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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	Year 2	Year 3
A	XX	X	X
B	XXX	XXX	XX
C	X ⁽¹⁾	XX	XXX

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

Current Issues facing the Victorian Sheep Meat and Wool Industry

Industry Issue within Victoria	Making More From Sheep Module	Making More From Sheep Procedures and Tools
Sheep Production		
Decline of the national flock is a significant issue facing the Victorian sheep industry and is driving interest in reproduction efficiency, lamb survival, breed comparisons and flock structure.	Wean More Lambs	Procedure 10.1 - 10.5 Tools 10.1 – 10.8
	Plan For Success	Procedure 1.3,1.5 Tools 1.2, 1.11
	Gain From Genetics	Procedure 9.1 - 9.3 Tools 9.1, 9.2
Genetics technologies in the sheep industry have had slow rates of adoption due in part to a significant lack of understanding and availability of ASBV's, particularly in the merino industry. Market segmentation work shows that a lack of trust in across flock breeding values is a barrier we need to overcome in the merino industry	Gain From Genetics	Procedure 9.1 - 9.3 Tools 9.3 - 9.9
Ability of sheep producers to adapt production systems in response to climate variability.	Turning Pasture into Product	Procedures 8.1 -8.3 Tools 8.1 – 8.7
	Grow More Pasture	Procedures 7.2 -7.3 Tools 7.5
	Plan For Success	Procedure 1.4,1.5 Tools 1.1,1.2, 1.3, 1.10
Sheep Health		
Animal welfare is an ever increasing concern with mulesing and lamb survival two issues facing producers.	Healthy & Contented Sheep	Procedures 11.2 -11.4 Tools 11.16
	Gain from Genetics Procedure 9.1 - 9.3	Tools 9.3 - 9.8
	Wean More Lambs	Procedure 10.2, 10.3 Tools 10.1, 10.4, 10.7, 10.8
Lice are a significant animal health issue with industry reports of increasing levels and incidence of lice infestations. Other important animal health issues for Victorian flocks include internal parasites and OJD.	Healthy & Contented Sheep	Procedures 11.2 -11.4 Tools 11.8, 11.9, 11.11, 11.16
Pastures/Feed Production		
Pasture decline following a run of poor	Turning Pasture into Product	Procedures 8.1 -8.3 Tools 8.1 – 8.6

seasonal conditions and in particular degradation of perennials.	Grow More Pasture	Procedures 7.1 -7.3 Tools 7.1 – 7.7
People		
Labour availability	Plan for Success	Procedure 1.1, 1.4 Tools 1.1
	Capable Confident Producers	Procedures 4.1, 4.2, 4.5 Tools 4.6
Aging Demographic of the sheep industry and lack of young people entering the industry	Hot Topic 3 (easy sheep handling)	
Technology and Infrastructure		
Technologies to enhance the ease of managing a sheep production enterprise. This ties in closely with increasing the interest by young people to enter the sheep industry. Sheep production is seen as hard work by younger generation.	Hot Topic 3 (easy sheep handling)	

The MMfS modules and procedures are a good fit with the majority of the major issues facing the Victorian sheep industry, in particular the priority modules for phase 2; 1 - Plan For Success, 8 - Turning Pasture into Product, 9 - Gain from Genetics, 10 - Wean More Lambs. Each of the issues above is matched the MMfS module (in Red) of best fit.

Key goals/focus of the organisation and alignment with MMfS

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 and ensuring continuity of supply
- 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.

The lamb industry is a DPI priority and hence a key focus which allows strong alignment with MMfS. BWBL is also seen as a “flagship” program within the Meat and Wool Branch and will be the primary delivery mechanism for MMfS. MMfS will be delivered by both private providers and DPI Meat & Wool staff.

Position of the program within the broad context of the organisation

This program will be delivered by the Meat and Wool Services Branch, within the Farm Services Victoria Division of DPI-Victoria. MMfS will be a key productivity (primarily) focused service offered to sheep producers across the State.

The key priorities for DPI's investment in the sheep industry, of relevance to the MMfS program are:

- Establishing and maintaining the infrastructure for producer group networks, including support for training, decision making and on-farm demonstrations and trial projects.
- Delivery of training programs and workshops (by Vic-DPI staff and private service providers) to support sheep enterprises optimise productivity, manage risk and increase profitability.
- Providing accurate and timely farm-level economic and productivity data for mixed farming and specific industries in key regions, to provide farmers with relevant benchmarks to guide decision making.
- Supporting producers to plan and make more informed decisions in a whole-farm context, so they can prepare for impacts of climate variability, enhance productive capacity of their land and water resources, and minimise off-site impacts.
- Support for producers to manage the impacts of dry seasonal conditions.
- Support sheep producers to prepare for and recover from emergencies.
- Providing a market-driven focus to production, to meet market specifications.

