

# final report

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## **More Beef from Pastures Phase II Program Business Plan - Tasmania**

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

### **EXECUTIVE SUMMARY**

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

The Tasmanian Institute of Agricultural Research (TIAR) and its staff have been involved with the delivery of More Beef from Pastures (MBfP) in Tasmania since its inception. In this time the program has been a core element of the State's Red Meat Targets partnership with MLA, providing the prime means of extension support to the Tasmanian beef industry.

The program has delivered awareness, knowledge and understanding, and skills development through a variety of mechanisms. These have included producer seminars, training workshops like Prograze, trial site field days and producer demonstration site activities with discussion groups. These face to face interactions have been supported by print communication within both MLA and local publications.

Combining key MBfP messages and procedures with the evidence from trials like "Winnaleah Towards 2000" and local benchmarking initiated by the state government, has allowed the development of a compelling case for realising untapped potential within Tasmanian pastures and the businesses that manage them.

This integration of activity has laid the groundwork in knowledge development and extension for significant improvement in productivity and profitability. Some producers have already taken this information, used the tools and skills they've been exposed and made change.

Feedback has indicated that the majority of participants found program events well organised and of value to their businesses, with mean ratings of greater than 4 on a scale of 1 to 5 (low –high) for both these indicators.

With regard to impact, evaluations indicated 80% intended to use the information presented in their business, and 49% had already done something as a result of attending past events.

Evaluations also suggested that this change was being made within the area of grazing systems. This change has been realised by MBfP activity in its own right, but also by inspiring producers to engage with consultants and other programs to make change. The use of producer advocates and demonstration sites to inspire this process has been an invaluable facet of the program.

In the 2007 to 2010 period the program substantially achieved its engagement target with a cumulative participation of 2317 attendees, across some 122 activities initiated or supported by the program.

The management of rotational grazing, pasture growth and feed supply and utilisation remain highly relevant areas.

Greater support for improvement and adoption of practices that facilitate this may be achieved by more focus on peer support networks, group training, structured personal

coaching, mentoring, and intensive skills development . This emphasis will be taken into the next phase of the program.

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

The Tasmanian beef industry and red meat industry in general faces a range of issues and opportunities of local importance in addition to the effects of national and global factors such as the world economy, the value of the Australian dollar and other market demand factors including trade restrictions and regulation.

Recent business benchmarking conducted by the state's Red Meat Targets program has highlighted lower than optimal production levels, disappointing average profit margin and low return on assets managed. These factors all affect the business vibrancy and innovative capacity of the industry and dampen investment and succession.

Recent drought years across much of the state have also affected the business viability and capacity to invest of many producers. Whilst these impacts have been more manifest in regions traditionally producing sheep and store cattle, businesses in more favoured cattle growing regions have also been affected. This impact may extend from direct impacts on productive capacity to reduced opportunities arising from more limited access to local stock supply.

The processing sector is in turn affected by these influences with significant capacity existing for improved throughput and increased business viability, which in turn feeds into industry confidence and activity.

Productivity constraints arising from pasture degradation are also apparent in many regions with increases in perennial weed grasses and annual grass species. As a consequence pasture quality is reduced and year-round feed distribution negatively impacted. This effect is most likely being mediated by a combination of poor resilience to climate variability and interactions with the grazing management practices in place. Significant improvements in both pasture species selection and grazing management to maintain and improve pasture resilience and productivity are achievable.

A further issue of note is a sub-optimal legume component in many pastures with resultant limitation of nitrogen supply. Management practices effecting legume competition and a general undervaluing of legume importance are likely reasons behind this observation.

Another significant grazing management issue affecting many areas of the state is the considerable impact of pests in reducing pasture availability and the positive effects of controlled grazing. Of particular note is the impact of vertebrate pest grazing, largely as a consequence of increased wallaby populations. This issue reduces the capacity to adopt and relevance of improved grazing management practices.

The state ban on HGP's and GMO's is a constraint to some avenues of improved system efficiency. These issues can however provide brand distinction, although the evidence for improved value arising from such distinction is not obvious. Issues concerning protection of brand integrity and lack of identification of point of origin

negatively impact on brand benefits. These issues highlight the importance of capturing improved efficiency through grazing system management.

