



Department of  
Agriculture and Food



# final report

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## More Beef from Pastures Phase II Business Plan – Western Australia

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**ORGANISATION** : **Department of Agriculture and Food WA**

**PROGRAM GOAL** :

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

**STATE KEY PERFORMANCE INDICATORS & PRODUCER SEGMENTATION<sup>1</sup>**  
**MINIMUM KPIS 2010-13: WESTERN AUSTRALIA (BASED ON 7% OF SOUTHERN BEEF PRODUCTION)**

CATEGORY	IMPERATIVE	PRODUCER ENGAGEMENT			
		BY HERD SIZE (% OF TOTAL CATTLE SALES)			TOTAL (100%)
		100 – 400 hd	400-1600 hd	5000+ hd	
AWARENESS (A)	Maintaining broad industry awareness (50% of southern beef producers)	436	386	238	1060
KASA (B)	Building knowledge, skills and confidence (30% producers engaged in A)	151	160	7	318
PRACTICE CHANGE (C)	Supporting adoption and practice change (50% of producers engaged in B)	80	71	8	159

AGRO-CLIMATIC ZONE <sup>2</sup>		TOTAL	HERD DISTRIBUTION		
NAME	BROADACRE REGIONS	WA	100 – 500 hd (39%)	501 – 5000 hd (13%)	5000+ hd (0.03%)
Mediterranean		4770	1906	641	13
Rangelands / Pastoral		0	TBD	TBD	TBD
TOTAL		100	TBD	TBD	TBD

Figures from ABS 2009 – 46% of WA Beef herd is in herds of 100 or less.

<sup>1</sup> Minimum engagement targets per year

<sup>2</sup> See map appendix 2.

## **STATE CO-ORDINATOR BUSINESS PLAN**

### **EXECUTIVE SUMMARY**

#### **History and achievements from program delivery**

The Department of Agriculture and Food WA (DAFWA) was an active collaborator with Meat and Livestock Australia (MLA) in the delivery of the More Beef from Pastures Program from 2007/2010. During this period 1852 Western Australian beef producer attendances were recorded at organised events across the agricultural area of WA. This was significantly more attendances than required by the contract with MLA.

Thirty two local seminars were delivered engaging 1638 producers during the three year period on a range of topics based on the More Beef from Pastures manual.

These included:

- Weaner throughput
- Feed demand and supply
- Pasture growth and utilisation
- Profitable cattle grazing
- Soil health for pasture growth and trace elements for cattle health

DAFWA has over the past couple of years moved the focus for the beef project from a major research focus to a greater emphasis on extension. This was in response to a review of current practice indicating a low uptake of relevant technology. Previously West Australian producers have not experienced a situation requiring business innovation or changes to management, however more recently pressures on cost of production and a lack of reflection in the price received has closed the margin and resulted in increased interest in information and technology adoption.

DAFWA staff have been highly successful in the delivery of the Beef Profit Partnership extension project of the Beef CRC. This project works closely with producer groups to facilitate the adoption and measurement of technology on farm to increase profits by 5% per year using the Continuous Innovation and Improvement cycle. The basis of this program consists of a review of each business' economics, and focus for changes are identified from the Making More from Beef Modules. These changes are then implemented by the producer and reported on regularly to the group. This requirement to report back has been identified as a key driver in adoption as the producer often does not want to be seen to fail by his peers so ensures that each innovation trialled is given a high chance of success.

Several groups established in WA have been recognised for their performance both nationally and by other producers in the State. This has in turn resulted with an increased demand for similar groups to be established across the southern regions of the state. Eight new groups have started in the past three months to accommodate this demand.

#### **Current issues facing the industry within the State**

The beef industry in Western Australia in the past has experienced a range of problems resulting in dysfunction at all levels of the supply chain. In 2009 a consultant was enlisted to review the industry and the resulting Beef Stocktake report provided

key stakeholders with ideas to address factors limiting progress of the WA beef industry.

Current issues facing the State's beef industry include: lack of relevant industry signals at all levels of the supply chain; a perceived lack of year round supply due to seasonal pasture availability; poor communication at all industry levels; lack of adoption of proven management processes such as yard weaning; producing product to market specifications.

