



final report

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Queensland Making More from Sheep State Coordination

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Abstract

Making More from Sheep is a key extension and communication program for the sheep industry delivered by the Department of Agriculture and Fisheries in Queensland as a joint initiative of Australian Wool Innovation and Meat & Livestock Australia. Queensland is uniquely positioned for growth within Australia's sheep industry and requires on-going development through extension and advisory services from the public and private sectors to maximise this potential.

Queensland's sheep industry has a low farmer density across a large geographic area; there are approximately 15% the number of sheep producers compared with Victoria across seven times the area. This leads to challenges of distance and low frequency of direct client contact within an extension program. Webinars addressed the issue of distance to travel but are not suited to all topics. The majority of Making More from Sheep events were delivered to groups in regional and district centres, with local sheep producers included as presenters to increase attendance, relevance, transfer of skills and to maximise the impact of each event. This was successful and should continue.

Twenty-eight events were successfully delivered to 883 participants between March 2014 and December 2016, spread across a distance of 1200km. Participants were very satisfied with the standard of these events, the value to their businesses and 40% identified an intention to make changes to their practices. Partnerships at local, state and national levels were crucial for practice change by bringing expertise into Queensland, creating exposure to a wider audience, minimising the risk of duplication and allowing greater leverage of funding. These partnerships should continue to be developed.

Executive summary

This final report summarises the Queensland Making More from Sheep project from March 2014 to December 2016. A total of 28 events were delivered to 883 participants, 13 of these events were category A (awareness) and 15 were category B (knowledge and skills). Practice change, normally to be achieved through category C events, was achieved through these events, and exceeded the project target four-fold.

Event evaluations highlight the high standard of events held throughout this Making More from Sheep project and that the events were beneficial to Queensland sheep producers, with an average satisfaction score over the project of 8.5 out of 10 and 8.1 out of 10 for value to producers businesses. Partnering with organisations at an event level allowed an increased exposure to the Making More from Sheep project, a better use and geographic spread of funding and the reduction of events competing for producers time. Having a combination of both producers and industry experts present at events proved to be an extremely effective extension model, as it gave participants the reason why they should adopt a principle, but also the practical aspect of how it could be done within their own business.

All project Key Performance Indicators (KPI) were achieved, except for category A and C evaluation return rate (Table E1). The shortfall in category A evaluation return rate was due to seven of the thirteen events being field day, bus trip or webinar type events where it is difficult to get evaluation sheets returned. No category C events were held due to the lack of existing or active producer groups and the 80:20 funding guideline split. Even though no category C events were held the number of category C participants KPI can be counted using category B event evaluation results.

Table E1: Summary of Key Performance Indicators

	KPI	Actual
Number of Participants		
Category A	140	833
Category B	47	283
Category C	23	105
Evaluation Return Rate		
Category A	65%	55%
Category B	80%	88%
Category C	80%	0%
Flock Size		
Greater than 2,000 head	15%	60%

The main constraints throughout the project were the lack of deliverers in Queensland to organise and facilitate Making More from Sheep events and the low uptake of category C events.

The main recommendations from this project are:

- increase the use of producers as event presenters
- refine the category C funding split
- adopt a state coordination model that includes local producer committees to provide project and operational input
- increase the use of Turning Point technology (clickers) to capture evaluation data and provide training on how to effectively use them
- keep project extension periods to a minimum of 12 months
- include personal development topics at co-ordinator meetings.

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1 Background

Making More from Sheep (MMfS) is a joint initiative of Australian Wool Innovation Ltd (AWI) and Meat & Livestock Australia (MLA), coordinated in Queensland by the Department of Agriculture and Fisheries (DAF). MMfS is a key extension and communication program for the sheep industry. The primary aim is to deliver awareness, learning and supported adoption opportunities to lamb and wool producers to improve the productivity, profitability and resilience of their business.

MMfS has brought decades of research, development and experience into a manual of essential learning for sheep producers. The key areas of business, resources and pastures and sheep technology are compiled into 12 online learning modules and supported by the delivery of regionally relevant events. These events deliver information from the modules, which created a pathway for producers to identify relevant modules and access the online manual resources after the events. The modules also formed an important framework for event planning and prioritisation within the module themes.

Extension and advisory services are crucial to expanding Queensland's sheep industry from recent record lows. Merino numbers and wool production have declined since the mid-1990s following the collapse of the floor price and the National Flock Reduction Scheme. Many sheep properties have converted exclusively to cattle production, leading to a loss of sheep knowledge and skills as well as leaving sheep infrastructure disused, and a retreat from systematic wild dog baiting. In the eastern areas of Queensland enterprise changes between sheep, cattle and cropping are more readily made than in the west, where changes are restricted by highly variable rainfall and consequently uneven pasture and water supply. Queensland is now re-investing in sheep production, and the outlook is for rapid growth over the coming few years. Wild dog fencing is being erected at unprecedented levels in western Queensland, allowing groups of properties to exclude wild dogs and rebuild sheep flocks. Fencing investment is coming from both the private and public sectors, and the Remote Area Planning and Development Board (2016) anticipate this investment to add an extra 238,000 head in the central west Queensland region alone, over the next three to five years, with associated increases in the supply of Merino ewes into the southern prime lamb production chain and the potential to cut 3,500 additional bales of wool. This represents a 15% expansion to the Queensland sheep industry. MMfS was well positioned to assist the industry to begin this expansion and to address the key industry issues of:

- wild dogs and predation
- extended drought conditions, poor pasture supply and destocking decisions
- restocking, including the tactical decisions of how and where to buy sheep.