Opportunities arising from government facilitated investment in water access and irrigation capacity are apparent, with high value grazing enterprises a potential component of investment strategies. Much focus is placed on crop options in this context, but the scale of grazing land-use and management experience of land-owner may mean that improved grazing systems form a significant component of this irrigation driven development.

In addition, other previous resource competitors, such as processing vegetables and tree farms, have reduced in their competitive impact, and more efficient beef enterprise development may be considered as a business alternative.

These latter issues may place increased importance on the role of beef enterprises in many Tasmanian farms.

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

The Tasmanian Institute of Agricultural Research (TIAR) has a Vision to be a recognised Centre of Excellence specialising in research and development that contributes to prosperous, innovative and sustainable agricultural industries.

Its mission is to undertake well-targeted, cost effective, innovative and responsive research and development in order to establish, maintain and further develop agricultural industries in a sustainable manner.

The application of this mission seeks to develop increasingly integrated approaches to outcome focused research, development and extension.

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

The program sits within the Extensive Agriculture Centre of TIAR, one of the five key industry centres within TIAR.

From this centre, MBfP has been delivered as the core extension activity of the state's Red Meat Targets program which has sought to integrate TIAR, Meat and Livestock Australia (MLA), and Department of Primary Industries Parks Water and Environment (DPIPWE) investment within Tasmanian red meat RD &E activities.

Together with the Making More from Sheep (MMfS) program, MBfP will continue to be the primary red meat Extension and Development investment within TIAR and as such represents a critical component of any Tasmanian industry development strategy.

Whilst Extension and Development roles are relatively new to TIAR, the organisation is seeking to embed these functions within an investment and innovation process and has recently commissioned a review of the issues around such activities to help facilitate this.

## 5. Summary of program delivery – public, private arrangements

In accord with the national program's emphasis of seeking increased impact within changed knowledge, skills and practices, this phase of MBfP within Tasmania will seek to be more focussed in terms of the producers it interacts with and the activity outcomes it seeks to deliver.

Within the target producer demographic identified by MLA, geographic regions and producer communities that offer greatest opportunities to effect improvement will be identified and strengthened and extension and development relationships sought. At the same time, more general access to the program's tools and information and the benefits they may confer will be maintained.

The program will also seek to engage with agribusiness providers who show interest in collaborating to deliver on the programs objectives, and who have the capacity and capability to do so. Fostering enhanced capability may also be a desirable component of this interaction.

Initially, program delivery will focus on content that is related to understanding and driving productivity through feedbase management, developing increased understanding of cost of production and whole of business performance, and systems management of feed supply and demand.

These activities will have a regional focus that delivers to key beef production areas and producers who have exhibited a willingness to partner in change pathways and actively seek improvement.

Within these regions, activities will be integrated into linked activity series that support the concept of change pathways, providing opportunities for reinforcing skills and knowledge and developing the environment and momentum for adoption of improved practices and decision making. It is envisaged that this will not only have the benefit of providing a pathway to change, but strengthen relationships with producers capable of such change, thereby increasing the perceived value of the program and developing greater understanding of producer needs in relation to the practices being targeted.

## 6. Summary of key activities

This business plan proposes that the focus of phase 2 activities in Tasmanian concentrate on grazing management, feed planning and business benchmarking practices to increase throughput and effective business decision making.

**Category A:** Awareness activities will continue to use a discussion/seminar format in beef producing regions, linking producers to advocates and local champions, local trial information and key MBfP principles and procedures concerning grazing system, feed utilisation feed and business management.

Trial sites at Ringarooma (PDS) and Flinders Island are providing excellent platforms around which to base activities delivering across category.

We still propose to deliver a series of three seminars using WA advocates from MBfP Phase I, Phil Chalmer and Craig Forsyth (and a case study of John Sharp), to tell of the gains they have achieved with grazing system management in a far harsher environment, and explain their approaches to using complementary business alliances as a means of improving feed utilisation.

Peter Ball and Fred Perry will bring focus and experience to implementing grazing management principles and seeking to realise some of the opportunities for increased productivity highlighted by the Winnaleah Toward 2000 trial.

A local (or national series) of farmwalks in one week in Autumn on advocate farms could also be used to generate awareness and media coverage of practical tools for grazing system management, promoting the key principle of measure to manage.

**Category B:** It is proposed that these activities include interactive sessions with small groups where application as well as understanding is developed, and some skill development is delivered. Short defined training courses will also be included in this category.