Future issues arising for the beef industry include: the climate adaptation and carbon debate which will be ongoing, and the cost of grain as a result of Australian dollar fluctuations and competition for biofuel. It is because of these current and future issues that we should encourage an increase in the utilisation of pastures. The availability of water may in the future become a limiting factor to production as population increases, so will the competition for our limited water resources.

Another area limiting the success of the WA beef industry is the lack of private service deliverers providing advice and information to beef producers. All other agricultural industries in Western Australia have a significant number of private professionals supporting producers. This in part could be attributable to the poor returns experienced by cattle producers not being conducive to employing a consultant or simply reflect the fact that the majority of producers in the beef industry are traditional managers and do not consider they need external information.

### **Key goals/focus of the organisation**

DAFWA is actively involved in putting into place the outcomes recommended in the Beef Stocktake report. The WA Beef Council and the Producer Roundtable have been established in WA to bring all levels of industry together to increase communications and work together on developing the industry.

DAFWA has committed to working closely with industry to have a world class competitive supply chain for WA beef. We aim to address the issues identified in the Stocktake Report including the appointment of two Beef Supply Chain Officers to work closely with processors and producers to ensure more product meets market specifications. Other issues identified include the minimisation of wastage at all levels of the supply chain. Some examples of wastage include: producers not fully utilising available pasture; lost productivity in feedlots due to weaners not being yard weaned etc. These are topics addressed in the MBfP manual that will be topics covered in forums throughout the state.

### **Position of the program within the broad context of the organisation**

DAFWA and the Minister of Agriculture have invested significantly in moving the WA beef industry forward over the next two years. The establishment of the WA Beef Council and the Producer Roundtable are a testament to this investment.

Whilst DAFWA will continue to deliver awareness and KASA level activities to beef producers, the main focus will be building agricultural business resilience for

stakeholders at all levels of the Beef Value Network with a strong focus on producers. This will involve promotion and support for participants to undertake a business benchmarking exercise which will then enable them to identify areas for potential intervention/ improvement. Once groups of producers have undertaken this exercise, the analysis will demonstrate the area(s) of their business that requires focus.

The MBfP Phase 2 fits well with these activities with general awareness activities providing information to the general industry stakeholders and the KASA and practice change activities focusing on the larger producers to move the industry forward.

### **Summary of program delivery – public, private arrangements**

In the first year, DAFWA will take a lead role to deliver the various activities aimed at the three different levels of extension – awareness, change in knowledge and or skills, and measured implementation as outlined in the following plan. A major activity in this first year will be the development of network and training opportunities for private delivery partners, to facilitate the roll out of a collaborative delivery program between DAFWA and private consultants in the following years of the More Beef from Pastures Program.

There are currently a very small number of private deliverers operating in the beef sector of WA, however interest is beginning to increase. In order to facilitate the development of capacity in the private sector to support the beef industry, DAFWA plans to organise a training and development opportunity for private service delivers called “Building beef into your Business”. This will provide interested consultants and key representatives from Producer Group Networks with key technical knowledge and information (based on MBfP program modules) to develop strong a network of professionals providing beef expertise in Western Australia.

This training will focus on understanding the productivity drivers and the relationship these drivers have to whole business performance. It will incorporate the importance of management and utilisation of pastures to productivity, and herd health and livestock performance. All messages will be from the More Beef from Pastures program.

### **Summary of key activities**

Over the next three years, the focus in Western Australia will be on building business skills including enterprise analysis to identify opportunities for adoption of technology and information to improve productivity.

Activities will fall into three categories:

**Category A – awareness.** These activities will target a larger audience and, through forums, seminars or field day/walks, focus on increasing awareness of the MBfP resources and products available to producers. Specialists or external consultants may be contracted to deliver information at these events.

**Category B – knowledge, skills, attitude and confidence.** These activities will target medium sized audiences of 20 people or less and will involve MBfP workshops

or training where in depth, focussed information is presented with the objective of building producer knowledge, skills or confidence. These activities involve active group engagement and participants will be required to contribute at least 50% of the cost of delivery of the activity. MBfP focussed accredited training and Farmready courses may fit this category.