This project was the second half of MMfS Phase II. The state business plan focussed on building partnerships started in earlier MMfS projects with private businesses, advisers, producers, natural resource management (NRM) bodies and industry groups, with an increased reliance on private sector event delivery. The State Co-ordinator role was planned to shift focus from organising and delivering events towards facilitating the overall delivery of the MMfS business plan to meet high-priority industry needs across a wide geographic spread.

Awareness, improved knowledge, skills and confidence, and practice change are all important aspects within MMfS. In Queensland, sheep producers have previously lacked access to group practice change opportunities, with a heavy emphasis on webinars to overcome the need for presenters and participants to travel long distances for events. Face-to-face workshops throughout the project focused on the use of a producer presenter in conjunction with an industry expert. Vanclay (2011) states that extension in its various new forms needs to win back the trust of farmers, for MMfS the producer presenters provided validity and practical examples of adoption.

The MMfS framework is designed to deliver events under three categories:

- category A - awareness events
- category B - knowledge and skills events
- category C - practice change events.

Each category has specific funding guidelines, based on the underlying principle that the 'greater the private good, the greater the private contribution'. For MMfS events the producer contribution increased progressively from category A (awareness) through to category C (practice change) events. A typical category C intensive group event would involve a maximum of 20% contribution from MMfS and the other 80% made up of producer, sponsor or partner contributions. A category A event would allow 100% contribution from MMfS. This funding model was designed to encourage private sector engagement in delivering events and on-going services to groups that originated from the MMfS project.

The MMfS business plan identified:

- The need to support existing, and encourage the formation of new, producer groups to increase the availability of on-going group learning environments to increase practice change and skills development.
- The need for a combination of webinars, workshops, bus trips, field days and awareness forums to provide greater equity in access across the diverse geographic spread of Queensland sheep producers.
- E-newsletter stories, MLA Feedback magazine and AWI Beyond the Bale, as well as media releases and case studies, as appropriate for communication and promotion.

2 Project objectives

The Queensland MMfS State Co-ordinator was responsible for the overall organisation and delivery of the project objectives, as set by MLA, AWI and DAF:

1. State business plan designed to be relevant to current and emergent Queensland industry needs
2. Coordination of the state business plan implementation
3. Monitoring and evaluation data.

2.1 State business plan

The state business plan was agreed to:

- be delivered using the standard MLA template provided
- include specific Key Performance Indicators (KPIs) for the state and form the basis of the key deliverables of this agreement
- include an annual operating plan of events in line with appropriate state KPIs and events targeting specified producer segments and across delivery resources (public and/or private) appropriate for A, B and C categories of events
- present a clear process for identifying and engaging a delivery network within the state
- outline the state communication plan for the program.

2.2 State business plan implementation

State business plan implementation was the responsibility of the State Co-ordinator, who needed to:

- Implement the business plan events, direct resources and training, and engage a team of public and private sector delivers and facilitators as appropriate across respective program events.
- Comply with the 'Principles for engaging with private delivery organisations' to guide the deployment of resources for program delivery.
- Be the key point of contact and co-ordinator for engaging the state based network of program producer advocates.
- Maintain a database of participants and provide this information to the National Co-ordinator and MLA on a monthly basis, in the provided template.
- Attend regular phone meetings and up to two State Co-ordinator face-to-face meetings per year with the National Co-ordinator and MLA.
- Provide milestone reports promptly and to an acceptable standard to MLA.
- Source relevant articles for MLA and AWI publications and the e-newsletter coordinated by the National Co-ordinator.
- Coordinate and integrate events with other existing state based networks.
- Comply with MLA standard processes for event promotion and use the program brand/s in accordance with MMfS style guidelines.

2.3 Monitoring and evaluation

The Queensland MMfS State Co-ordinator was also responsible for ensuring all specified monitoring and evaluation (M&E) processes were executed as per the agreed processes. All data was collated and provided to the National Co-ordinator and MLA on a quarterly basis and quarterly reports of analysed data were then provided to the State Co-ordinators by MLA. The privacy of MMfS event participants was protected by ensuring individual names and results were not released or published. The standard MMfS M&E targets included:

Category A: Measuring awareness, satisfaction, value and intention to change.

At least 60% of participant feedback sheets to be completed in accordance with MMfS

Monitoring and Evaluation Standard Operating Procedures (M&E SOP), using the standard MMfS category A template and entered into the supplied excel spreadsheet.

Category B: Measuring shifts in knowledge, skills and confidence (KSC).

At least 80% of participants to complete pre- and post-event knowledge and skills assessments in accordance with MMfS M&E SOP, with full results to be entered into the standard MMfS spreadsheet and submitted to MLA and the National Co-ordinator monthly.

Non-accredited training KSC assessment.

All non-accredited category B training to use the generic (but adapted regionally) MMfS pre- and post-knowledge and skills assessment questions.

Accredited training KSC assessment.

At least 30% of accredited category B training events to use key MMfS assessment questions to ensure these courses are included in the overall MMfS M&E reporting.

Category C: Measuring practice change and program impact.

