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Investment



final report

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More Beef from Pastures Business Plan - NSW

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ORGANISATION : Industry & Investment NSW

Program Goal

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

Industry & Investment NSW Growing Agriculture 2020 Mission:

Drive innovation, adaptation and sustainability in agriculture in accord with community expectations.

Extensive Livestock Industry Development Priorities

Productivity and food security

- 1. Adoption of appropriate genetics and selection techniques.
- 2. Adoption of appropriate grazing system management practices.
- 3. Adoption of improved ewe and weaner management for increased reproductive performance.
- 4. Develop and use business analysis tools to assess livestock enterprises and their comparative values so as to understand the role of livestock in the whole farm business.
- 5. Adoption of appropriate external parasite management practices.
- 6. Develop better processes for Prevention of Cruelty to Animals cases and extend appropriate animal welfare standards

Biosecurity

- 7. Adoption of National Livestock Identification Scheme (NLIS) and promoting on-farm biosecurity programs

Water Management and Climate variability and change

- 8. Develop and achieve adoption of appropriate management practices which limit the financial, social and environmental impacts of climate variability (*StockPlan*).
- 9. Develop and extend knowledge on adaptation to climate change - regional impacts, emissions trading, carbon management.

Executive Summary

Industry & Investment NSW (I&I NSW) and its predecessor NSW Department of Primary Industries supported phase one of the More Beef from Pastures project by running 139 dedicated events attracting over 5,700 participants. I&I NSW also contributed significantly to the development of new extension packages including the meeting market specifications *Beefspecs* tool, and improved a diverse range of beef production skills throughout NSW by delivering 70 accredited PROfarm® training packages to over 1,400 beef producers.

There are 12,529 cattle producers operating throughout NSW managing 5,533,050 cattle or 42% of Southern Australia's beef production. The beef industry gives 9% to the total gross value of primary production in NSW, contributing \$1.62 billion annually.

However, challenges remain to achieve sustainable increases in beef productivity through optimisation of the available feed base. In NSW, cattle numbers are currently estimated to be 10% below that of the long term average. High farm indebtedness after a decade of drought, a volatile grain price and high value of the Australian Dollar are challenges that need to be overcome.

High reproductive performance, decreasing animal health impacts, lowering cost of production through increased pasture utilisation and a focus on building skills in live cattle assessment and meeting market specifications are aims of phase two of the More Beef from Pastures project in NSW.

I&I NSW intends to run annual campaigns of practical field days covering the range of tools available from new research and extension packages to inform over 4,200 beef producers of the production efficiencies available to them.

I&I NSW will harness the interest of producers from these field days by continuing to develop and run nationally recognised PROfarm® workshops to contribute to building the skills of over 1,280 cattle producers and track the practice change resulting from this skills pathway with 640 producers. Progress against these targets will be achieved through committing to a comprehensive, nationally consistent and transparent evaluation system forming the basis of multiple project milestone reporting and reporting against the I&I NSW corporate plan.

A dozen I&I NSW extension officers covering all the agriclimatic zones in NSW will drive innovation to grow productivity, and provide technical advice through building and strengthening industry partnerships with processors, agribusiness, statutory authorities and other funding organisations. The extension officers contribution will be all the more remarkable as they balance commitments to emergency responses, while incorporating the messages of biosecurity compliance and meeting natural resource management requirements into innovative collaborative projects such as the processor feedback trial of *Livestock Data Link*, and the world class *Southern Livestock Climate Adaptation* project.

By continuing to build a user-pays model, More Beef from Pastures phase II will allow I&I NSW to assist groups of producers to get the basics right, and allow agribusiness to help producers fine tune beef enterprise management where required.

History and achievements from program delivery

For the period of 1 June 2007 to 31 March 2010 key performance indicators were surpassed in NSW for the More Beef from Pastures phase one (MBfP I) project. A total of 139 MBfP I events were held with 5,772 beef industry participants involved. Feedback collected from those who attended events indicated 74.5% would change something in their business as a result of attending the event. In addition, 97.9% said they had learned something of value and the overall rating of the activities conducted was 4.4 out of 5.

I&I NSW dedicated 409.5 days of staff time to work on the MBfP I project.

Key events from this first phase included

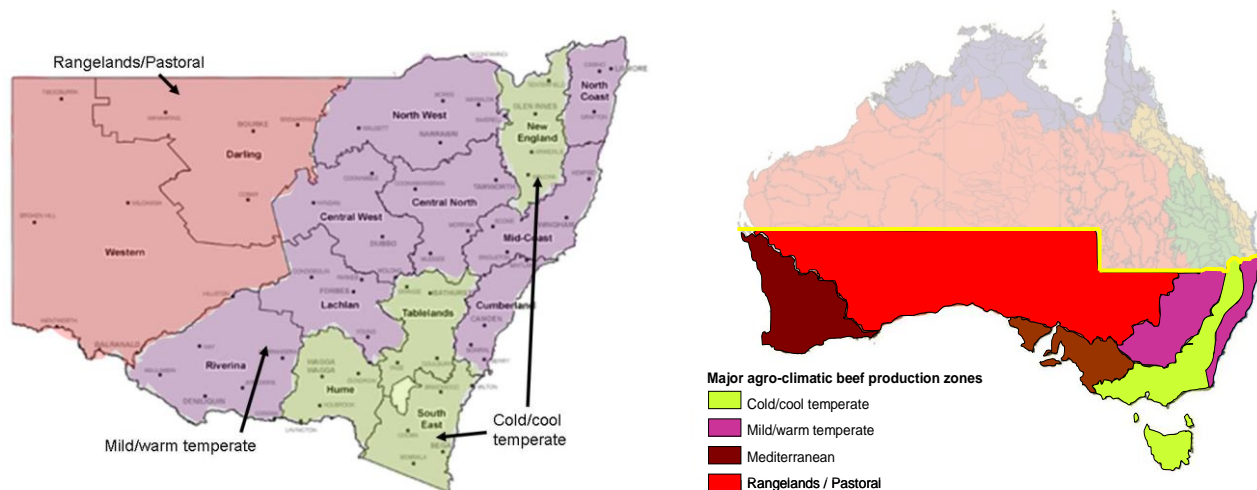
- A campaign of 10 *Breeding and managing your cattle for meat quality and Profit* workshops attracting 874 participants
- The development and launch of *Beefspecs – P8 fat predictor model*
- Bus tours and 5 major field days
- A campaign of 14 *Getting the basics right* workshops with small groups using the MBfP Cost of Production Tool to help set breeding objectives. (*I&I NSW MBfP final report, April 2010*).

During the same period I&I NSW and its predecessor NSW Department of Primary Industries delivered 70 accredited PROfarm® training workshop packages specific to improving skills in beef production, attracting over 1,400 beef producers. This formed part of a strategy to build upon the considerable promotional activities of MBfP I, and was either delivered on a full cost recovery basis, or in collaboration with NSW Catchment Management Authorities.