**Category C – practice change.** These activities will target small groups of 8-10 producers and will involve a time series of events over which the adoption of practice change is supported. These activities will typically be for the private benefit of the producer and thus these activities will be predominantly funded by the participants.

Broader workshops (category A) will be organised and conducted throughout the State to address issues of relevance to the producers. These awareness activities could include topics such as: weaner management, meeting market specifications, herd health etc.

A new direction for DAFWA will involve the introduction of structured accredited training programs (category B) delivered through registered training organisations (RTO) and Farmready. This will be a significant change from previous delivery methods in Western Australia, where few registered courses have been delivered in the past. It will take some time to change the attitude of producers to pay for information that has previously been delivered freely, however this change in attitude will be essential for future industry success.

The recent Dry Season Response in WA has resulted in the training of DAFWA staff to deliver Stockplan®. This course is designed to review the herd structure and assist in the planning for the future whether it be for rebuilding a herd or informed downsizing decisions.

Negotiations are underway with an RTO to progress a business strategy document and Memorandum of Understanding.

Business analysis skills (category C) training will also be an integral part of building the WA beef industry. This will include training in a range of enterprise evaluation and benchmarking tools including those from More Beef from Pastures - cost of production, feed demand and supply calculator, combined with Red Sky benchmarking and group work to facilitate change and adoption of technology.

The Red Sky program has been successfully utilised in the WA Dairy industry over the past 3-4 years and with the support of the WA Beef Council, a similar opportunity will be extended to beef producers in WA to provide participants with access to significant business analysis and benchmarking tools that with training will increase business skills and ultimately resilience.

## **Summary of M&E**

A standard monitoring and evaluation protocol and reporting framework has been agreed to by all State Coordinators and DAFWA has committed to regular collection, compilation and reporting on these agreed milestones.

### AWARENESS (Category A) activities

Category A activities including forums and workshops will deliver key MBfP messages as outlined in the table on page 9. The focus of the activities and which MBfP modules are targeted will vary according to local needs identified through intelligence gathering. These activities will be delivered by DAFWA staff, Producer Advocates and private service providers.

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

##### Branding

1. The MBfP brand is included with DAFWA logo 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. Visual MBfP banners and promotional material is available at the event,
4. Opportunities are signposted for participant involvement in other MBfP activities.

##### Evaluation

Participants will be required to complete feedback sheets. These sheets include the gathering of information on contact details, enterprise type and scale, participant satisfaction and future training needs of participants. Feedback forms must be collected from at least 60% of participants.

#### KASA (Category B) activities:

Category B activities will include delivery of accredited and non accredited training programs. Negotiations are currently underway with RTO's and a list of the accredited courses for WA will be submitted shortly. Category B activities will be delivered by DAFWA 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 other programs including EverGraze, MMfS and the Beef CRC.

#### 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 included in the assessment in the first year of operations for at least 30% of accredited courses delivered to ensure these courses can be included in the overall MBfP M&E reporting. Discussions will be conducted between the DAFWA 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:

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

Category C participants will be encouraged during the evaluation phase to document and record the practice changes they have implemented as a result of participating in the series of category C activities. MLA will be provided with contact details to conduct detailed telephone interviews with a sample of category C participants to qualify and quantify the nature and outcome of the practice change.

The information collected as a result of the evaluation of the above activities will be entered into the standard national database framework agreed to by all State Coordinators.

This data management process is essential for the success of the program. The information must be able to be easily collected by facilitators, and then entered into a structured database. This process will ensure ease of analysis of the gathered information and in turn provide direction for future research, development and extension.

Copies of the information gathering sheets are attached as template in the appendix.