At least 80% of participants in every category C practice change events, as defined by the MMfS M&E SOP, to be recorded by group facilitators using the standard template provided and mapped against practices within the MMfS manual modules, and results recorded in the standard excel spreadsheet, including names and contact details of participants.

Identifying case studies to measure impact.

Assisting group facilitators to identify and recruit case studies to enable tracking of profitability and productivity gains resulting from participating in the MMfS program.

3 Methodology

The MMfS modules provide the framework for event planning and prioritisation within the themes of business, pastures and sheep technology. The Queensland business plan (Section 2.1) was developed to address the key industry issues within these themes, with events designed to support the key module learnings (e.g. Appendix 1). Flexibility was also considered within the planning to accommodate seasonal changes to the timing of on-farm work and other local events.

3.1 Category A, B and C events

The MMfS framework was designed to deliver events under three categories: category A (awareness events); category B (knowledge and skills based events); and category C (practice change events). The business plan included a spread of category A, B and C events and was designed to meet the following KPIs for each category:

- category A - 130 participants
- category B - 47 participants
- category C - 23 participants.

Participation numbers were calculated based on the following Standard Operating Procedures:

- counting category A – all participants in all categories i.e. A + B + C
- counting category B – all participants in category B events
- counting category C – all participants from category B and C which completed a pre- and post-skills audit as well as completing the section that indicates “intention to change practice” with details or “already practice change” with details and module.

The main focus was category B events, with category A events to be held when the event topic suited larger awareness events or webinars. One category C event was planned to be held in conjunction with a producer group.

3.2 Selection of deliverers

With no existing MMfS deliverers in Queensland, the State Co-ordinator needed to generate interest about the project and the funding opportunities available. This initial promotion to attract deliverers was done using the State Co-ordinator’s networks, MMfS email network, Leading Sheep email network and newsletter (1380 participants), media releases and radio interviews.

In order to make the funding application process streamlined for the State Co-ordinator and potential deliverers, and ensure events matched MMfS guidelines, an application form was developed for category A and B events (Appendix 2). This would also act as criteria to prioritise events, should Categories A and B be oversubscribed.

An expression of interest (EOI) process was developed for category C events highlighting the requirements, the intent and application process for category C funding (Appendix 3). Due to the short project timeframe the EOI was distributed early in the project in an attempt to generate interest amongst deliverers and producer groups.

To further generate interest in category C events, the State Co-ordinator contacted all known existing producer groups and private service providers, and in some cases met face-to-face to discuss the opportunities available under MMfS and specifically the category C events and funding.

Once deliverers were confirmed, a delivery kit was provided by the State Co-ordinator which included evaluation templates, blank flyers, example pre- and post-multiple choice questions and any other resources required. A requirement of all deliverers was to submit the evaluation data and event participant details back to the State Co-ordinator within two weeks of the event.

3.3 Promotion

3.3.1 Project and funding promotion

Initial promotion of the MMfS project, category A,B and C funding opportunities and EOI was conducted using the State Co-ordinator’s existing networks, MMfS email network, Leading Sheep email network and newsletter (1380 subscribers), media releases and radio

interviews. These networks distribute to producers, private service providers, local councils, stock agents, natural resource bodies and other sheep industry service providers. The State Co-ordinator also visited some existing producer groups and private service providers to discuss the funding opportunities, especially for category C events.

3.3.2 Event promotion

Event promotion was predominately conducted using the MMfS, DAF, Leading Sheep and event partner networks, websites and online calendars. Depending on the event, media releases and radio interviews were used to help generate further interest (e.g. Appendix 4). Post-event media releases were used to reinforce key messages covered at events and to help generate interest in future events, by letting people know what they had missed out on (e.g. Appendix 5). Event flyers were used for promotion and in rural letter drops to generate local interest (e.g. Appendix 6). For some events post-event briefs and photographs from the event were supplied to the National Co-ordinator for inclusion in the MLA Feedback magazine. These briefs provided a short summary of the key messages presented, the number of participants and brief testimonials from producers about the event.

3.4 Event organisation, delivery and evaluation

MMfS events were organised by either the deliverer that applied for funding or the Queensland MMfS State Co-ordinator. These organisers briefed the event presenters on the requirements for delivering an MMfS event, namely:

- to explain the purpose of MMfS and highlight the linkages to the MMfS manual and relevant modules
- acknowledgement of funders and partners
- to direct participants to the MMfS website and manual including relevant modules, procedures and tools for the event
- the need to align the event presentation to relevant MMfS modules and use or highlight relevant tools from the module
- the evaluation and reporting requirements
- the need to introduce, facilitate and wrap up the event.

Where possible event registrations were conducted online allowing the organiser to capture demographic data prior to the event to reduce the amount of registration time during the event and provide more time for both the organiser and participants. At some events the evaluation data was captured using Turning Point (real time clicker) technology, to reduce the need for hard copy evaluation forms and minimise the time required for data entry. The State Co-ordinator briefed deliverers on the need to collect event evaluations as it was a KPI for the project. Evaluation return rates were calculated based on the Standard Operating Procedures:

- Counting category A evaluations from event participants which entered in either Satisfaction, Value, Learning or Plan to Change information divided by category A only attendees from event data entry spreadsheet.
- Counting category B evaluations from event participants which entered in both pre- and post-knowledge and skills scores divided by category B only attendees from event data entry spreadsheet.