I&I NSW intends to work closely with Meat & Livestock Australia (MLA) on the More Beef from Pastures phase II project (MBfP II), to provide a learning continuum to NSW beef producers based on the MBfP producers manual. Promotional events will lead to gathering evidence of practise change at the individual farm level using standardised evaluation techniques.

Overview of NSW Beef Industry

Figure 1. NSW Livestock Health and Pest Authorities compared to MLA Agriclimatic zones.



Livestock Health and Pest Authority (LHPA) stock returns are the most current and accurate figures to determine the distribution and scale of beef cattle enterprises in NSW (see Figure 1). For most purposes within this business plan will form the basis for reporting against agriclimatic zone key performance indicators (KPI's). These returns indicate that there are 12,529 cattle producers operating throughout NSW. Whilst this figure does contain dairy producers, Australian bureau of Statistics (ABS) data from around the same time indicates that 94.5% of total cattle in NSW are beef cattle, totalling 5,533,050 cattle or 42% of Southern Australia's beef production. I&I NSW's *The contribution of primary industries to the NSW economy key data 2007* indicates that the beef industry contributes to 9% of the total gross value of primary production in NSW, worth \$1.62 billion annually.

LHPA supplied figures indicate that 10,318 producers manage less than 400 head of cattle, (potentially 82% of the demand for extension services), 2,066 manage between 400 – 1600 hd, and 145 manage over 1600 hd.

Reflecting the lower carrying capacity in western NSW, a total of 429 cattle producers are in the Rangelands / Pastoral zone covering the Darling and Western LHPA's. 299 producers in this zone manage less than 400 head, 120 manage between 400 – 1600hd, and only 10 producers manage more than 1600hd.

A total of 4,395 cattle producers are in the Cold/cool temperate zone covering the New England, Tablelands, Hume and South East LHPA's. 3,521 producers in this zone manage less than 400 head, 828 manage between 400 – 1600hd, and 46 producers manage more than 1600hd.

A total of 7,705 cattle producers are in the mild /warm temperate zone covering the North Coast, Mid Coast, Cumberland, North West, Central North, Central West, Lachlan and Hume LHPA's. 6,498 producers in this zone manage less than 400 head, perhaps reflecting smaller dairy enterprises on the North coast, as well as many smaller peri-urban producers. 1,118 cattle producers manage between 400 – 1600hd, and 89 producers manage more than 1600hd.

Current issues facing the industry within the State

Agriculture will be required to undergo unprecedented transformation to respond to the future challenges and opportunities for food, fibre and bioenergy production in NSW (*Industry Development Agriculture and Forestry Branch, Growing Agriculture Strategy*)

Key issues likely to still be an issue at the end of MBfP II include;

Low cattle numbers 5,533,050 in NSW down from 6,112,000, the 1995 – 2005 average. (ABS 2009 7121.0 - Agricultural Commodities, Australia, 2008-09)

Australian Bureau of Agricultural & Resource Economics, (*ABARE Australian Commodities, vol 17, no 2, June quarter 2010*), states that saleyard prices for beef will continue to rise due to *strong restocker demand as producers accelerate herd rebuilding ...which has..reduced cattle turn off*. I&I NSW intends to focus on livestock health and welfare issues to minimise animal health impacts on productivity in conjunction with agricultural resellers and agrochemical companies.

The Livestock Health & Pest Authority (LHPA) has identified reproductive performance as a key focus of its animal health campaigns over the next 18 months. I&I NSW intends to work closely with LHPA and agri-chemical companies to promote reproductive health supported by market assurance programs to maximise reproductive performance.

I&I NSW will also continue to focus on reproductive performance to maximise genetic gains and enterprise profitability.

High farm indebtedness and dependence on off farm income. Particularly in Southern NSW and the Western Division, where between 20 & 50% of farm businesses have drawn exceptional circumstances relief payments, and exceptional circumstances interest rate subsidies. The Productivity Commission (*2008 Government Drought Support Draft Inquiry Report*) refers to a clear trend of farms receiving off-farm wages from 25% in 1978 to 42% in 2006. Due to a high skilled labour demand in Southern NSW, it's expected that some livestock managers will be faced with the choice of increasing household income by working off farm rather than through investing in livestock productivity. It is anticipated that livestock managers across northern NSW will continue pursuing labour use efficiency within their enterprise. The MBfP module *Setting Directions* will potentially be delivered by I&I NSW District Livestock Officers, consultants, and Rural Financial Counsellors to assist livestock managers to make these decisions.

A volatile grain price and value of the Australian dollar combined with competition between processors and domestic restockers for cattle will result in volatile saleyard and feedlot prices, and difficult investment decisions for producers. The MBfP module *Meeting market specifications* will potentially be delivered to help producers profitably meet market specifications by using MBfP tools like the *Beefspecs* calculator, and the *Stock Assess* live animal assessment workshop.

Issues likely to have a significant impact on producers, but should be resolved by the end of the initiative include

Natural Disaster Emergency Responses. I&I NSW respond to numerous natural disasters in localities across NSW on an annual basis, including floods and fires. Whilst having a devastating impact on livestock businesses within the affected area, these disasters are not predicted to have an industry wide impact. However, there are two natural disasters which are predicted to have an industry wide impact in the short term