**PROPOSED<sup>3</sup> KEY EXTENSION AND COMMUNICATION ACTIVITIES INFORMATION**

Description	CATEGORY A (Year 1, 2, 3) Total Participants 1060						MLA COMMS
	PRODUCER FORUM Heifer Mgmt	PRODUCER SEMINAR Nutrient Mgmt	PRODUCER FORUM Meeting Market Specs	Field Walk with BPP	Field Walk Evergraze		
Location and/or region	NAR, SW, SC	NAR, SW, SC	NAR, SW, SC	Esperance; Albany; Donnybrook	Manjimup		
Month (or start time)							
Primary campaign focus areas <sup>4</sup>	Calving %	Kg/ha, GM		Kg/ha, what made the difference 1,2,3,4	Kg/ha Pasture estab		
Relevant MBfP modules							
Presenters/facilitators	Jeisane Accioly; Matt Ryan	H Blackburn, J Hill	K Thomson, H Robinson	M Ryan; R Master;	P Sanford; P Omedi		
Advocate participation			C Forsyth	P Chalmer			
Producer targets	100	100	200	50	50		1000
Delivery partner (private, DPI etc)	E Bergman	NRM FAP	MSA	Beef CRC	Evergraze		
Advertising & faxouts <sup>5</sup>	Yes	Yes	yes	Yes	possibly		Yes
Content	Increasing calving, ease etc	Tool & Tech update,	Increased Kgs, Supp/Dem, alliances	Increased Kg/ha; utilisation	Increased Kg/ha; utilisation		

<sup>3</sup> Details are an estimate of planned activities which may change<sup>4</sup> See appendix 3 for categories<sup>5</sup> See communication guidelines in appendix 4

Description	CATEGORY B (Year 1, 2, 3) Total Participants 318								
	WORKSHOPS/ TRAINING <sup>6</sup> RedSky Benchmarking	WORKSHOPS/ TRAINING <sup>7</sup> Stockplan	WORKSHOPS/ TRAINING <sup>8</sup> COP	WORKSHOPS/ TRAINING <sup>9</sup> Feed Demand Supply	WORKSHOPS/ TRAINING <sup>10</sup> Feed Planning and Rotation management	WORKSHOPS/ TRAINING <sup>11</sup> Meeting market Specs	Workshop with Evergraze	Group activity on Advocate farms	FOO assessment workshops
Location and/or region	NAR, SW, SC	NAR, SW, SC	NAR, SW, CAR, SR	NAR, SW, CAR, SR	NAR, SW, CAR, SR	NAR, SW, CAR, SR	Manjimup	Esp, Mingenew	WA
Month (or start time)									
Primary campaign focus areas <sup>12</sup>	Business management	Kg/ha FSD	COP	COP	Kg/ha FSD		Kg/ha FSD	Systems management	GM
Relevant MBfP modules	1	2,3,4	1	1	2,3,4,		3,4,	1,2,3,4,6	3,4,
Presenters/facilitators	John Lucey David Beca	M Ryan, F Jones	M Ryan	M Ryan, B Butcher	M Ryan, F Jones	K Thomson H Robinson	R Master P Sanford	M Ryan B Butcher	Team
Advocate participation		P Chalmer, C Forsyth		P Chalmer, C Forsyth	P Chalmer, C Forsyth			P Chalmer, C Forsyth	
Producer targets	50	5 X 20	4 X 25	4 X 25	2 X 30	5 X 25	2 x 12	3 x 12	
Delivery partner (private, DPI etc)	Red Sky	PROfarm		MMFS			Agribusiness Evergraze	Agribusiness	GM
Advertising & faxouts <sup>13</sup>	No	Yes	Yes	Yes	Yes	Yes	Possibly	Possibly	
Content	RMT Benchmarking results	Matching feed, nrm, pasture mgt	COP calculation and use	FSD calculation and use	Pasture Budgeting	Implement GM and COP	Spp id, performance feed budget,	GM, bus man, benchmark	Pasture Mgmt