BWBL will provide the primary structure for delivering MMfS. BWBL is a sheep producer network with 1550 members, including 750 members in groups and 800 more passive associate members. This will offer an effective model with BWBL providing the audience and the enabling process and MMfS providing one of the technical delivery options, or the curriculum. MMfS will also be promoted and delivered outside of the BWBL network, which will provide a potential growth benefit for BWBL.

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	1,381	
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	690	Audit

(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 – VIC

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				4,774	Survey
		A2		≥ 70% of target lamb producers aware of MMfS ^(b)	570	304	140	1014	
B	Participation in MMfS	B1	Outcome	≥ 30% of producers in A1 (pro rata to 2013) participating in ≥ 1 x MMfS activities				860	Audit
		B2	Impact	≥ 30% of producers in A2 demonstrating a KASA change	170	91	42	303	
C	Practice change/s from MMfS	C1	Outcome	≥ 50% of producers in B1 implementing ≥ 1 x MMfS procedures				430	Survey
		C2	Impact	≥ 50% of producers in B2 measuring the impact of ≥ 1 x MMfS procedures	85	46	21	152	Audit

Table 6 - PLANNED KEY EXTENSION AND COMMUNICATION ACTIVITIES INFORMATION (Feb 2011 – 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
Wean more lambs	Hamilton	Autumn	<i>On farm workshop-B2</i>	15	10	10.1, 10.2, 10.3, 10.5 10.1, 10.4, 10.7	TBA	\$1000		BWBL	Yes
Lamb Finishing	Werribee	April	Forum- B1	80	3	3.1,3.2 3.2-3.5	TBA	\$1000	?	Mackinnon	Yes
Wean More Lambs	Heathcote	May	<i>On farm workshop- B2</i>	20	10	10., - 10.5 10.7	Chris Shands?	\$1000	N	BWBL	Yes
BWBL Annual Conference	Bendigo	June	Forum – B1	300				\$1000		DPI, AWI	Yes
Grazing Systems for crops (PDS)	North West	May	<i>On farm workshop- B2</i>	30	8	8.1-8.3 8.2, 8.4,8.7	TBA	\$500	N	DPI, AWI	Yes
Grazing Management	South West	May	<i>On farm workshop– B2</i>	20	8	8.1-8.3 8.2, 8.4,8.6,8.7	TBA	\$1000	Y	Evergraze	No
Euroa Grazing Trial (PDS)	Euroa	May	<i>On farm workshop-B1</i>	40	7	7.2,7.3 7.1,7.5	Alison Desmond	\$500		MBfP	Yes

Table 7 - PROPOSED KEY EXTENSION AND COMMUNICATION ACTIVITIES INFORMATION (June 2011 –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)
1 Business Planning	1 SW VIC		<i>On farm workshop – B2</i>	10	1			\$1000	DPI, BWBL, Private
2 Genetics	1 SW VIC 1 NE VIC		<i>On farm workshop – B2</i>	20	9			\$2000	DPI, BWBL, Private
4 Reproductive efficiency	2 SW VIC 1 NE VIC 1 Gipp		<i>On farm workshop – B2</i>	40	10			\$4000	DPI, BWBL, Private
2 Grazing Management	1 NW VIC 1 NE VIC		<i>On farm workshop – B2</i>	20	8			\$2000	DPI, BWBL, Private, Evergraze
2 Pasture Establishment	1 NE VIC 1 Gipp		<i>On farm workshop – B2</i>	25	7			\$2000	DPI, BWBL, Private, Evergraze
1 Marketing	1 SW VIC		<i>On farm workshop – B2</i>	15	3			\$1000	DPI, BWBL, Private
1 Soils and Fertiliy	1 Gipp		<i>On farm workshop – B2</i>	15	6			\$1000	DPI, BWBL, Private
2 Sheep Health	1 NE 1 SW		<i>On farm workshop – B2</i>	20	11			\$2000	DPI, BWBL, Private
Sheep Vention	Hamilton	August	Field Day – A1					\$500	
Bendigo Sheep Show	Bendigo	July	Field Day – A1					\$500	
BWBL Conference	Bendigo	June	Forum – B1	300				\$1000	DPI

