

## **SECTION 5: APPENDIX**

### **APPENDIX 1: STATE KEY PERFORMANCE INDICATORS & PRODUCER SEGMENTATION**

The following KPIs were proposed by MLA in the draft Business Plan Template.

CATEGORY	IMPERATIVE	PRODUCER ENGAGEMENT			
		BY HERD SIZE (% OF TOTAL CATTLE SALES)			TOTAL (100%)
		100 – 400 hd (18%)	400 – 1600 hd (40%)	1600 – 5000+ hd (37%)	
AWARENESS (A)	Maintaining broad industry awareness (50% of southern beef producers)	1250	1510	1400	<b>4160</b>
KASA (B)	Building knowledge, skills and confidence (30% producers engaged in A)	380	450	420	<b>1250</b>
PRACTICE CHANGE (C)	Supporting adoption and practice change (50% of producers engaged in B)	200	226	200	<b>626</b>

### **APPENDIX 2: LIST OF OPTIONS FOR CATEGORY B ACTIVITIES**

The following KPIs within each agro-climatic were proposed by MLA in the draft Business Plan Template.

AGRO-CLIMATIC ZONE <sup>6</sup>		TOTAL	HERD DISTRIBUTION		
NAME	BROADACRE REGIONS	VIC	100 – 400 hd (18%)	400 – 1600 hd (40%)	1600 – 5000+ hd (37%)
<b>Cold/cool temperate</b>	• VIC: southern and eastern	1891 (93%)	340	759	700
<b>Mild/warm temperate</b>		0	0	0	0
<b>Mediterranean</b>	• VIC: Mallee, Wimmera	132 (7%)	23	53	49
<b>Rangelands / Pastoral</b>		0	0	0	0
<b>TOTAL</b>		<b>2023</b>	<b>363</b>	<b>812</b>	<b>749</b>

### APPENDIX 3: ACCREDITED TRAINING PROGRAMS

Alignment of accredited training programs to MBfP focus areas, and indication of course accreditation with Educational funding and Farmready (to be updated 2011)

	Price & costs	Pasture & grazing	Health	Nutrition	Genetics	Marketing	Educational Funding Aligned	FarmReady approved
Better trading decisions	✓✓✓					✓✓✓	TBD	TBD
Cost of Production workshops	✓✓✓						TBD	Y
Financial monitoring and Evaluation	✓✓✓						Y	?
BeefCheque	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓	✓✓	Y	Y1 & 2
Prograze		✓✓✓	✓	✓✓	✓	✓	Y	Y
More Beef from Breeding				✓	✓✓✓		Partly	Y
Feed Demand Calculator workshop		✓✓			✓	✓✓✓	TBD	TBD
BeefSpecs Validation							N	TBD
DPI Practical Beef Marketing	✓✓		✓✓		✓✓	✓✓✓	Y	N
DPI Breeders for Profit				✓✓	✓✓✓		Y	N
Fertilising Grazed Pastures		✓✓✓					Y	N
Managing Beef Health			✓✓✓				Y	Y
Taking control of commodity prices	✓✓✓					✓✓✓	TBD	TBD
EverGraze Whole Farm Grazing Strategies		✓✓✓					Y	Y
EverGraze Pastures for Place and Profit		✓✓✓					Y	Y

## **APPENDIX 4: REMOVED**

## **APPENDIX 5: MLA SUPPORT FOR CATEGORY C ACTIVITIES**

MLA funding support for some category C activities will be primarily around providing incentives for participants and event coordinators to align their delivery (strategic planning) and evaluation to MBfP II.

Courses and groups where this funding support will be provided includes:

- Producer groups, such as self governed grower groups, benchmarking groups
- BetterBeef,
- BESTWOOL/BESTLAMB,
- Beef Profit Partnership

### Strategic Planning

MBfP funding will support producer groups to develop a strategic annual plan for their category C activity.