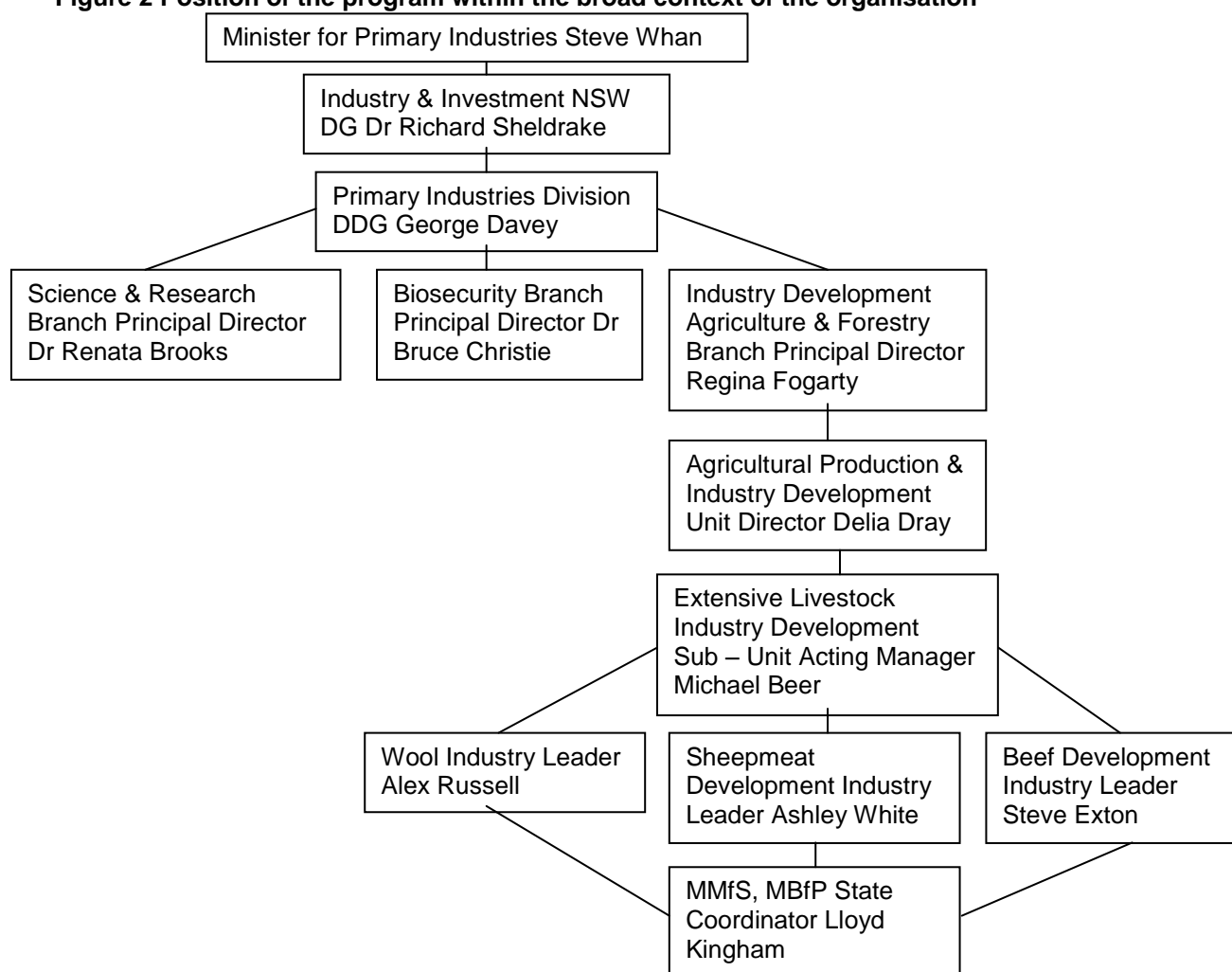
Plague Locusts. Adult locust swarms laid substantial numbers of eggs throughout the far west, north west, central north, central west, Riverina and south western areas of the State, which will hatch in spring 2010. The response to this outbreak will take considerable vigilance at the property level, and a great deal of focus on withholding and respray periods of pesticides to maintain productivity, food safety and quality.

Drought Recovery: over half of NSW is still covered by a federal government exceptional circumstances declaration, and seasonal droughts were still proclaimed in the Northern Tablelands, Monaro and Southern Tablelands, and Riverina regions in winter 2010. I&I NSW will continue its field day campaigns to focus on production and maintenance supplementary feeding using tools like the feed cost calculator in *Stockplan* to ensure animal welfare, and maximise productivity.

Key goals/focus of the organisation and alignment with MBfP II

I&I NSW is identified as the lead agency in the NSW Government's State Plan for a number of priorities consistent with the aims of MLA through its MBfP II initiative. I&I NSW's four highest priority research, development and extension (R,D&E) areas are *productivity & food security, biosecurity, water management and climate variability and change*.

Figure 2 Position of the program within the broad context of the organisation



The Extensive Livestock Industry Development (ELID) extension team will manage and deliver the majority of the MBfP II initiative in NSW (see Figure 2). The comprehensive structure of the MBfP

II initiative will form the basis for many of the branches work themes, as outlined below. This may be better illustrated by referring to Table 6 *Linkage with other programs / organisations*.

ELID has identified the following list of high priority extension projects that align with I&I NSW's highest priority R, D&E areas. These priorities also align closely with Southern Australian Meat Research Council regional industry priorities. It has been agreed that 12 I&I NSW extension officers will allocate 50% of work plan time during MBfP II to a combination of these priority projects.

Productivity and food security

- 1. Adoption of appropriate genetics and selection techniques.
- 2. Adoption of appropriate grazing system management practices.
- 3. Adoption of improved ewe and weaner management for increased reproductive performance.
- 4. Develop and use business analysis tools to assess livestock enterprises and their comparative values so as to understand the role of livestock in the whole farm business.
- 5. Adoption of appropriate external parasite management practices.
- 6. Develop better processes for Prevention of Cruelty to Animals cases and extend appropriate animal welfare standards

Biosecurity

- 7. Adoption of NLIS and promoting on-farm biosecurity programs

Water Management and Climate variability and change

- 8. Develop and achieve adoption of appropriate management practices which limit the financial, social and environmental impacts of climate variability (*StockPlan*).
- 9. Develop and extend knowledge on adaptation to climate change - regional impacts, emissions trading, carbon management.

I&I NSW intends to co-brand its field days and PROfarm® events where the tools used and outcomes expected are consistent with MBfP modules (see Table 2). Examples of this include delivery of *Prograze* and *Prograze Plus* co-branded with *Pasture Growth* and *Pasture Utilisation*. External reviews of these packages have consistently shown changes in practise which I&I NSW will endeavour to provide as part of its practise change evaluation (Category C, see Table 5). Independent surveys conducted 10-12 months after participants completed *Prograze* report 90.4% used pasture assessing skills for decisions relating to matching livestock needs with pasture, 87% used skills to identify specific targets for breeding stock, marketing stock and determining paddock allocation, and 88.7% believed their participation in *Prograze* had resulted in increased profits. Independent surveys conducted after participants completed *Stockplan* reported greater confidence in their approach to drought management and a practise change of 82% of attendees installing drought lots for the first time.

Where industry partners exist to run session's equivalent to MBfP modules, they will be invited to co-brand events. One example will be working with agribusiness from the finance sector and Rural Financial Counsellors to run *Setting Directions*, as part of a campaign to review farm performance and cost of production using *FarmPack* and Department of Agriculture, Forestry & Fisheries (DAFF) *Enterprise Action Plans*. This campaign will naturally lead into further workshops with private providers to clarify business structures, business direction and retirement options for beef enterprises.

I&I NSW intends to work closely with LHPA and agri-chemical companies to promote reproductive health to maximise reproductive performance as part of the *Herd Health and Welfare* module. There is potential to work closely with processors and producers to improve the performance of their cattle in meeting market specifications by combining the predictive ability of the *Beefspecs Calculator* with the carcass feedback information provided using the MLA *Livestock Data Link* program as part of the *Meeting Market Specifications* module. These tools allow producers to better make decisions and over time, make significant practise change.

Key to the success of this project will be the ELID Industry Leaders Team, meeting quarterly to advise on strategic directions for MBfP, and its sister project Making More from Sheep. This group will be responsible for I&I NSW delivering against the key performance indicators of this business plan. A MBfP Technical Committee comprised of I&I NSW Beef Livestock Officers and

Agronomists will provide practical advice on delivering the project, and work in national teams to fine tune MBfP workshops, tools and procedures (see Table 9).