- Counting category C evaluations from event participants, which completed pre- and post-skills audit as well as completing “Intent to Change Practice” (Y,N,NS) with a reason or “Already Practice Change” (Y,N,NS) with a reason and an aligned module from the MMfS manual, divided by category C only attendees from event data entry spreadsheet.

Given the relatively small number and large geographic spread of sheep producers in Queensland, event partners were recognised as a key benefit to the success of MMfS. Partner contributions included either funding, promotion, providing a presenter or venue and assistance in organising and/or facilitating an event.

The State Co-ordinator briefed deliverers, facilitators and presenters that it was critical to highlight the MMfS manual and the benefits this resource provides to producers. Linkages were demonstrated between the event topic/s and the relevant module/s and a description of which procedures and tools within the module would be covered. Event participants were also made aware of where they could access the MMfS manual, so they could use it as a follow-up resource after the event. The manual also provided a framework for event planning and prioritisation within the themes of business, pastures and sheep technology.

3.5 Co-ordinator meetings and teleconferences

Two face-to-face co-ordinator meetings were planned for each year with the National Co-ordinator and other State Co-ordinators. In between these meetings teleconferences were planned for on-going updates. The primary focus of both the face-to-face meetings and teleconferences was for the State Co-ordinators to network and learn from each other as well as to receive updates and relevant information from the National Co-ordinator, MLA and AWI.

3.6 Data entry spreadsheet

The State Co-ordinator was responsible for completing the data entry spreadsheet after each event, regardless of who organised the event. The spreadsheet was then submitted to the National Co-ordinator quarterly. The spreadsheet listed all participant details and evaluation data from events held.

4 Results

4.1 Project objectives

All project objectives were achieved. The state business plan was developed at the start of the project and was implemented by the State Co-ordinator. All M&E was conducted as per the agreed processes and the participation and evaluation data was collated and provided to the National Co-ordinator on a quarterly basis.

A planned events table was submitted with the initial state business plan, and a new version for each project extension period. The actual events held were often different to initial proposals due to changing seasonal conditions, multiple events competing for producer time and external MMfS project deliverers not following through on initial event ideas.

4.2 Events

A total of 28 MMfS events (25 workshops and 3 webinars) were delivered to 833 participants between January 2014 and November 2016. The events covered all sheep regions of Queensland with workshops held from Winton in the north-west to Stanthorpe in the south-east (Appendix 7). Photographic examples of event participation are provided in Appendix 8. Thirteen (46%) of these were category A (awareness) events delivered to a total of 550 participants with an average event attendance of 42. Fifteen events (54%) were category B (knowledge and skills), with a total attendance of 283 and an average attendance of 19. No category C (practice change) events were held during the project due to a lack of producer groups willing to embrace the category C funding model (80% producer investment: 20% MMfS investment). Monitoring data, however, demonstrates that practice change was achieved through Category A and B events (Section 4.4.4).

4.2.1 Number of participants

Queensland exceeded its participation KPI targets for all categories, (Fig. 1 and Table 1). The category A participation target (130) was exceeded by 640%, category B target (47) by 602% and category C target (23) by 456%. The category C KPI was achieved through participant intent to change within category B events (Section 3.1).