Payment will be made to an event coordinator. An annual strategic plan will detail:

- The outcomes that the participants are seeking from their approaching 12 month involvement in the program,
- The learning program and support that will be provided to achieve these outcomes, including
  - the dates, regularity, medium and duration of communication (including group sessions),
  - the focus topics and technical specialist input desired,
  - on-farm trials and other approaches that will be incorporated,
- Alignment to the MBfP program and principles
- The monitoring and evaluation methods that will be used to measure impact, and their dates of incorporation.

### Evaluation

MBfP funding will support producers to align to MBfP category C evaluation processes. This provides benefits to participants, event coordinators and program investors. Payment will be made to an event coordinator. MBfP category C evaluation processes include:

- Design, implementation and collation of ex-ante and ex post skills audit questions aligned to MBfP delivery,
- Collation of the practice change participants have implemented that is aligned to the MBfP program,
- Collection and submission of information including:
  - changes in aspirations and attitudes attributed to the course,
  - participant details, including name, contact details and herd size

## **APPENDIX 6: KEY EVALUATION QUESTIONS**

Victorian BetterBeef Network and More Beef from Pastures Key Evaluation Questions

1. Which demographics has the program engaged?
  - Which producers (contact details, location) has the program engaged?
  - What proportion of the industry (number of businesses) and each demographic (herd size, property size) has the program engaged?
  - What elements of delivery influence the types of activities producers engage the program through?
2. What benefits have the programs delivered to the producers it has engaged?
  - To what extent are producers more confident to implement practice change as a result of their involvement in program activities?
  - To what extent have program activities increased the knowledge and skills of participants it has engaged?
  - To what extent have participants implemented practice change that can be attributed to program activities?
  - What impact has the program had on enterprise profitability?
3. What benefits has the network delivered to private rural service providers it has engaged?
  - To what extent have private rural service providers been engaged in the delivery of program activities?
  - To what extent have activities influenced the ability and effectiveness of rural service providers to deliver practice change focused programs?
4. What spill-over benefits has the program delivered to network participants and the wider community?
  - To what extent has the program assisted in the development of more resilient communities, including their ability to manage change and their impact on the environment?



## APPEXDIX 7: VICTORIAN TRAIN THE TRAINER

Proposed agenda of the Victorian train the trainer to be held in Victoria during February 2011. Additional information provided in section 1 (program delivery).