Central themes will be the conduct and interpretation of business benchmarking, the development and application of practical grazing management and feed planning skills, and the measurement of cost of production.

Business benchmarking will be addressed by partnering with Red Meat Targets benchmarking sessions conducted by RedSky Agricultural. These will deliver expert interpretation and analysis of industry and typical business information, highlighting the key ways in which Tasmanian beef business may be strengthened.

This activity will be supported by the provision of cost of production workshops targeting those not already involved with benchmarking.

Training workshops focussing on feed planning and grazing management will be offered, utilising the skills of Fred Perry and Peter Ball to deliver defined pathways and actions that can be implemented to improve system productivity and resilience. These will be supported by practice in the use of tools such as the Feed Demand Calculator and other tactical feed management tools.

This activity will be complemented by small group focus farm days on advocate or local champion farms, and by similar activities on PDS and trial sites.

Structured training either in the form of Prograze and follow up Prograze next steps activities (or extracts of these) will also be offered within this theme of developing grazing systems management.

Short-bite training will also be developed to deliver specific skills in species identification and management and feed on offer assessment.

This bundle of activities will seek to address skill development and implementation by addressing a range of entry points and include initiating links with agribusiness to facilitate and foster private provider involvement and also connect with new participants.

**Category C:**

These activities will be distinguished by repeated support that seeks to enable and encourage the application of key practices and skills and apply knowledge to develop actions.

As such activity will form around groups associated with PDS's, trial sites at Cressy and Flinders Island and potentially around advocate farms.

On King Island, further participants will be sought for the King Island challenge concept of farmlet productivity measurement and for a feed planning discussion group to be formed around the challenge.

The leaf stage grazing coaching will be extended to include new groups initially in the areas most able to be supported by the consultants delivering this program, primarily in the beef heartland of NW Tasmania, where the likely-hood of sustainable program implementation is highest.

Links with agribusiness groups will be explored to support and encourage their participation and the private delivery of practice change. This involvement is still to be sought after engagement during and after an agribusiness workshop, where capability, capacity and desire to deliver will be determined. As a consequence the activity plan remains in draft form, with the potential for funds to be made available to either support this involvement or replace it with alternative delivery mechanisms such as advocate mentoring.

**7. Summary of M&E**

Monitoring and evaluation is following protocols as agreed with MLA and as closely as possible. One arising issue is the difficulty posed by joint evaluation needs when delivering in partnership with other programs and commercial providers.

**STATE** : **Tasmania**

**STATE CO-ORDINATOR** : **Peter Ball**

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03 62336810 0418 37994**

**ORGANISATION** : **Tasmanian Institute of Agricultural Research**

**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>

CATEGORY	IMPERATIVE	PRODUCER ENGAGEMENT			
		BY HERD SIZE (% OF TOTAL CATTLE SALES)			TOTAL (100%)
		100 – 400 hd (18%)627	400 – 1600 hd (40%)162	1600 – 5000+ hd (37%)29	
AWARENESS (A)	Maintaining broad industry awareness (50% of southern beef producers)	275	120	15	<b>410</b>
KASA (B)	Building knowledge, skills and confidence (30% producers engaged in A)	60	60	5	<b>125</b>
PRACTICE CHANGE (C)	Supporting adoption and practice change (50% of producers engaged in B)	20	40	5	<b>65</b>

AGRO-CLIMATIC ZONE <sup>2</sup>		TOTAL	HERD DISTRIBUTION		
NAME	BROADACRE REGIONS	TAS	100 – 400 hd (18%)	400 – 1600 hd (40%)	1600 – 5000+ hd (37%)
<b>Cold/cool temperate</b>	• VIC: southern and eastern	93%	TBD	TBD	TBD
<b>Mild/warm temperate</b>		0	TBD	TBD	TBD
<b>Mediterranean</b>	• VIC: Mallee, Wimmera	7%	TBD	TBD	TBD
<b>Rangelands / Pastoral</b>		0	TBD	TBD	TBD
<b>TOTAL</b>		<b>100</b>	TBD	TBD	TBD