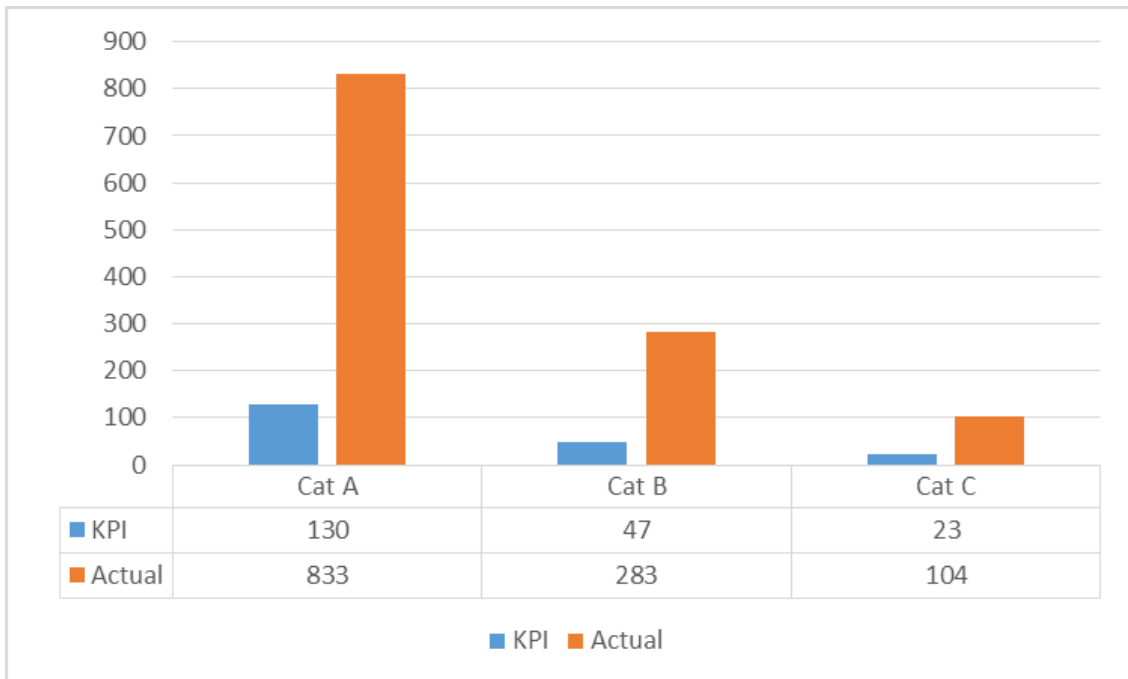


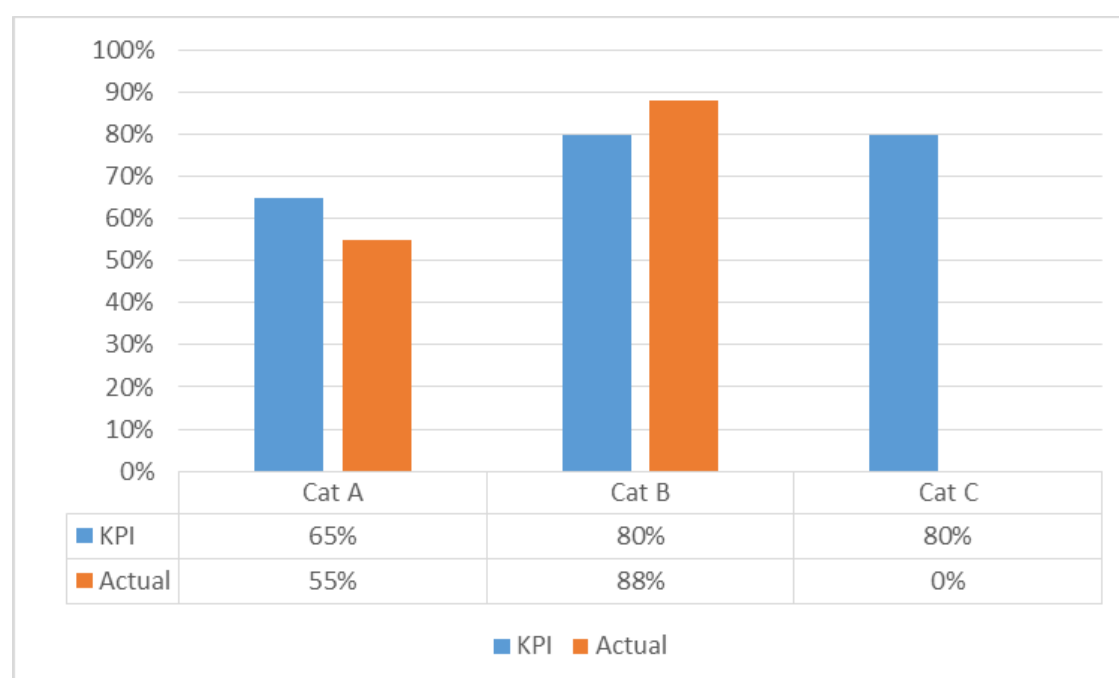
Fig. 1: Queensland actual 'Number of Participants' achieved against target KPI in category A, B and C events.

Table 1: Queensland percentage of three-year target achieved for ‘Number of Participants’ in category A, B and C events (%).

	Category A	Category B	Category C
KPI	130	47	23
Actual	833	283	105
% Achieved	640%	602%	456%

4.2.2 Evaluation return rate

The project exceeded its evaluation response target for category B events, but did not for the category A and C targets (Fig. 2). Within category A, seven of the 13 events were field days, bus trips and webinars where it proved difficult to get people to return their evaluations. No category C events were conducted and hence no evaluations were completed.

**Fig. 2:** Queensland percentage of three-year target achieved for ‘Evaluation Return Rate’ in category A, B and C events (%).

Turning Point technology (clickers) were used at three events, two of which were category A. For these two category A events the evaluation return rate was 100%, compared to the project average of 55%. The only issue with the technology was the inability to collect responses to open ended evaluation questions.

4.2.3 MMfS modules delivered

All of the modules in the MMfS manual have been delivered at events throughout the project (Fig. 3). The three most commonly delivered modules were Plan for Success, Grow More Pasture and Capable and Confident Producers. In Phase I of MMfS a KPI target was set for

delivery of selected modules. This ceased in early Phase II and has not been re-established (Wagg C, 2016).