Summary of program delivery – public, private arrangements

I&I NSW is developing the capacity of the private sector to deliver MBfP tools and procedures during two regional workshops in February 2011 as part of the MBfP II bridging contract. (See Appendix 3 for 56 private providers identified to date through advertising, research and review) The intention is to give agribusiness clear means of collaborating with I&I NSW and MLA to service the innovative and early adopters through developing collaborative Producer Demonstration Sites (PDS's), and to identify pathways for producers to progress from MLA and I&I NSW field days and workshops to individual advice from agribusinesses. A maximum of \$15,000 is identified in the 2011 budget to support this intent. (See Budget, Table 7).

By working closely with public organisations such as LHPA and CMA, and with agribusiness particularly in the financial and animal health sectors, MBfP modules will be delivered as part of a nationally accredited, voluntarily assessed adult learning process, inclusive of all livestock producers. The scope and sequence of events is summarised in Table 6. I&I NSW intends to continue building a user-pays model, and does not intend to subsidise PROfarm® workshop delivery with MBfP II project funds. Funding will be directed towards attracting participants to workshops, and developing workshops, particularly full cost recovery MBfP Category C type events (see Budget, Table 7). This approach will allow I&I NSW to assist groups of producers to get the basics right, and then allow consultants to fine tune beef enterprise management.

I&I NSW intends to support existing and new PDS's in NSW through providing technical advice and assistance in running joint field days. \$1500 is identified in the 2011 budget for PDS support. (See Budget, Table 7). LHPA District Veterinarians will be invited to cooperate with MBfP II at their annual conference in April 2011, and develop PDS's for implementation in 2012 /2013. MLA may ask I&I NSW for advice before finalising future PDS's. I&I NSW will nominate a member of its Technical Committee to identify submitted PDS's for MBfP II business plan support.

Table 1 ABS State KPI's & Producer Segmentation, Minimum KPI's 2010-2013: NSW (Based on 42% of Southern Beef Production)

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 beef producers)	1411	1711	1582	4277
KASA (B)	Building knowledge, skills and confidence (30% of producers engaged in A)	423	513	474	1283
PRACTICE CHANGE (C)	Supporting adoption and practice change (50% of producers engaged in B)	212	256	237	642

Herd size data from ABS June 2009. The ABS herd size definition includes 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

Summary of key activities

As the total MLA KPI's supplied (4,277, see Table 1 and Appendix 2) are close to LHPA supplied producer numbers, I&I NSW intends to adhere to the total MLA supplied producer targets in Categories A, B & C (evaluation data for attendance, skill enhancement and practise change respectively), and rely on LHPA supplied figures to meet herd size and agrilimatic zone targets.

I&I NSW proposes to run a campaign of field days across NSW each autumn for the duration of MBfP II (see Table 3). These practical days are a means of meeting Category A targets, using advocates effectively (see Table 10) and seek to cover new information across all the MBfP modules. These campaigns will potentially set up a program of industry initiated Category B type activities for the following 6 months, which reflects the industry demands for skills and knowledge during that production cycle (see Table 4). I&I NSW has identified that MBFP II Category B type activities match the enrolment and skills assessment requirements of I&I NSW's nationally accredited and *Farmready* recognised PROfarm® courses. I&I NSW intends to align the learning outcomes of these courses against the MBfP modules, and deliver the diverse range of courses in response to identified needs across NSW. Further, I&I NSW intends to continue its development of new workshop material to fill identified gaps in resources available to deliver the MBfP modules.

Summary of Monitoring and Evaluation

It is I&I NSW's view that a major benefit of involvement with the MBfP II initiative is to provide coordinated research and extension advice to beef producers, and evaluate the delivery and impacts of this advice (see Table 8). Our aim is to map and evaluate each of the specific activities listed on Table 6 against key actions in the relevant module(s) of the MBfP manual. We are interested in specific initiatives to improve and report against our evaluation of Category B activities in NSW, and over time develop Category C activities which can be delivered by agribusiness.

I&I NSW intends to report on attendance to field days and workshops on a regular basis, and report names, addresses and evaluation results using the following guide in a mutually agreed timeframe and format.

Category A

- Major Field Days, attendance numbers
- Field Day campaigns, attendance names and contact details using standard form plus evaluation form in the supplied format (see Appendix 1)

Category B

- Enrolment details, workshop evaluation sheets relevant to skills and tools delivered, standardised into PROfarm® evaluation form (see Appendix 1)

Category C

- Data providing evidence of practice change from either Category B post workshop review, data collected through time for between year projects (see Table 6), producer demonstration sites or case studies developed for media communications.

Program Communication Guidelines

I&I NSW intends to schedule article writing activities and a media contact roster amongst its extension staff on a rotational basis for the year ahead each November, or respond to a MLA communications annual plan and provide themed articles on a planned basis.

All proposed MBfP events will include the MBfP logo on the flyer

All proposed MBfP events will be listed on the I&I NSW events page

All proposed MBfP event flyers will be emailed to the MBfP National Coordinator

Where appropriate, and where time allows, events which may be the subject of MLA fax outs, advertising and / or MLA media releases will be identified explicitly as such when emailed to the National Coordinator

Registration forms, enrolment forms and evaluation forms will carry the MBfP logo

Presentations and powerpoints will carry the MBfP logo on the title page, plus a second page of how the event meets the relevant MBFP module / tool / procedure

Where more than one project is catered for at the one event, the I&I NSW style guide for multiple projects will be the standard for all presentations and publications

Risk analysis and mitigation.

Locust plague, and to a lesser extent, Flooding & Myrtle Rust response. These large campaigns have reduced the time available for District Livestock Officers to plan and prepare for MBfP workshops and events, and are a distraction for landholders who might otherwise be interested in attending workshops

- I&I NSW staff will be responding on a rostered basis to ensure District Livestock Officers are still available for enquiries
- I&I NSW staff have been co-branding workshops and field days since the conclusion of MBfP I and have continued to promote MBfP events in 2010 in anticipation of reaching agreement to the MBfP II business plan.

Attracting participants managing large herd sizes. The supplied ABS breakdown of beef producers does not accord with LHPA data.

- I&I NSW intends to adhere to the total MLA supplied producer targets in Categories A, B & C, and rely on LHPA supplied figures to meet herd size and agronomic zone targets.
- Key projects such as the *feeder steer trial*, *Livestock Data Link*, *NLIS P2P* and Animal Health campaigns are predicted to attract larger herd managers.

Demand from industry for Climate Change Adaptation Information. Specific work needs to be undertaken to model the farm level effects of projected climate change, which forms an additional workload. This project will continue to run district workshops migrating from south eastern NSW northwards during the MBfP II contract period.

- The outputs from the project only model projected impacts. MBfP follow up workshops to be promoted include *Prograze*, *Landscan*, *Farm Water supply and climate risk*. Using *Farmpack* and the *Stockplan Calculator* to run on farm options for adaptation may be particularly popular.

Declining staff numbers. The I&I NSW Beef District Livestock Officer team has declined from 16 experienced officers and an economist in MBfP I, to 13 officers which includes 2 officers retiring during the MBfP II contract period, and several new officers.