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

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



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

Description	CATEGORY A (Year 1, 2) Total Participants 415										
	PRODUCER FORUM KIBPG Feature Day Update & presentation	PRODUCER SEMINAR KIBPG RD update	PRODUCER FORUM CH -TFGA Branch	PRODUCER SEMINAR CH -TFGA Branch	PRODUCER FORUM	PRODUCER SEMINAR	PRODUCER SEMINAR	NATIONAL FARM WALKS	State wide Webinar	MLA COMMS	Other Awareness Seminars
Location and/or region	NW, King Island	NW, King Island	NW, Smithton	NW, Smithton	North, Deloraine	NE, Bridport	South, Ouse	3 regions, 3 days, live crosses	2		Dunlop
Number (x visits)	1 (x2)	1 (x1)	1 (x1)	1 (x1)	1 (x1)	1 (x1)	1 (x1)	3 (x2)			1
Primary campaign focus areas <sup>4</sup>	Kg/ha Throughput	Kg/ha, GM	Kg/ha Supply and Demand	Kg/ha, Grazing management	Kg/ha Supply and Demand	Kg/ha GrazingMan	Kg/ha Supply and Demand	Kg/ha, what made the difference	GM		Utilisation
Relevant MBFP modules	2,3,4,5,6	2,3,4,6	2,3,4	2,3,4	2,3,4	2,3,4	2,3,4	1,2,3,4	3,4		1,4,5
Presenters/facilitators	Peter Ball & Fred Perry	Peter Ball	Peter Ball	Peter Ball	Peter Ball	Peter Ball	Peter Ball	Peter Ball	PB RR BD		Ball, Pitchford
Advocate participation	Fed Perry	Fred Perry	Craig Forsyth, Phil Chalmer	Fred Perry	Craig Forsyth, Phil Chalmer		Craig Forsyth, Phil Chalmer	Fred Perry Rob Tole TBD	FP		
Producer targets	70	25	30	20	35	25	20	60	30	100	30
Delivery partner (private, DPI etc)	KIBG	TIAR Dairy	CH-TFGA & CHBG	CH-TFGA & CHBG	NRM North ServAg	Waterhouse, Winna/Ringa Disc Groups	NRM South	MLA Elders, Roberts Landmark TP	Elders		DP
Advertising & faxouts <sup>5</sup>											
Content	Achieving kg/ha & MBFP tools	Tool & Tech update,	Increased Kgs, Supp/Dem, alliances	Rotation Management, Coaching,	Increased Kgs, Supp/Dem, alliances	Implement Winnaleah, feed plan & Rotn man	Increased Kgs, Supp/Dem, alliances	Producer story, Key kg message	Manage the rotn		

<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

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Description	CATEGORY B (Year 1, 2) Total Participants 191										
	WORKSHOPS/ TRAINING <sup>6</sup> RedSky Benchmarking	WORKSHOPS/ TRAINING <sup>7</sup> Feed Planning and Rotation management	WORKSHOPS/ TRAINING <sup>8</sup> COP	WORKSHOPS/ TRAINING <sup>9</sup> COP	WORKSHOPS/ TRAINING <sup>10</sup> Feed Planning and Rotation management	WORKSHOPS/ TRAINING <sup>11</sup> PROGRAZE Next Steps	Open Day Activity at PDS	Group activity on Advocate farms	Pasture Spp workshops	FOO assessment workshops	Other Prograze & Agribusiness
Location and/or region	King Island, NW, NE, C/T,	King Island	King Island	Carrick	Smithton	PG North	Ringarooma & FI	KI, Cressy, N	TBD	TBD	
Number (x visits)	1	1 (x2)	1 (x1)	1 (x1)	2 (x1)	1(x5)	2(x2)	3(x1)	2(x1)	2(x1)	1(x8)
Primary campaign focus areas <sup>12</sup>	Business management	Kg/ha FSD	COP	COP	Kg/ha FSD	Kg/ha, COP	Kg/ha FSD	Systems management	Pasture species management	GM	
Relevant MBFP modules	1	2,3,4	1	1	2,3,4,	1,2,3,4,6	3,4,	1,2,3,4,6	3,4,	3,4,	
Presenters/facilitators	Peter Ball Fiona Smith +	Peter Ball	Peter Ball	Peter Ball, Andrew Bailey	Peter Ball	Peter Ball	Peter Ball/Agribus	Peter Ball, Andrew Bailey	Peter Ball	Peter Ball	TBD
Advocate participation	Fred Perry Rob Tole	Fred Perry									
Producer targets	40	2 X25	10	12	2 X15	7	2 x 12	3 x 12	2 x 8	2 x 8	
Delivery partner (private, DPI etc)	Red Sky mac Franklin, Rabo	KIBG	KIBG/Agribus	MMFS	CHBG		Agribusiness	Agribusiness	NRM/SerVAg	NRM	Agribus
Advertising & faxouts <sup>13</sup>											