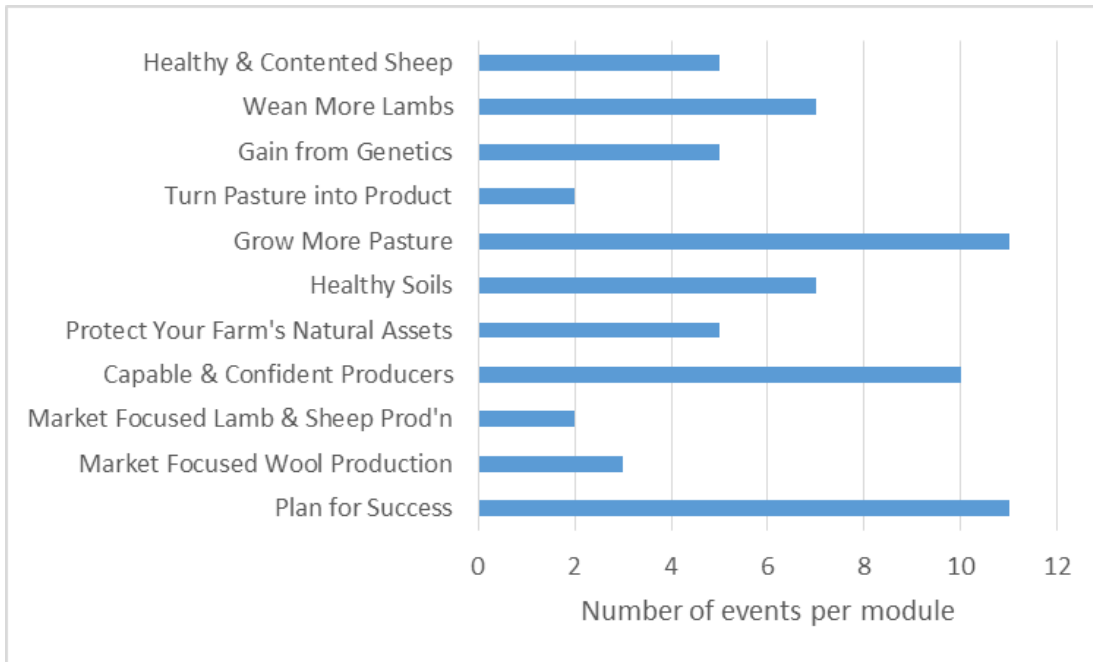


Fig. 3: Frequency of MMfS modules presented at Queensland events.

4.3 Enterprise demographics

4.3.1 Property size

Participants were asked to indicate the number of hectares owned or managed. Of the participants who supplied property size information (48%), the median property size was 13,479 hectares with the majority (57%) of the producers managing between 2,500 and 24,999 hectares (Fig. 4).

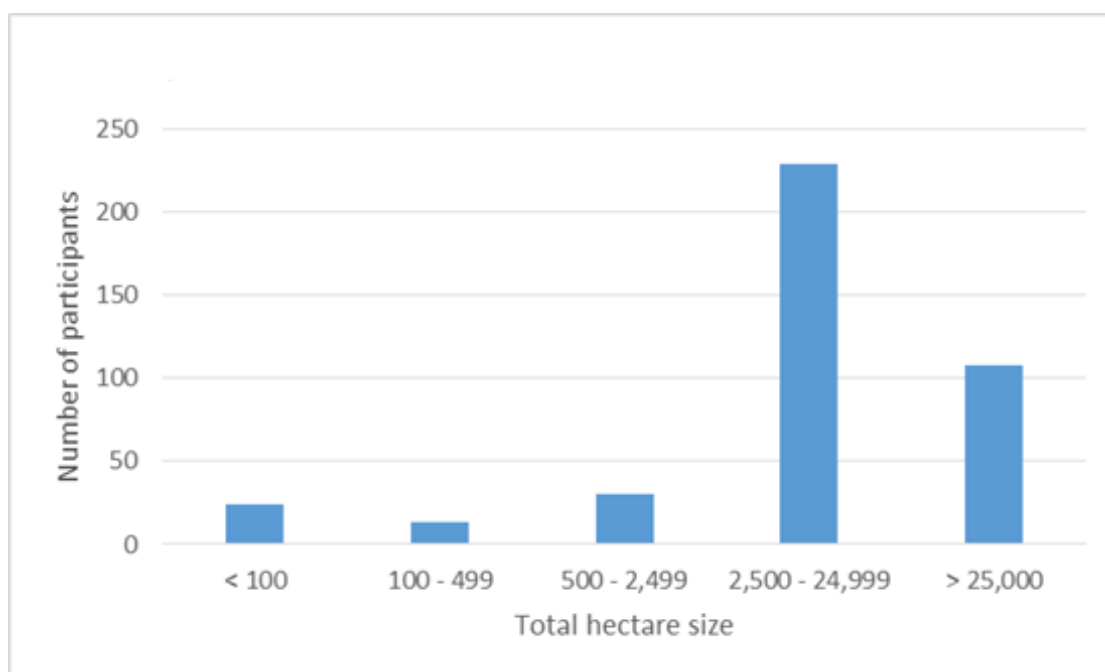


Fig. 4: Frequency of participant property size at Queensland MMfS events.

4.3.2 Flock size

Participants were asked to indicate the total number of sheep owned, total number of ewes, number of lambs sold and number of bales sold (Table 2). The Queensland three-year target for flock size was for 15% of participants to have greater than 2,000 head. Sixty percent of Queensland participants had greater than 2,000 head.

Of the participants who supplied flock size information (42%) the median number of sheep was 3,000 (ewes 1,600 and lambs sold 650) and wool bales sold 80 (Table 2).

Table 2: Queensland participant flock demographics

	Average Number	Median Number
Sheep Flock Size	4,240	3,000
Ewe Flock Size	2,763	1,600
Lambs Sold	1,304	650
Bales Sold	131	80

4.4 Event evaluation

4.4.1 Satisfaction and value

Events met the expectation of participants, with the average satisfaction score being 8.5 out of 10 across all event category types (Fig. 5). Producers also rated these events as valuable to their business, with an average score of 8.1 out of 10.