Description	CATEGORY C (Year 1, 2,3) Total Participants 159				
	Producer Groups	Producer Productivity Groups	Productivity Group	Coaching / mentoring program	
Location and/or region	Agricultural Region WA	Agricultural Region	Southern Rangelands	Statewide	
Month (or start time)	Autumn	Ongoing	Winter	Year 2	
Primary campaign focus areas <sup>14</sup>	Business skills, pastures, nutrition and marketing	Pastures, Financial, nutrition, health and marketing	Pastures, Financial, nutrition, health and marketing	Pasture Mgmt	
Relevant MBfP modules	TBD from Strategic planning after Business Analysis	TBD from Strategic planning after Business Analysis	TBD from Strategic planning after Business Analysis	TBD	
Presenters/facilitators	DAFWA	Private consultants and Producer Grp staff	DAFWA	DAFWA /Private	
Advocate participation	Potential	Potential	no	Yes	
Producer targets	110	40	10		
Delivery partner (private, DPI etc)	Industry specialists as required	Private consultants	TBD		
Advertising & faxouts <sup>15</sup>	No	No	No		

**LINKAGE WITH OTHER PROGRAMS/ORGANISATIONS**

<b>PROGRAM</b>	<b>LINKAGE/JOINT INITIATIVE</b>	<b>OUTCOME</b>
<b>Making More from Sheep</b>	<b>Joint workshops, COP, FDC</b>	<b>Tool application</b>
<b>Evergreen Pasture Group</b>	<b>Joint Field Walks</b>	<b>Pasture Utilisation and mgmt</b>
<b>Great Southern Institute of Technology</b>	<b>Training packages development</b>	<b>Herd Health,</b>
<b>Evergraze Sites</b>	<b>Farmwalk activities</b>	<b>Species selection &amp; management</b>
	<b>Training Low Stress Stock handling</b>	<b>Market Specs, herd health</b>
<b>MSA, Processor groups</b>	<b>Beef marketing, related mgmt</b>	<b>MSA awareness compliance</b>
<b>DAFWA Climate Adaption group</b>	<b>Field walks on trial site Esperance and Vasse</b>	<b>Grazing management, methane prodn from annual and perennials</b>
<b>Climate Change Adaptation in the Southern Australian Livestock Industries</b>	<b>Joint workshop objectives</b>	<b>Tools and strategies for managing climate variability</b>
<b>NRM Peel Harvey, Swan Coastal Plain and South Coast</b>	<b>Fertiliser Action Plan Workshops</b>	<b>Nutrient Budgeting</b>

**COMMUNICATION ACTIVITIES**

<b>EXTERNAL COMMUNICATION ACTIVITIES</b>	<b>Range of Focus/topic</b>	<b>Season</b>	<b>Deadline/ timeframe</b>	<b>Delivery organisation</b>
MLA Prograzier case studies			<b>TBD</b>	<b>DAFWA</b>
MLA Feedback stories			<b>TBD</b>	<b>DAFWA</b>
MBfP e-newsletter (quarterly)	<b>Benchmarking case studies</b>		<b>TBD</b>	<b>DAFWA</b>
Farm Weekly	<b>Weaning, Meeting Specs, Herd health,</b>	<b>As is relevant</b>	<b>TBD</b>	<b>DAFWA</b>
Landmark Weekly (formerly Farmwest)		<b>As is relevant</b>	<b>TBD</b>	<b>DAFWA</b>

<b>INTERNAL COMMUNICATION ACTIVITIES</b>				
SAMRAC reporting	Activity and Issue update		TBD	DAFWA - SES
Program executive meetings				
State co-ordinator meetings (face to face)	Regular Attendance			SES
Monthly phone links	Regular Participation			SES
ExtraNet	Regular Participation			SES
Annual advocates meeting				DAFWA
DAFWA Mgmt Updates	Report to Livestock Innovation Director DAFWA		Monthly	SES
Other				

## PRODUCER ADVOCATES

Name	Contact details	Agro-climatic zone location <sup>16</sup>	Enterprise description	Relevant MBfP manual modules	Max number of events per year	Term of agreement	Previous training and/or future training needs
Craig Forsyth	08 9927 5035ph 08 99275103fax cdforsyth@activ8.net.au	Med	Breeding, finishing	2 3 4 6 7 8			
Phil Chalmer	08 9076 6092ph chalmernp@bordernet.com.au	Med	Commercial cattle prod.,	1 2 3 4			