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Content	RMT Benchmarking results	Implement Winnaleah, feed plan	COP calculation and use	COP calculation and use	Implement Winnaleah, feed plan	Implement GM and COP	Spp id, performance feed budget,	GM, bus man, benchmark	Spp id & man	FOO	
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Description	CATEGORY C (Year 1, 2) Total Participants 81										
	KI Challenge, focus farmlets	KI Challenge feed planning Group	COACHING	Supported group learning	Benchmarking business development sessions	PRODUCER DEMONSTRATION SITE Ringarooma	Flinders Island spp site	Burlington Rd species/live-weight trial	Agribus Support activities		Other Agribus ?
Location and/or region	King Island	King Island	Smithton, Burnie, Deloraine	TBD	KI, NW	Ringarooma	Flinders	Cressy	North		
Number (x visits)	1(x3)	1(x3)	3 (x8)	1(x3)	2(x2)	1 (x10)	1(x4)	1(x6)			
Primary campaign focus areas <sup>14</sup>	Kg/ha Utilisation	Kg/ha Grazing Management	Kg/ ha Rotational Grazing	Feed supply	Business management	Feed supply, legume	Species performance		MBFP Tools		
Relevant MBfP modules	2,3,4	2,3,4	1,2,3,4,6	2,3,4	1	2,3,4	3	3,4	3,4		
Presenters/facilitators	Peter Ball	Peter Ball	TBD	Peter Ball	Peter Ball + Red sky	Peter Ball	Peter Ball	Peter Ball, Andrew Bailey	Developer		
Advocate participation	Fred Perry	Fred Perry									
Producer targets	5	12	3 x 6	8	2 X 6	10	10	12	N/A		
Delivery partner (private, DPI etc)	KIBG	KIBG/agribus	TIAR Davey Maynard		DPI/Redsky	WRMCDG	FIPG	TIAR/DPI	Consultant		
Advertising & faxouts <sup>15</sup>									TBD		

Content	Measurement and management for utilisation	Feed planning, Rotational Grazing lucerne	Leaf stage Grazing	FOO and Species Workshop support	Benchmark interpretation, data collection	Growth and utilisation, legume	Grass id, performance assessment	Spp id, management & animal performance	FSD Calc		Spp id FOO asst
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**LINKAGE WITH OTHER PROGRAMS/ORGANISATIONS**

PROGRAM	LINKAGE/JOINT INITIATIVE	OUTCOME
<b>Making More from Sheep</b>	<b>Joint workshops, COP,FDC</b>	<b>Tool application</b>
<b>TIAR/Tasglobal new pasture genetics</b>	<b>PDS trial Flinders Island</b>	<b>Species selection &amp; management</b>
<b>Angus Society</b>	<b>Regional group activities.</b>	<b>Procedure awareness, KASA</b>
<b>Evergraze Site and TIAR spp demonstrations</b>	<b>Farmwalk activities</b>	<b>Species selection &amp; management</b>
<b>TFGA</b>	<b>Regional group activities</b>	<b>Procedure awareness, KASA</b>
<b>Independent Farmers Group</b>	<b>Beef marketing, brand Tas, integrity</b>	<b>MSA awareness compliance</b>
<b>TIAR Dairy RDE</b>		<b>Grazing management, climate change impact</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 North and NRM South</b>	<b>Regional group activities</b>	<b>Procedure awareness, KASA</b>
<b>Davey and Maynard</b>	<b>Coaching pilot</b>	<b>Grazing management KASA</b>
<b>King Island Beef Producers Group</b>	<b>King Island Challenge</b>	<b>Benchmarking production, feed planning</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>Ringarooma PDS</b>		<b>TBD</b>	<b>TIAR</b>
MLA Feedback stories	<b>KI challenge</b>		<b>TBD</b>	<b>TIAR</b>
MBfP e-newsletter (quarterly)	<b>Benchmarking case studies</b>		<b>TBD</b>	<b>TIAR</b>
Advocate column	<b>Flinders Spp Trial</b>		<b>TBD</b>	<b>TIAR</b>
KI Courier	<b>Burlington Road trial</b>			
Tas Regions	<b>Coaching outcomes</b>		<b>TBD</b>	<b>TIAR</b>
<b>INTERNAL COMMUNICATION ACTIVITIES</b>				
SARMAC reporting				
Program executive meetings				
State co-ordinator meetings (face to face)				
Monthly phone links				
Annual advocates meeting				
Other				