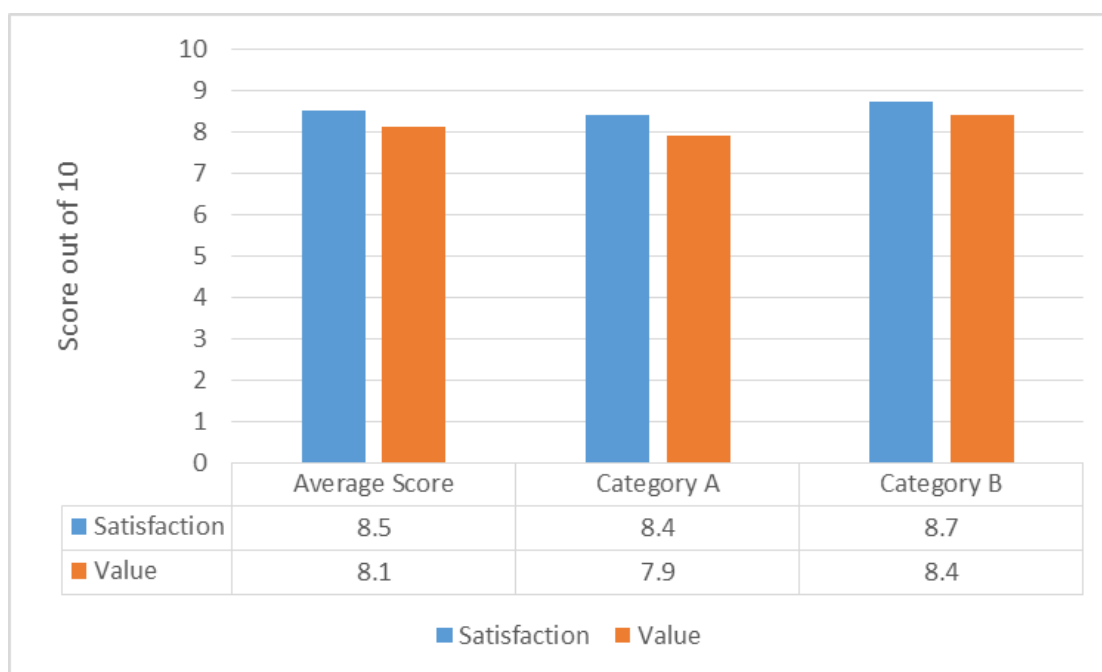


Fig. 5: Average satisfaction and value scores and category breakup.

4.4.2 Knowledge and skills audit

Evaluation for category B events involved pre- and post-event knowledge and skills questions to assess producer pre-event understanding, and post-event knowledge to implement what they have learned. The assessment questions consisted of a number of objective multiple choice questions. The final multiple choice answer option in each question was 'unsure', with participants encouraged to answer 'unsure' rather than guess if they did not know the correct answer. The number of questions asked varied from three to five depending on the duration of the event and the breadth of content covered.

Out of the 249 category B participants who returned an evaluation form, 188 completed pre- and post-audits. The average pre-event score was 56% correct answers, with a post-event score of 66% (Fig. 6). This indicates an increase in knowledge and skills as a result of the events.

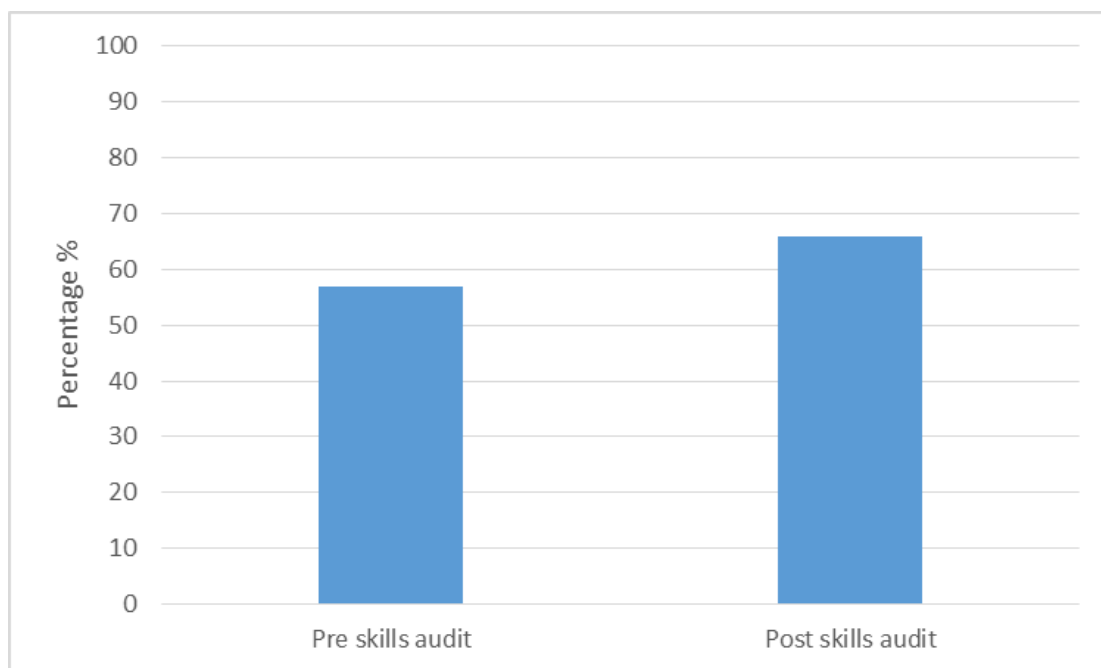


Fig. 6: Queensland event knowledge and skills – pre- and post-average percentage (%) scores.

4.4.3 Confidence

Participants at category B events were also asked to self-assess with a score out of 10 on how confident they felt about their ability to implement the particular topic of the event. This question was asked both before and after the event.