Start Time	Length of Session	Session Title	Desired Outcome/Focus Area		Presenter	Outputs from Presenter. To be provided to attendees on USB stick.	Desired Outcome from Session
<b>Day 1</b>		Conference Chair: Tim Hollier					
12:00	0:30	Lunch					
12:30	0:05	MLA Welcome	MLA Board Member. What MBfP is to the southern industry from an MLA board perspective		Tim Hollier / Mike Carroll		
12:35	0:30	DPI Welcome and Introductions	Whip Around, go over agenda, desired outcomes of the event		Dougal		
13:05	0:20	National MBfP Phase II Overview & Value Proposition	Overview of the national project and phase II. Describe the curriculum that will be used to deliver MBfP. Reference the value proposition. Opportunities for involvement.		Jane & Peter		
13:25	0:20	BBN Program Overview & Value Proposition	Group member and associate. Describe the framework that will be utilised to deliver MBfP. Reference the value proposition		Dougal		
13:45	0:15	Questions and discussion	Clear understanding of the framework and curriculum concept		Dougal, Jane and Peter		
14:00	0:40	What is Driving Profit in Sthn Beef Businesses	FM and profitability overview		Daniel Gilmour/Tony Beresford		
14:40	0:20	Afternoon Tea					
15:00	0:10	MBfP History & Program Development	Understanding of how the MBfP principles and procedures were developed		Jane		
15:10	0:35	Setting Direction module	Overview - all people to sit in		John Webb-Ware		
15:45	0:05	Move to module 1			Tim Hollier		
15:50	0:35	Module Concurrent Session 1	Genetics	Pasture Utilisation	Weaner Throughput	Skills Audit Questions for each module	Module sessions - develop an understanding of how the modules have been developed (key actions, principles and procedures). facilitate discussion on how they could be incorporated into a learning program (Cat B or C). identify how the module could be improved in the MBfP re-write and provide an overview of the generic skills audit questions associated with the module.
16:25	0:05	move to module 2			Tim Hollier		
16:30	0:35	Module Concurrent Session 2	Pasture Growth	Market Specs	Weaner Throughput	Skills Audit Questions for each module	
17:05	0:05	move to module 3			Tim Hollier		
17:10	0:35	Module Concurrent Session 3	Pasture Growth	Pasture Utilisation	Herd Health	Skills Audit Questions for each module	
17:45	0:05	move to main room					
17:50	0:10	Review and Wrap-Up day 1	Review day 1. Identify points that require clarification on day 2		Tim Hollier		
18:00		Drinks and Dinner					
<b>Day 2</b>							
<b>7:00</b>		Breakfast					
8:00	0:10	Re-Cap from Day 1	Questions and discussion from day 1		Tim Hollier		
8:10	0:30	The MBfP Package	Additional MBfP category B and C activities of potential interest to private and DPI coordinators. I.e. the new marketing course, coaching, PDS', BeefCheque, Lifetime Beef etc. What is new on the horizon. Inc. How tools were developed.		Jane	Jane to provide supporting documents as required.	
8:40	0:15	Short break and move to session 1			Tim Hollier		
8:55	0:30	Tool Concurrent Session 1	Feed Demand & Stocking Rate Calc.	Profit Drivers. CoP Calc, GM & Partial Budget	EverGraze Program & Tools	Case study of each tool for post conference reference	Tool sessions - provide an overview of the tool, present ideas and facilitate discussion for how they can add value to a Cat B or C learning program. identify additional support that the program can provide to increase their use. Session deliverer to also
9:25	0:05	move to session 2			Tim Hollier		
9:30	0:30	Tool Concurrent Session 2	Feed Demand & Stocking Rate Calc.	Profit Drivers. CoP Calc, GM & Partial Budget	EverGraze Program & Tools	Case study of each tool for post conference reference	
10:00	0:05	move to session 3			Tim Hollier		
10:05	0:30	Tool Concurrent Session 3	Feed Demand & Stocking Rate Calc.	Profit Drivers. CoP Calc, GM & Partial Budget	EverGraze Program & Tools	Case study of each tool for post conference reference	
10:35	0:15	Morning Tea					
10:50	0:20	Beef CRC	Opportunities to link in and utilise outcomes from Beef CRC		Wayne Upton	Overview and Opp. Document	
11:10	0:10	Questions and Discussion			Tim Hollier		
11:20	1:10	Group Delivery Discussion	Split into groups of 10. Group discussion on how the MBfP package can be incorporated into a BBN Cat C activity. What MBfP information could be utilised? What outside information can be utilised? Identify areas requiring clarification.		Tim Hollier to chair. DPI staff to facilitate.		Facilitated discussion focused on how do we use the information discussed over the 2 days to build a practice change focused program.
12:30	0:25	Lunch					
12:55	0:30	Brining it all together - BBN	The value proposition. Contracts, payment schedule, profiles, website, reporting, coordinator conferences etc		Dougal	Payment Schedule, Group Establishment process. Communication plan etc	
13:25	0:30	Brining it all together - MBfP	Category C reporting, strategic planning session, evaluation requirements, aligning to module, skills audits etc		Pete S	The strategic planning process, the evaluation templates etc.	
13:55	0:15	Building the value proposition	Discussion on how the value proposition (non monetary) can be built for the private sector through their involvement in MBfP/BBN		Peter (MBfP), Dougal (BBN)		
14:10	0:20	Questions and Discussion	Clear understanding on the requirements and expectations of category C activities		Dougal, Jane and Peter S		
14:50	0:10	Evaluation and Close			Tim Hollier		
14:30	0:20	BBN/Cat C Next Steps	Process of group establishment and interest in delivering a group		Dougal		
15:00		Depart					