- Current workplans being negotiated will reprioritise staff time to spend 50% of time on a combination of 10 priority projects, which includes MBfP II.
- The MBfP II state coordinator is undertaking a systematic review of reporting and administration to minimise duplicate reporting across projects, and maximise event and workshop delivery.

Loss of key management staff. There is always a risk of team leaders leaving any project.

- Coordination of the MBfP II and Making More from Sheep has been rationalised and is the responsibility of one person.
- Transparent negotiation and development of the business plan to ensure realistic expectations can be met.
- Management of MBfP II and Making More from Sheep is through a senior leadership team within the ELID unit, allowing for a smooth succession.
- A Technical Committee has been drawn from the ranks of District Livestock Officers. They will be responsible for workshop and campaign development, and delivery troubleshooting.

Unsafe work practices decreasing I&I NSW capacity to deliver against KPI's, or negative publicity from OH&S breaches decreasing industry attendance at MBfP II events and workshops.

- A renewed commitment to applying treatments to mitigate OH&S risks
- A commitment to combine OH&S administrative processes with KPI reporting processes to reduce administrative burden.

The large number of small beef producers which may not be included in the KPI's. LHPA data indicates over 80% of producers in NSW manage less than 400 head.

Specific collaborative projects have been developed for the southern highlands (Sydney Catchment Authority), and will be developed for the north coast to cope with the large projected demand from small beef producers for MBfP II events and workshops.

Table 3 Proposed Category A key extension and communication activities 2010-2011

	Autumn field days	Autumn field days	Autumn field days	Dubbo beef spectacular	Feeder steer trial
Location and/or regions	Cold / cool temp	Mild / warm temp	Rangelands / pastoral	Mild / warm temp	Cold / cool temp
Month (<u>start</u> time)	Feb	March	April	March	Winter
Primary campaign focus areas	Practical update	Practical update	Practical update	Meeting market specs	Meeting market specs
Relevant MBfP modules*	All	All	All	Pasture growth, pasture utilisation, meeting market specs, herd health	Meeting market specs, herd health
Presenters /facilitators	I&I NSW & agribus.	I&I NSW & agribus.	I&I NSW & agribus.	I&I NSW & agribus	I&I NSW & agribus
Advocate participation	Yes	Yes	Yes	No	No
Producer targets	280	490	70	56	56
Delivery partner (private, DPI etc)	MBfP , I&I NSW, agronomists	MBfP , I&I NSW, agronomists	MBfP , I&I NSW, agronomists	Cargill, the land	Cargill
Advertising & faxouts	Yes	Yes	Yes	Yes	No

Table 4 Scheduled Category B PROfarm® key extension and communication activities 2010 – 2011

	Financial Workshops	Prograze	Stockplan	Better bull buying	Stock Assess	Topfodder
Location and/or regions	NSW	NSW	Cold / cool temperate	NSW	NSW	Mild / warm temperate
Month (<u>start</u> time)	Ongoing	Ongoing	November	Spring	Spring	Spring
Primary campaign focus areas	Cost of Production	Matching feed demand to feed supply	Rebuilding the herd	Genetic improvement	Live animal assessment	Fodder conservation
Relevant MBfP modules*	Setting Directions	Tactical Stock Control, Pasture Growth, Pasture Utilisation, Weaner throughput	Setting directions	Cattle genetics	Meeting market specifications	Pasture utilisation
Presenters /facilitators	I&I NSW & agribus.	I&I NSW and Agronomists	I&I NSW	I&I NSW	I&I NSW	I&I NSW
Advocate participation	No	No	No	No	No	No
Producer targets	30	70	30	30	30	10
Delivery partner (private, DPI etc)	I&I NSW & Financial Consultants	MBfP / I&I NSW	CMA	MBFP		MBfP / I&I NSW
Advertising & faxouts	Yes	Yes	Maybe	Yes	Yes	No

Table 5 Scheduled Category C key extension and communication activities 2010 – 2011

	Producer demonstration site	Coaching pilot	Annual financial review	Livestock Data Link	Feeder steer trial	Prograze	Case studies
Location and/or regions	Bathurst cold / cool temp	Mild / warm temp	Mild / warm temp	NSW	NSW	NSW	NSW
Month (start time)	Ongoing	Winter 2011	Spring 2011	2011	Spring 2011	Ongoing	Ongoing
Primary campaign focus areas	Animal health	Setting business directions	Benchmarking	Meeting market specifications	Meeting market specifications	Pasture growth, pasture utilisation, meeting market specs, herd health	Wide ranging
Relevant MBfP modules*	Animal health	Setting business directions	Setting business directions	Meeting market specifications	Meeting market specifications	Pasture growth, pasture utilisation, meeting market specs, herd health	All
Presenters /facilitators	I&I NSW & agribus	Agribus.	I&I NSW	I&I NSW & agribus	I&I NSW & agribus	I&I NSW	I&I NSW
Advocate participation	No	No	No	Maybe	Maybe	No	Maybe
Producer targets	15	11	10	35	15	70	12
Delivery partner (private, DPI etc)	LHPA, MLA	MBfP	MBfP	Processors	Processors	MBfP , CMA's	MBfP
Advertising & faxouts	No	No	No	No	No	Yes	No

Table 6 Linkage with other programs/organisations (*italics is other funded programs*)

SAMRC Strategy Southern Forum Priorities	MBfP Modules	I&I NSW Priority Projects	Category A			Category B	Category C
			Major Field Days	Mass Media	Field Days		
Production theme Rank 2	Setting Directions	Productivity & Food Security - Business Analysis - Tools for Profit Drivers	Murrumbidgee, Henty, Kilarra, Broken Hill, Murrumbateman, Dubbo, Orange, Tocal, Mudgee, Gunnedah	Relevant articles for Prograzier, MLA feedback, The Land etc	Autumn Field Day Campaign	Cost of Production, Beef N omics, Stockplan, Enterprise Action Plan with Financial Counsellors / Agribusiness	Farmpack + Impack, Benchmarking Annual Review, Coaching Trial
Production theme Rank 4	Setting Directions	Climate Variability - Adoption of Appropriate Management Practices to limit impact of climate change				Landscan, Shaping Our Futures Together	Landscan
Production theme Rank 1	Setting Directions, Pasture Growth	Climate Variability - Adaptation to climate change				<i>Southern Livestock Climate Adaptation</i> , Farmers guide to managing risk, Prograze property plan	Farmpack + Impack
Production theme Rank 4	Tactical Stock Control, Pasture Growth, Pasture Utilisation	Productivity & Food Security - Grazing Management				<i>Prograze (Sydney Catchment Authority)</i> , Prograze, Abridged Prograze, Topfodder, More Beef from Coastal Pastures, Tactical Semi Arid Grazing Management, Paddock Plants, Beef N omics, Grazclock	Prograze Plus, Prograze
Production theme Rank 3	Genetics, Meeting Market Specs	Productivity & Food Security - Genetic Selection				Better bull buying, Beefing up your business, Beef N omics, Beefspects Calculator, Feeder Steer School, More beef from breeding	<i>Livestock Data Link</i>
Production theme Rank 2	Weaner Throughput, Meeting Market Specs	Productivity & Food Security - Breeding Herd Management for Increasing Reproductive Performance				Beefing up your Business, Beef N omics, Stock Assess, Beefspects, Beef Care & Handling, Stock safe	Beef N omics
Markets theme rank 1	Animal Health & Welfare	Productivity & Food Security - Herd Health,				Coastal Prograze, Beef N omics, Animal Health Risk Management, Reseller/Private Vet Seminars,	
Community theme rank 3	Animal Health & Welfare	Productivity & Food Security - Prevention of Cruelty to Animals				<i>Animal Welfare Project</i>	
Markets theme rank 1	Animal Health & Welfare	Biosecurity - Emergency Management					
Markets theme rank 1	Meeting Market Specs	Biosecurity - NLIS Traceability Productivity & Food Security - Business Analysis - Tools for Profit Drivers				Beefing up your Business, Beef N omics, Beef Care & Handling, Stock Assess, Beefspects, NLIS Paddock to Paddock	Beef N omics, <i>Livestock Data Link</i>