Table 8 - 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)	Provide input as appropriate		On-going	
MLA Progrozier case studies	Producer Case Study – Joining ewe lambs MMfS Advocate Business case study Sheep farming efficiencies case study	Autumn	April May June	DPI/MLA
MLA Feedback stories	Rotational Grazing in extensive cropping systems field day article BWBL Annual conference Article	Winter	May June	MLA
AWI Beyond the Bale (quarterly)	BWBL Annual conference Article	Winter	As Negotiated	AWI Journalist
Post Event media articles	Stock and Land MMfS feature Article and press releases promoting MMfS activities		As Required	DPI
BWBL Newsflash	promoting MMfS activities		On-going	DPI
BWBL newsletter	promoting MMfS activities		On-going	DPI

***As the planning process for MMfS activities takes place more communication activities will be available for MLA , AWI and local media.**

Occupational Health and Safety

Please provide an overview of the processes and procedures to monitor and implement appropriate OH&S for MMfS events conducted.

BWBL coordinators are required to sign a statement of responsibility for OHS. MMfS events that are conducted under the BWBL banner will be covered by the coordinator signing of this document. Attached is the BWBL OHS responsibilities document.



OHS_Statement of
Responsibilities.doc

A similar document will be developed outlining the responsibilities of event organisers under the MMfS banner. Event organisers will be required to sign and return to the state coordinator prior to the event.

To monitor OH&S issues or near misses at MMfS events an OHS section will be added to the Post Event Summary Sheet to be completed by event organisers

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-ordintor and NC	80% businesses from every event
		Producers aware of opportunities for improving their business management		MLA	
		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-ordintor 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-ordintor and NC	95% businesses at each activity

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

MLA will provide services for data input for Feedback Sheets and Skills Audits

¹ See appendix 1

Table 10 - RISK ANALYSIS AND MITIGATION

Risk	Likelihood	Consequence	Control Strategy
<i>Deliverer becomes unavailable</i>	<i>possible</i>	<i>major</i>	<i>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.</i>
Emergency Response and Recovery	<i>possible</i>	<i>Minor to Major</i>	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 MMfS 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.
Prolonged adverse seasonal conditions	<i>possible</i>	<i>Minor</i>	Continue to monitor regional conditions and design activities and content to meet market (client) needs, based on climatic conditions and pest plagues.
Engagement of private sector	<i>low</i>	<i>Major</i>	Defining the value proposition for private sector involvement in MMFS to ensure that they are willing to participate in the program



Partne Logo here

Feedback questionnaire: (EVENT NAME AND DATE)

Name: _____ Telephone: _____

Email:

Address: _____

_____ Post Code: _____

MLA and PARTNER may contact me to further assess the impact of their programs? ☐ Yes ☐ NoMLA and PARTNER may send me newsletters and inform me of future events? ☐ Yes ☐ No**Business details**Area managed: _____ (☐ ha or ☐ acres)

Total number of sheep: _____ Total number of ewes: _____

Number of lambs sold per year: _____ Number of wool bales sold per year: _____

Your thoughts on the event*The following questions assist in evaluation. (Scale 1=Poor, 5 =Average, 10= Very Good)*

Overall, how satisfied are you with this event? _____ /10

How valuable was this event in assisting you manage your
livestock enterprise? _____ /10Would you recommend this event to others? ☐ Yes ☐ NoDo you plan to implement changes within your
business as a result of attending this event? ☐ Yes ☐ No

If yes, please briefly describe the planned changes. If not, why not? _____

_____**Follow-up from today**

Please indicate your interest in the following activities that may be run as a follow up to today.

	Please tick	Please specify a particular issue
Setting business direction & planning for success		
Meeting market specifications	<i>Please note - the content of this table will vary between states and individual activities.</i>	
Growing more pasture		
Grazing management		
Maximise reproductive performance		
Gain from genetics		
Do you have any other information needs?		

General feedback

Please provide feedback to help us improve future events: _____

APPENDIX 2 – Post Event Summary Sheet (example)

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

APPENDIX 3 – Monthly report (example)