<sup>16</sup> See appendix 2 for zone locations  
WA Feb 2011

**MONITORING AND EVALUATION (subject to agreement)**

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 <sup>17</sup>  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 <sup>18</sup>  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

<sup>17</sup> See template 1. appendix 4<sup>18</sup> See template 2. appendix 4

## **RISK ANALYSIS AND MITIGATION**

### **Risk 1      Emergency response**

Emergency response is Priority 1 in the Department of Agriculture and Food WA. Incidents might include those related to season – drought, flood etc; outbreaks of disease or insects; fire etc. The declaration of a Priority Response by the WA Minister for Agriculture, depending on the magnitude of the issue, generally results in staff on the ground being diverted to deal with the issue. Whilst this might impact on the delivery of MBfP activities, often it provides an extension opportunity to utilise the information in assisting those affected. For example the recent Dry Season response has provided greater interest by producers in attending a Stockplan course to evaluate their livestock options and herd structure.

### **Risk 2      Low participation rates**

Low participation in activities will result in a reassessment of the advertising and promotional strategy. A review of producer needs would ensure that programs and activities are focused on relevant requirements. Involvement of the Producer Roundtable members and production group members in focusing workshop themes and topics will be integral to providing relevant and topical information.

### **Risk 3      Limited capacity of DAFWA to deliver**

Develop strong networks with private deliverers and incorporated producer groups such as MIG, Liebe etc to promote training and development opportunities to benefit their business.

**BUDGET****WA More Beef from Pastures Project Budget 2011 (indicative for 2012-2013)**

	Number	Cost per activity	DAFWA Investment	Producer/ RTO Investment	MLA Investment	2010-11	NOTES
<b>Project Coordination</b>							
Salary			30,000		15,000	45,000	Project Coordination Salary and Overheads
Travel Expenses (F2F Meets)			2,000		4,000	4,000	Airfares(Albany:Perth), accom/meals/taxi etc
Travel intrastate			2,000		2,000	2,000	Contribution to car hire for coordinator travel intra state
							Training, induction and setup for Data entry for all activities to Database for monitoring and evaluation purposes. Technical Officer 20% of time to enter 1500 kpi evaluation sheets into database and generate monthly reports
MBfP M&E Costs for AB&C activities					11,000	11,000	
						<b>51,000</b>	
<b>Industry Awareness</b>							
Advocate Fees					4,800	4,800	\$400/day - 6 days per Advocate (2)
Advocate travel F2FMeets					5,200	5,200	Travel costs associated with attendance at annual Advocate training
Technical Specialist Input					6,000	6,000	Technical specialists/ Key speakers /consultants for targetted MBfP regional Awareness Events \$2000/region/year
Regional Workshops Autumn, Spring and Summer. 10 Activities attracting 500 producers	10	2,000	5,000	10,000	5,000	20,000	Seasonal regional MBfP awareness workshops on topics of local relevance, costs include newspaper adverts, mail outs, venue hire, handouts, administration and some operational. Producers pay for catering @\$20/hd
						<b>36,000</b>	
<b>Knowledge, Skills and Confidence</b>							
Delivery of accredited training activities	10		15,000	8,000		23,000	Courses identified include Stockplan, Stock Assess and Beef Cheque. DAFWA contribution high due to initiation and introduction of accredited courses to WA producers. Time for negotiation and initial MOU set up etc. No charge to MBfP, Producers pay approx \$400 pp (Farmready) Est 200 attendees
Delivery of structured training events	10		10,000	1,000		11,000	These courses will include COP, Feed Demand/Supply Calculator for example and whilst not yet accredited, the aim will be to develop them for accreditation. Producers will be charged \$100 pre accreditation and price as above once the course is registered. Est 100 attendees
						<b>34,000</b>	
<b>Participatory Learning and Practice Change</b>							
Profit groups	10	3,600	36,000			36,000	MBfP messages underpin the technical information provided to these groups and this will be recognised through the delivery and evaluation process. This program will be moving to a User pays system in the near future with at least 50% cost recovery in 2011/2012
Strategic Planning Sessions	10	500			5,000	5,000	Strategic planning sessions with groups to develop integration plan for MBfP principles in group activities



Benchmarking	100	400	25,000	15,000		B.MBP.0123 - More Beef from Pastures Phase II Business Plan – Western Australia Red Sky Benchmarking in conjunction with the WA Beef Council
					<u>40,000</u>	
					<u>81,000</u>	
<b>Total</b>			<b>125,000</b>	<b>34,000</b>	<b>58,000</b>	<b>202,000</b>

All activities will be delivered with a charge for attendance leading to a full cost recovery model after second year.