**PRODUCER ADVOCATES**

<b>Name</b>	<b>Contact details</b>	<b>Agro-climatic zone location<sup>16</sup></b>	<b>Enterprise description</b>	<b>Relevant MBfP manual modules</b>	<b>Max number of events per year</b>	<b>Term of agreement</b>	<b>Previous training and/or future training needs</b>
Fred Perry	03 64611259	c/c temp	Breeding, finishing	2 3 4 6 7 8			
Rob and Eliza Tole	03978216 04070818252	c/c temp	Mixed farming	1 2 3 4			
TBC							

<sup>16</sup> See appendix 2 for zone locations

**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

### - **OUTLINE KEY RISKS ASSOCIATED WITH NOT ACHIEVEING STATE KPIS** - **STRATEGIES TO MITIGATE THE RISKS**

Key risks to not achieving state KPI's primarily concern the human resource committed to delivering the program, the environmental conditions, both physical and financial effecting Tasmanian beef enterprises, the relationship and involvement facilitated with agribusiness partners and the willingness and capacity of producers to engage with the program and effect the changes knowledge, skills and practice being targeted.

The risk of withdrawal of support for the program by TIAR is low, however the exposure to risk from other causes of change in the human resource commitment is higher in light of the small team environment.

Mitigation of the risk of reduced human resource applied to the program within TIAR and effecting the attainment of KPI's can be partly managed by developing cooperative activities and common operational understanding between the MBfP and MMfS coordinators. Further involvement of other team members associated with trial sites and development activities within TIAR will also assist in spreading this risk,

Environment and financial risks remain as a background context, and their impact may be mitigated by the effectiveness with which the value proposition for producer involvement within the program can be articulated. The history of the MBfP program, the quality of the advocates and the strength of the evidence supporting the opportunity for improvement identified by the Red Meat targets program, all substantially reduce this risk.

The risk of poor or inadequate engagement of producers can be managed by increased focus on the regions and producer groups who have displayed both interest in improvement activities, capacity to apply them, and environmental resources to increase the likelihood of success. In short the program can concentrate on capable producers farming environments capable of more.

The risks associated with poor agribusiness engagement seem higher, and depend a great deal on the value proposition articulated to them, their business imperatives and delivery capacity. This risk is managed in this proposal by firstly relying on TIAR delivery capacity to meet the substantive targets. Maintaining personal business relationships represents another means of managing this risk, requiring specific time allocation from the coordinator. Good engagement has been achieved with some providers.

The risk of not achieving the nominal herd demographic targets is moderate as these targets represent high proportions of the larger herd demographic.

<b>BUDGET</b>							
<b>Output/outcome</b>		<b>Number per year</b>	<b>Cost per activity</b>	<b>Partner funding</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
<b>Project coordination</b>							
State coordination							
<b>Travel costs</b>							
<b>Administration</b>							
<b>Industry awareness</b>							
Advocate fees (Advocates @ \$550/day)							
Regional forums							
National farm walks							
General awareness events (field days) - deployment of MLA products and tools							
<b>Sub total</b>							
Workshop promotion (Prograze, BeefCheque, COP, FDC) and advertising							
<b>Sub total</b>							
<b>Participatory learning &amp; practice change</b>							
Coaching							
Producer demonstration sites							
<b>Sub total</b>							
<b>Total MLA funding</b>							
<b>Total partner contribution</b>							
<b>GRAND TOTAL</b>							

Note: Activities are outlined for 2 years, with the third year subject to a review of emphasis. Costs are conservative estimates only, and funds from the coordination allocation up to 3000 and unspent activity funds may be available seed agribusiness activity.