Table 8 Monitoring and evaluation

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 Annual KPI survey	State co-ordinator and NC MLA	80% businesses from every event
		Producers aware of opportunities for improving their business management			
		Industry see value and are satisfied with MLA/partner program activities			
KASA (B)	Building knowledge, skills and confidence (30% producers engaged in A)	Improvement in knowledge skills and confidence to optimise the use of the available feedbase and better manage the significant issues impacting on business profit and productivity	Ex ante and ex post skills auditing of participants in (B) activities Feedback sheets from all events	State co-ordinator and NC	95% businesses at each activity
PRACTICE CHANGE (C)	Supporting adoption and practice change (50% of producers engaged in B)	Changes in practice and adoption (permanent change) that result from participation in the program	Ex-ante and ex post business practice profiles & skills audit		95% businesses at each activity
		Intention to change practices versus actual practice change	Feedback sheets and follow up (intention and act)		95% businesses at each activity

Table 9 Communication activities

I&I NSW intends to schedule article writing activities and a media contact roster amongst its extension staff on a rotational basis for the year ahead each November, or respond to a MLA communications annual plan and provide themed articles on a planned basis.

External Communication Activities	Focus/topic	Season	Deadline/ timeframe	Delivery organisation
MLA Prograzier case studies, MLA Feedback stories, MBfP e-newsletter (quarterly)	State co-ordinator to provide extension officer contact for topical monthly issue plus a landholder available for comment	Monthly	Monthly	I&I NSW to MLA
Coming events	Listing events on website			I&I NSW
INTERNAL COMMUNICATION ACTIVITIES				
SAMRC reporting				
State co-ordinator meetings (face to face)	Performance against Business Plan	Annually		National Coordinator
Monthly phone links	Project update		Monthly	National Coordinator
Annual advocates meeting	Professional development	Autumn	March	National Coordinator
ELID Management Team meeting	Performance against Business Plan	Quarterly		I&I NSW
NSW MBfP Technical Committee	Development & Practical project delivery issues	½ yearly		State Coordinator
Extension team meeting	Development & Practical project delivery issues	Annually	November	I&I NSW

Table 10 Producer Advocates

I&I NSW intends to reduce concerns from nominated advocates about overexposure by nominating them annually, and utilising them mostly for Field Day Campaigns. Of the 6 advocates from MBfP I, 5 have declined further involvement. Three new advocates are currently being selected for nomination for MBFP II.

Name	Contact details	Agro-climatic zone location	Enterprise description	Relevant MBfP manual modules	Max number of events per year	Term of agreement	Previous training and/or future training needs
Mark Pearce	markclare5@bigpond.com	Cold / cool temperate			2	12 months	MBFP Phase 1



Appendix 1 Current Registration and Evaluation Templates

Event Registration Form (please print clearly)

Name of field day/event: UNIT involved:

Date Location Project Officer Name(s).....

Full name	Address	Email or phone number	Signature	TICK IF you DON'T WANT your personal details being provided to the following partner organisations: AWI, MLA*

TOTAL COLLEGE COMPLIES WITH THE PRIVACY AND PERSONAL INFORMATION ACT 1998

Student Privacy Information on this form will be used by I&I NSW for student administration, program monitoring and evaluation, and notification of I & I NSW related educational products and services. The information may be disclosed to the National Centre for Vocational Education Research (NCVER) or an authorised agency to meet legislative reporting requirements.

I&I NSW COMPLIES WITH THE OCCUPATIONAL HEALTH AND SAFETY ACT 2000. Information collected is a register of attendance required to fulfil our Duty of care.

* Your details will be passed on to Australian Wool Innovation Ltd or Meat & Livestock Australia if they are sponsoring this event. These organisations may choose to contact you in accordance with their privacy policy. The privacy policies of each organisation can be obtained from their web site or by contacting their head office by telephone: AWI: 02 8295 3100; MLA: 02 9463 9333

Name: _____ **Telephone:** _____

Email:

Address: _____

Post Code:

☐ Yes ☐ No☐ Yes ☐ No

Area Managed:_____ (☐ ha or ☐ acres) **Total Number of Breeders:** _____

Total Number of Beef Cattle: *(inc. breeders, calves, steers, heifers, bulls).*

Total Number of Sheep: _____ **Total Number of Ewes:** _____

Number of Lambs sold per year: _____ **Number of Wool Bales sold per year:** _____

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

How valuable was this event in helping you manage your business? /10

Will you recommend this event to others? ☐ Yes ☐ No

Will you change your business as a result of attending this event? ☐ Yes ☐ No

If yes, please briefly describe the planned changes. If no, why not?

	Please tick	Please specify a particular issue
Setting business direction		
Meeting market specifications		
Growing more pasture		
Grazing management		
Maximise reproductive performance		
Gain from genetics		

Please give feedback to help us run better events:

The information you are providing may be personal information under the Privacy Act. It is collected for the business purposes only of MLA, and I&I NSW and will not be disclosed to any third party except in accordance with the privacy policies of these organisations. You can request access to and correction of your personal information by calling the MLA on 1800 675 717 or I&I NSW on 02 63913552. If you do not provide such personal information, MLA may not be able to provide you with products or services. MLA's privacy policy can be obtained directly from MLA by calling 1800 675 717, or from their website at www.mla.com.au. I&I NSW's privacy policy can be obtained from their web site at www.industry.nsw.gov.au.

CURRENT I&I NSW PROfarm® Enrolment Form (For some Category B events)

Name of course:

Starting date: Course location:

Applicant

Surname (family name) Given names

Preferred name: ☐ male ☐ female

Date of birth:/...../.....