Capacity Building Industry	2	5000	5000	5000	10,000	Two "Building Beef into your Business" workshops for Private Deliverers to introduce the MBfP program and opportunities incorporating training and development.
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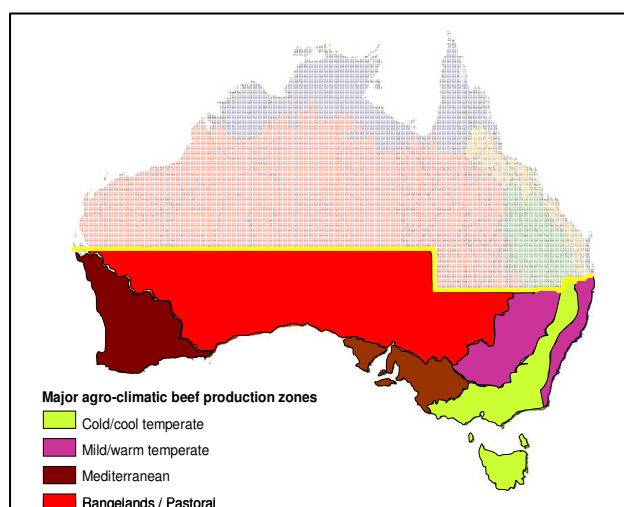
## APPENDIX 1.