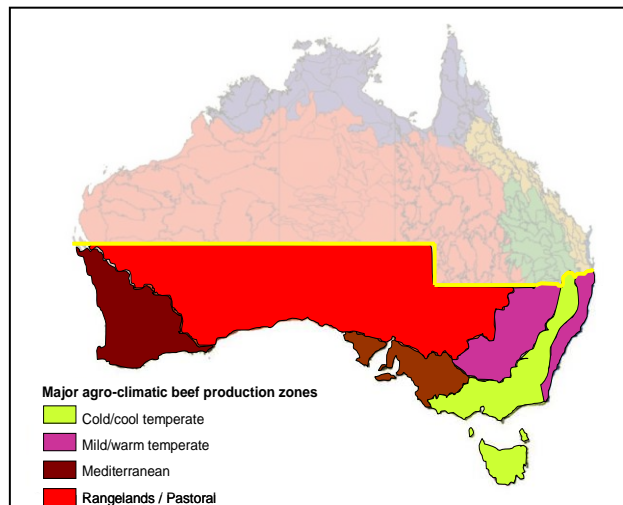
**APPENDIX 1.**

**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	<b>10184</b>
KASA (B)	Building knowledge, skills and confidence (30% producers engaged in A)	1008	1222	1130	<b>3055</b>
PRACTICE CHANGE (C)	Supporting adoption and practice change (50% of producers engaged in B)	504	611	565	<b>1528</b>

**APPENDIX 2.**

**AGRO-CLIMATIC ZONE LOCATIONS – SOUTHERN AUSTRALIA**

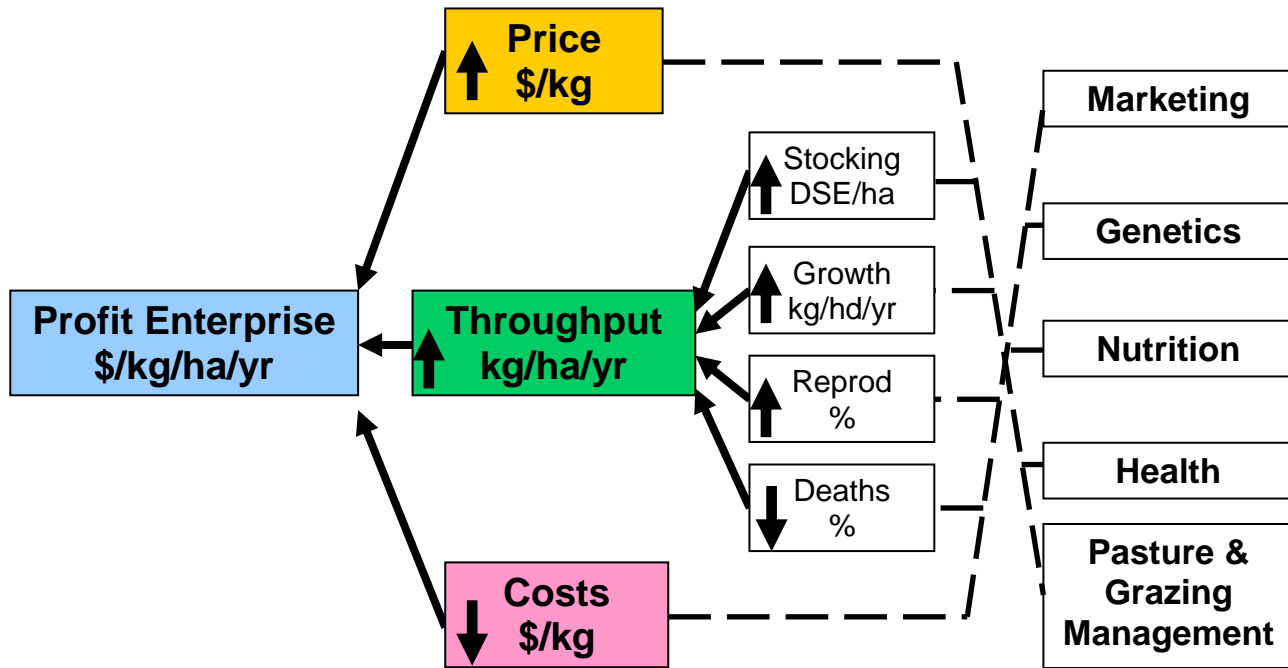


AGRO-CLIMATIC ZONE	PROPOSED REGIONS	% HERD
Cold/cool temperate	<ul style="list-style-type: none"> <li>• NSW: Northern, Central and Southern Tablelands</li> <li>• VIC: southern and eastern</li> <li>• TAS: all</li> </ul>	37
Mild/warm temperate	<ul style="list-style-type: none"> <li>• NSW: North-West Slopes 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