Residence

Postal address:

State: Postcode:

Property address: (if different to postal or residential address)

State: Postcode:

Telephone: Fax:

Mobile phone: Email address:

Property Size: Enterprise type:

Employment

Of the following categories, which BEST describes you current employment status? (tick one box)

- ☐ Full-time employee ☐ Part-time employee ☐ Self employed – not employing others
☐ Employer ☐ Unpaid worker in family business ☐ Unemployed – seeking full-time work
☐ Unemployed – seeking part-time work ☐ Not employed – not seeking employment

Are you an employee of either Industry & Investment NSW or a LHPA? ☐ yes ☐ no**Schooling**

Have you SUCCESSFULLY completed any of the following qualifications?

- ☐
- Yes
- ☐
- No – go to next section

If YES, then tick ANY applicable boxes

- ☐ Bachelor degree or higher degree ☐ Advanced diploma or associate degree
☐ Diploma (or associate diploma) ☐ Certificate IV (or advanced cert / technician)
☐ Certificate III (or trade certificate) ☐ Certificate II ☐ Certificate I
☐ Certificate other than the above

What is your highest COMPLETED school level? (tick one box only)

- ☐ completed year 12 ☐ completed year 11 ☐ completed year 10
☐ completed year 9 or equiv ☐ completed year 8 or lower ☐ did not go to school

In which YEAR did you complete that school level?

Language and cultural diversityIn which country were you born? ☐ Australia ☐ Other – please specifyDo you speak a language other than English at home? (If more than one language, indicate the one spoken most) ☐ No ☐ Yes – please specifyHow well do you speak English? ☐ Very Well ☐ Well ☐ Not well ☐ Not at allAre you of Aboriginal or Torres Strait Islander origin? (For persons of both Aboriginal and Torres Strait origin, tick both yes boxes) ☐ No ☐ Yes, Aboriginal ☐ Yes, Torres Strait Islands**Disability**Do you consider yourself to have a disability, impairment or long-term condition? ☐ Yes ☐ No

If yes, please tick the areas which apply (you can tick more than one)

- ☐ Hearing / deaf ☐ Physical ☐ Intellectual ☐ Learning ☐ Mental illness
☐ Acquired brain impairment ☐ Vision ☐ Medical condition ☐ Other

I certify that the above information is correct. I understand that it may for used for statistical purposes.

Reason for Study

Please tick one or more reasons

- ☐ To get a job [01] ☐ To develop my existing business [02]
☐ To start my own business [03] ☐ To try for a different career [04]
☐ To get a better job or promotion [05] ☐ It was a requirement of my job [06]
☐ I wanted extra skills for my job [07] ☐ To get into another course of study [08]
☐ For personal interest [09] ☐ For self-development [10] ☐ Other reasons [11]

Signature of student: Date:

TOLAL COLLEGE COMPLIES WITH THE PRIVACY AND PERSONAL INFORMATION ACT 1998

Student Privacy Information on this form will be used by I&I, NSW for student administration, program monitoring and evaluation. The information may be disclosed to the National Centre for Vocational Education Research (NCVER) or an authorised agency to meet legislative reporting requirements. It is necessary for you to provide this information for enrolment. Information provided will be held securely and disposed of securely when no longer needed. You may correct any personal details provided by contacting I&I, NSW. An extended version of this statement is available on the I&I, NSW website.

☐ I do not wish to receive information on NSW DPI education activities and related products.



More Beef from Pastures – Meeting Market Specifications

Meat Standards Australia Beefing up Performance

Example Category B Evaluation Form

Name _____ Date ____/____/20____

I would like to receive email newsletters *(Please tick)* Yes ☐ No ☐

I am willing to be contacted by phone for MLA and I&I NSW follow up evaluations. *(Please tick)*
Yes ☐ No ☐

Livestock enterprise details

Number of cattle _____ Number of breeders _____

Overall, were you satisfied with the day *(Please score low satisfaction 1, high satisfaction 10)* ____/10

How valuable was today in running your livestock enterprise *(low value 1, high value 10)* ____/10

Will you make changes to your livestock enterprise as a direct result of attending today? *(Please tick)* Yes ☐ No ☐

If yes, please briefly describe the planned change. If no, please briefly describe why not.

Please answer the following questions

MSA grading has got nothing to do with beef producers, it's just about abattoirs talking to butchers.

What did you think before the workshop?

True ☐

False ☐

What do you think now? *(Please tick)*

True ☐

False ☐

Beef eating quality of MSA graded meat is affected by

Breeding True ☐ False ☐ True ☐ False ☐

Nutrition True ☐ False ☐ True ☐ False ☐

Environment True ☐ False ☐ True ☐ False ☐

Cooking length True ☐ False ☐ True ☐ False ☐

Cooking method True ☐ False ☐ True ☐ False ☐

I have the on farm management skills to affect beef eating quality

True ☐

False ☐

True ☐

False ☐

I know how to use MSA carcass feedback

True ☐

False ☐

True ☐

False ☐

How much do you want to improve your MSA conformance and carcass performance? *(Please score low improvement 1, high improvement 10)* ____/10

Please turn over to complete this evaluation sheet

How confident are you as a result of today that you can use MSA feedback to improve the performance of your livestock business? (Please score low confidence 1, high confidence 10)

____/10

Will you recommend this day to others? (Please tick)

Yes ☐

No ☐

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

	<i>Please tick</i>	<i>Please specify a particular issue</i>
Setting business direction & planning for success		
Capable and confident business management		
Meeting market specifications		
Growing more pasture		
Matching feed demand to predicted supply		
Pasture utilisation		
Maximise reproductive performance		
Gain from genetics		
Do you have any other information needs?		
<hr/>		
<hr/>		
<hr/>		

Privacy Statement:

The information you are providing may be personal information under the Privacy Act. It is collected for the business purposes only of MLA, and I&I NSW and will not be disclosed to any third party except in accordance with the privacy policies of these organisations. You can request access to and correction of your personal information by calling the MLA on 1800 675 717 or I&I NSW on 02 63913552. If you do not provide such personal information, MLA may not be able to provide you with products or services. MLA's privacy policy can be obtained directly from MLA by calling 1800 675 717, or from their website at www.mla.com.au. I&I NSW's privacy policy can be obtained from their web site at www.industry.nsw.gov.au.