## 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 2.

## AGRO-CLIMATIC ZONE LOCATIONS – SOUTHERN AUSTRALIA

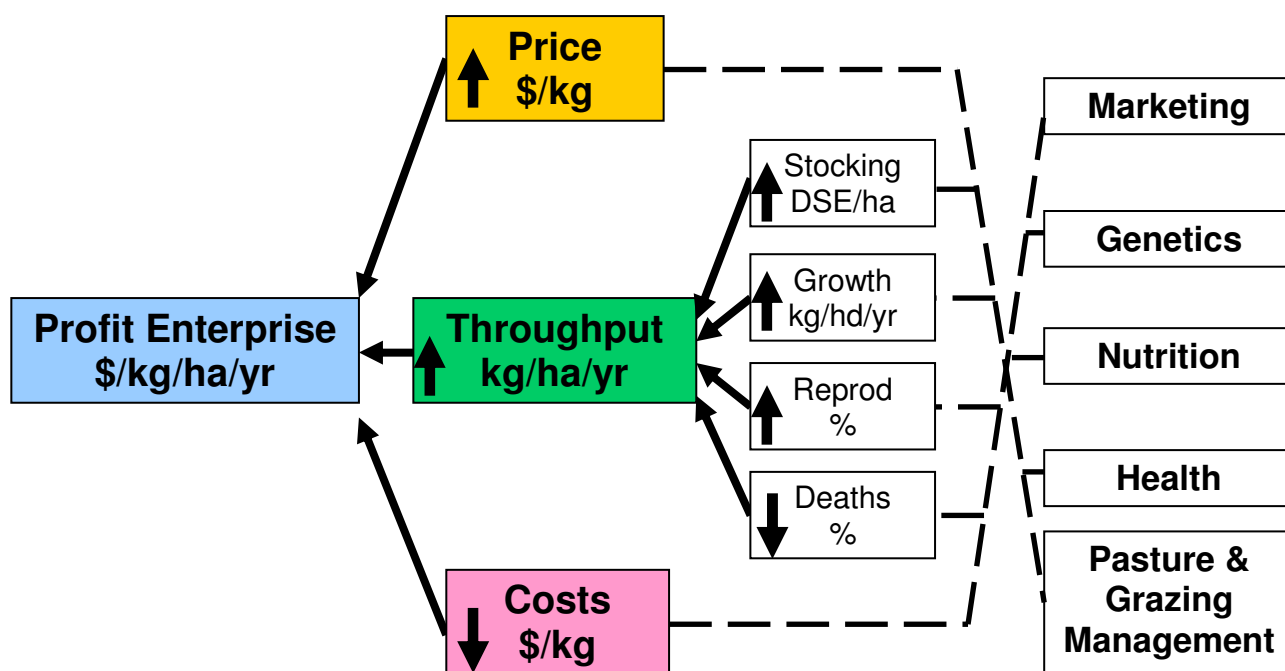


AGRO-CLIMATIC ZONE	PROPOSED REGIONS	% HERD
Cold/cool temperate	<ul style="list-style-type: none"> <li>•NSW: Northern, Central and Southern Tablelands</li> <li>•VIC: southern and eastern</li> <li>•TAS: all</li> </ul>	37
Mild/warm temperate	<ul style="list-style-type: none"> <li>•NSW: North-West Slopes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

SOURCE: ABARE AGSURF, 2009

### APPENDIX 3. KEY PROFIT DRIVERS – FOCAL AREAS FOR MBFP ACTIVITIES

Strategies should be structured around particular campaigns whereby a key focal area will be used to provide the foundation and linkage between A, B & C activities. Up to three ‘campaigns’ should be initiated per year. At least one campaign per year will need to focus on business management and cost of production.



Ref: Beef CRC BPP groups

### Profit Driver Tree

#### LIST OF OPTIONS FOR CATEGORY B ACTIVITIES

	Price and costs	Pasture and grazing	Health	Nutrition	Genetics	Marketing	Farmready approved
Better trading decisions	✓✓✓					✓✓✓	TBD
Cost of Production workshops	✓✓✓						Y
BeefCheque	✓✓✓	✓✓✓				✓✓	Y1 & 2
Prograze		✓✓✓	✓	✓✓	✓	✓	Y
More Beef from Breeding				✓	✓✓✓		Y
Feed Demand Calculator workshop		✓✓			✓	✓✓✓	TBD
BeefSpecs validation							TBD

## APPENDIX 4. MONITORING AND EVALUATION TEMPLATES

Feedback questionnaire: **(EVENT NAME AND DATE)**

Name: \_\_\_\_\_ Telephone: \_\_\_\_\_

Email:

Address: \_\_\_\_\_

Post Code: \_\_\_\_\_

MLA and DAFWA may contact me to further assess the impact of their programs?  Yes  No

MLA and DAFWA may send me newsletters and inform me of future events?  Yes  No

### Business details

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: \_\_\_\_\_

### 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? \_\_\_\_\_ /10

Would you recommend this event to others?  Yes  No

Do 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: \_\_\_\_\_

\_\_\_\_\_

## MBfP Category B & C Participant Enrolment Form (Ex Post)

**(EVENT NAME AND DATE)**

Name: \_\_\_\_\_ Telephone: \_\_\_\_\_

MLA and DAFWA may contact me to further assess the impact of their programs?  Yes  No

MLA and DAFWA may send me newsletters and inform me of future events?  Yes  No

### Your Thoughts on the Activity

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

Overall, how satisfied are you with this activity?	/10
How valuable was this activity in assisting you manage your livestock enterprise?	/10
Would you recommend this activity to others?	<input type="checkbox"/> Yes <input type="checkbox"/> No

### Implementing a Change within your Business

*The following questions assist to determine the impact of the activity.*

Have you already implemented a change within your business as a result of attending this activity?

Yes  No

If yes, please briefly describe the changes you have implemented. If not, why not? \_\_\_\_\_

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Do you plan to implement changes within your business as a result of attending this activity in the future?

Yes  No

If yes, please briefly describe the changes you have implemented. If not, why not? \_\_\_\_\_

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### General Feedback

Please provide feedback to help us improve future events: \_\_\_\_\_

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**PLEASE TURN OVER**

### Follow-up from This Activity

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?		

(Insert ex-ante skills audit introduction and questions)