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

APPENDIX 4 – Modules, Procedures and Tools

Module	Procedures	Tools
1 Plan For Success	1.1 Establish business objectives and plans 1.2 Calculate your cost of production per kg meat or wool 1.3 Compare business performance 1.4 Quantify risks and develop a risk management plan 1.5 Assess enterprise changes and new technologies	1.1 SWOT analysis – for assessing the pros and cons of an enterprise or action 1.2 A simple process for setting goals and objectives 1.3 How to prepare a business plan 1.4 Discussion starters for imagining the future 1.5 Photovoive 1.6 MLA cost of production calculator for lamb enterprises 1.7 AWI cost of production calculator for wool enterprises 1.8 MLA cost of production calculator for beef enterprises 1.9 Indicative industry benchmarks 1.10 A farm business risk assessment template and drought example 1.11 A partial budget template 1.12 The SGS one page planning process
2 Market focused wool production	2.1 Know the features of the wool market influencing demand and price 2.2 Use a customer focus to produce, harvest and prepare wool for sale 2.3 Maximise returns from your wool sales	2.1 Simplified flow of the wool pipeline 2.2 Influence of physical characteristics on wool price 2.3 The merino dark and medullated fibre risk scheme 2.4 Guidelines to assist with the planning of shearing and wool preparation 2.5 Specifications for environmentally assured wool 2.6 Guidelines for reducing chemical residues
3 Market focused lamb and mutton production	3.1 Decide what product you can produce profitably 3.2 Manage the production system to meet market specifications 3.3 Decide on the most profitable selling method 3.4 Respond to short and long term price and market signals	3.1 Lamb growth planner 3.2 Potential markets and specifications for sheepmeat 3.3 Fat scoring lambs and sheep 3.4 Lamb production check list 3.5 MSA production guidelines for lamb and sheepmeat 3.6 MSA Sheepmeat processing guide 3.7 Factors assessing carcase quality and value 3.8 Selling options for sheep and lambs 3.9 Selecting the appropriate marketing option 3.10 MLA Market information
4 Capable and confident	4.1 Ensure clarity about who does what in the business 4.2 Develop more effective communication	4.1 Steps for establishing your business agreement 4.2 A comparison of dialogue and debate

producers	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	4.3 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 7.5 Grazing management guidelines for individual species 7.6 Pasture assessment techniques
8 Turn pasture into product	8.1 Improve the match between animal demand and pasture supply 8.2 Manage the risks associated with higher levels of pasture utilization	8.1 Daily pasture growth estimates for different areas 8.2 MLA rainfall to pasture growth outlook tool 8.3 calculating stocking rate 8.4 MLA feed demand calculator

	8.3 Implement a grazing system that suits your goals	8.5 Pasture rulers sticks and meters 8.6 Feed budgeting template
9 Gain from Genetics	9.1 Identify key production traits that drive your sheep enterprise profit 9.2 Identify the genetic opportunities to improve key production traits 9.3 Select the best genetics for your business	9.1 Sheep CRC wether calculator 9.2 Sheep CRC Merino versus terminal sire flock model 9.3 Australian sheep breeding value definitions 9.4 Breeding values explained 9.5 Using a percentile band table 9.6 Understanding Sheep Genetics Australia breeding values 9.7 Sheep Genetics Australia indexes 9.8 valuing genetic merit for fleece weight 9.10 On-farm fibre measurement (OFFM) calculator 9.11 Simultaneous assortment of sheep into joining flocks
10 Wean more lambs	10.1 Ensure most ewes get in lamb 10.2 Manage your ewes to improve lamb survival 10.3 Keep maximum numbers of lambs alive 10.4 Manage weaners for lifetime productivity 10.5 Prepare your ewes for next joining	10.1 Condition scoring and fat scoring 10.2 The lambing planner 10.3 How the “ram effect” works 10.4 Condition and fat score targets for ewes during the year 10.5 Body weight targets for weaners and young ewes 10.6 Ram check list 10.7 Pregnancy scanning of ewes 10.8 Checklist for new born lamb mortalities
11 Healthy and contented sheep	11.1 Maintain your sheep in appropriate body condition 11.2 Implement a preventative health management program 11.3 Adopt on-farm biosecurity measures 11.4 Manage outbreaks of sporadic diseases 11.5 Meet all animal wellbeing requirements	11.1 Energy and protein requirements of sheep 11.2 Condition score targets for all sheep classes 11.3 Template for a management calendar 11.4 Calculating the cost of energy and protein in common feeds 11.5 Bodyweight targets for weaners and young ewes 11.6 Water quality for sheep 11.7 Diagnosis and management of trace element deficiencies 11.8 Guidelines for management of worms 11.9 Detection and management of drench resistance 11.10 Guidelines for the management of liver fluke 11.11 Guidelines for the management of flystrike 11.12 Guidelines for the prevention of clostridial diseases and cheesy gland 11.13 Diagnosis of important diseases 11.14 Undertaking risk analysis of potential sources of disease infection 11.15 Quarantine periods for important sheep diseases