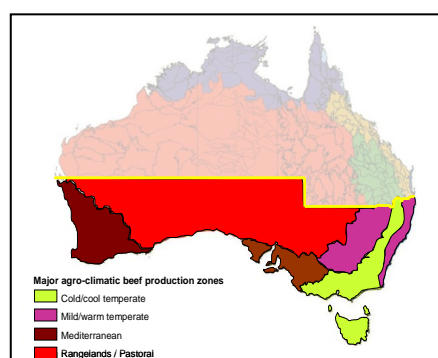
Appendix 2 More Beef From Pastures National Program (Minimum) Key Performance Indicators

CATEGORY	IMPERATIVE	PRODUCER ENGAGEMENT			
		BY HERD SIZE (% OF TOTAL CATTLE SALES)			TOTAL (100%)
		100 – 400 hd (30%)	400 – 1600 hd (40%)	1600 – 5000+ hd (37%)	
AWARENESS (A)	Maintaining broad industry awareness (50% of southern beef producers)	3360	4073	3768	10184
KASA (B)	Building knowledge, skills and confidence (30% producers engaged in A)	1008	1222	1130	3055
PRACTICE CHANGE (C)	Supporting adoption and practice change (50% of producers engaged in B)	504	611	565	1528

Appendix 3 List of 56 potential private providers identified in NSW (MBFP & MMFS)

FIRST NAME	SURNAME	COMPANY NAME	TOWN
Alexander	Biddulph	Biddulph Rural Consulting	COOTAMUNDRA 2590
Alexander	Wright	Harden Consulting Service	HARDEN 2587
Alfred John	Chisolm	Sendall	GOULBURN 2580
Alison	McIntosh	AJM Livestock Solutions	CROOKWELL 2583
Andrew	Badgery	The Rural Retirement Specialist	SINGLETON 2330
Andrew	Daley	Mike Stephens and Associates	HARDEN 2587
Andrew	Rice	WHK	PARKES 2870
Anthony	Good	Mike Stephens and Associates	HARDEN 2587
Ben	Swain	BCS Agribusiness	GUNNEDAH 2380
Bill	Hoffman	Hoffman Beef Consulting	
Cam	Munro	Egelabra	
Chris	Houghton		CROOKWELL 2583
Chris	Callow		DUNEDOO
Col	Scrivener		
Craig	Wilson		
David	Evans	Optimal Business Services	MENA
Doug	Richard		
Dr Bill	Brown	Landmark	WAGGA WAGGA 2650
Eric James	Skipworth	Eric Skipworth & Associates	MINNAMURRA 2533
Graham	Peart		DUBBO 2830
Gregory	Condon	Grassroots Agronomy	JUNEE 2663
Ian	Johnson	IJ AG SERVICES	ELDERSLIE 2570
Jason	Southwell		
Jim	Shovelton		
Joe	Lane	GHD Hassall	SYDNEY 2000
John	Minogue	Agricultural & General Consulting	BARMEDMAN 2668
John	Hamilton		PANUARA
Ludwig	Mueller	Ludwig Mueller Associates	TELEGRAPH-POINT 2441
Malcolm	Peake		
Mark	Harris	Rural Management Strategies Pty Ltd	WAGGA WAGGA 2650
Mark	Evans	RuralCo	WAGGA WAGGA 2650
Mark	Gardiner		
Martin	Tremain	Tremain Prowse P/L	TAMWORTH 2340
Matt	Playford		
Matthew	Shephard		DUBBO 2830
Michael	Ryan	Booth Associates	GRIFFITH 2680
Neil	Durning		JUNEE 2663
Neville	McMichael	McMichael & Associates	BATHURST 2795
Patrick	Hutchinson	Blue Sky Agribusiness	
Peter	Lott	Rural Management Strategies Pty Ltd	COOTAMUNDRA 2590
Peter	McInerney	3D-Ag Pty Ltd	WAGGA WAGGA 2650
Philip	Hindley	P & EA Hindley	CUMBALUM 2478
Richard	Ivey	Ivey ATP	WELLINGTON 2820
Robert	Hudson	Bob Hudson Consulting Pty Ltd	QUIRINDI 2343
Robert	Patterson	Rural Management Strategies Pty Ltd	COOTAMUNDRA 2590
Sandy	Booth	Total Catchment Management Services Pty Ltd	MARAYLYA 2765
Sandy	McEachern	Holmes Sackett Pty Ltd	
Scott	Sharman	Mike Stephens and Associates	HARDEN 2587
Scott	Vaessen	Booth Associates	GRIFFITH 2680
Stuart	Prowse	Tremain Prowse P/L	TAMWORTH 2340
Timothy	Condon	Delta Agribusiness	HARDEN 2587
Timothy	Hutchings	Dalrye Farm Management	YERONG CREEK 2642
Tony	Paton	AJ & RA Paton	WAGGA WAGGA 2650
William	Bladwell	W G Bladwell	MURRUMBATEMAN 2582
William	Booth	Booth Associates	GRIFFITH 2680

Appendix 4 Agriclimatic Zone Locations – Southern Australia

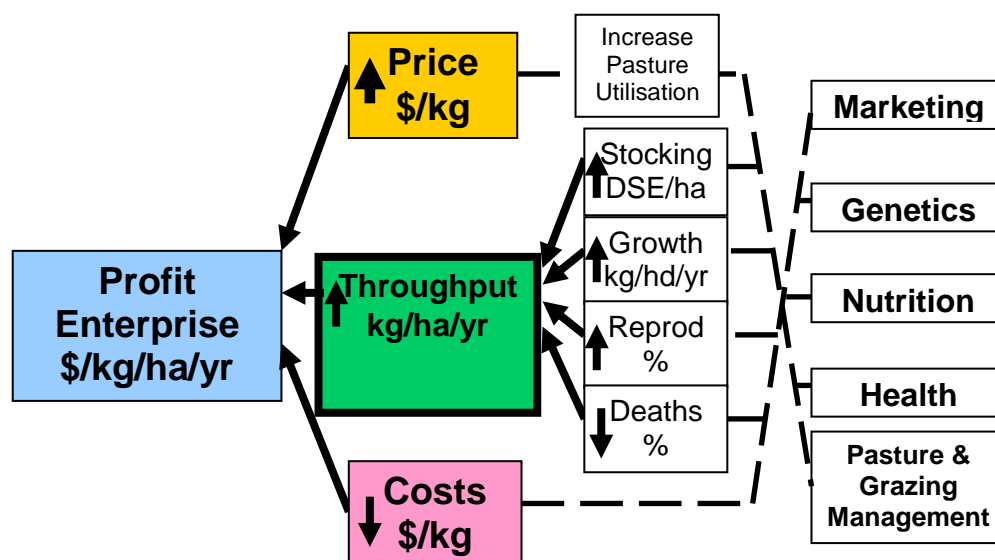


SOURCE: ABARE AGSURF, 2009

AGRO-CLIMATIC ZONE	PROPOSED REGIONS	% HERD
Cold/cool temperate	<ul style="list-style-type: none"> NSW: Northern, Central and Southern Tablelands VIC: southern and eastern TAS: all 	37
Mild/warm temperate	<ul style="list-style-type: none"> NSW: North-West Slopes and Plains and Coast 	20
Mediterranean	<ul style="list-style-type: none"> VIC: Mallee, Wimmera SA: Murray Lands and Yorke and Eyre Peninsulas WA: Central and South Wheat Belt, North and East Wheat Belt, South-West Coastal 	40
Rangelands / Pastoral	<ul style="list-style-type: none"> NSW: Far West SA: North Pastoral WA: Central Pastoral 	3

Appendix 5 Key Profit Drivers – Focal Areas for MBfP Activities

Strategies have been structured particular campaigns where a key focal area will be used to provide the foundation and linkage between A, B & C activities. One third of the campaign effort per year will focus on business management and cost of production.



Ref: Beef CRC BPP

Profit Driver Tree

Appendix 4 Key Profit Drivers – Focal Areas for MBfP Activities