Pre- and post-confidence scores were collected from 140 participants out of the 283 category B participants (49%). The average confidence score prior to taking part was 5.4 out of 10, and the average after taking part was 7.2 out of 10.

4.4.4 Practice change

A total of 360 participants (43% of the category A and B participants) indicated intent to change their management practices as a result of attending a MMfS event. Of these, 170 (47%) indicated what that practice change would be. Some examples are:

- *“Shorter joining period and better ram preparation”*
- *“Implement electronic ID into the flock and start collecting data”*
- *“Planning to erect a dog fence as a result of the of the past two fencing bus tours”*
- *“Assess stocking rates and plan for future/restocking”.*

4.5 Success of delivery models

4.5.1 Producer presenters

A key method in the exchange of information and adoption of new management practices is how the message is presented and the ability for producers to relate that message to their own business. MMfS adopted the use of local producer presenters at nine events (out of a total of 28). Producer presenters at these events shared their stories, the principles they had

adopted, how they implemented these and, most importantly, how successful they had been or what they would have done differently. A producer presenter was almost always used in conjunction with an industry expert/consultant. This combination meant participants were provided with the principle behind the practice change, and a locally relevant example of how it has been adopted by a peer. Using producer presenters has been very successful and participants have commented that it was beneficial to hear from a peer who has adopted a particular management practice.

Some feedback about producers presenting included:

- *“Great opportunity to learn - even swapping notes with farmers in different areas”*
- *“Great two days excellent hosts and property visits. Genetic focus for driving profit was obvious”*
- *“Well put together, all property owners spoke well about their fences”*
- *“Good to see variety of fencing methods and types on one tour. Presentations by local farmers were great”.*

Credit should be given to the following 17 producer presenters who spoke at nine events:

- Peter Whip, Longreach
- Steve Pederick, Tamworth
- Kenton Peart, Charleville
- Andrew Turnbull, Tambo
- Tony Reid, Cunnamulla
- Stephen Tully, Quilpie
- Will Roberts, Morven
- Andrew Schmidt, Cunnamulla
- Cameron Baker, Wyandra
- Gary Webster, Cunnamulla
- Boyd Webb, Longreach
- Peter Clark, Longreach
- Dominic Burden, Longreach
- Ali Krieg, Blackall
- Ranald Noble, Blackall
- Sean Lyons, Charleville
- Trish Agar, Wyandra.

In addition to the events with producer presenters, four events were held that involved producers either as a host on-farm or as an organiser. Credit for this contribution should be given to:

- Garry Waters, Inglewood
- Bruce Toms, Stanthorpe
- David Owens, Longreach
- Don Perkins, Dirranbandi
- Duncan Banks, Dirranbandi.

4.5.2 Webinars

Three webinars were conducted for 117 people with an average of 39 participants per webinar. Fifty-nine (57%) of the 117 participants were either from government departments, universities or natural resource catchment groups, this is a reflection of the topics covered at the webinars. Thirty-two percent of the total participants were from interstate, and represented all Australian states and territories.

4.6 Benefits and limitations of deliverers

The State Co-ordinator was the lead organiser for 14 of the 28 events held throughout this phase of the project. This is less than previous MMfS project phases in Queensland, where all of the events had been organised by the State Co-ordinator within the business plans of preceding projects. The opportunities for private providers under the current MMfS project phase were promoted to organisations, consultants, advisers, agents and producer groups through an EOI process. Initial interest was positive with six applications, but this failed to convert into actual on-ground events. Only three events were held in 2014, which were all organised by the State Co-ordinator. The EOI approach was repeated in early and late 2015. The interest in MMfS funding slowly increased, but overall the amount of events held by other deliverers was lower than the State Co-ordinator had planned.

The following deliverers held events throughout this phase of MMfS:

- Pastoral Profit - 5 events
- South West NRM - 4 events
- DAF - 2 events
- Bush Agribusiness - 1 event
- Elders - 1 event
- EcoRich Grazing - 1 event

4.7 Benefits and limitations of partners

At 26 of the 28 events held, MMfS partnered with other organisations. Partner contributions included funding, promotion, providing a presenter or venue and assistance in organising and/or facilitating an event. DAF and Leading Sheep were the most common partners and were partners for all events organised by the State Co-ordinator. The benefits and limitations of these partnerships are highlighted below (Table 3). On all occasions, it is the view of the

State Co-ordinator that it was more beneficial to partner with other organisations for events than not.

Table 3: Benefits and limitations of event partners

Benefits	Limitations
Greater leverage of funding	Takes longer to plan/organise as need to include other people
More people to help organise and run the event on the day	Have to incorporate both organisations requirements for promotion, evaluation etc.
Access to their experience	Expectations may differ
A wider range of ideas about what to include, how to run the day etc.	Event outcomes can become blurred from too much input
Increased promotional opportunities	
Greater exposure and distribution for MMfS to other producers	
Access to presenters	
Less doubling up of events in the same region or covering similar topics	

The following organisations have partnered with MMfS to deliver events in Queensland:

- Leading Sheep – 26 events
- DAF– 25 events
- Ag Force – 4 events
- South West NRM – 3 events
- Elders – 3 events
- Pastoral Profit project – 2 events
- Rodwells Rural Co – 2 events
- Thomas Foods International – 2 events
- Livestock Biosecurity Network – 2 events
- Coopers Animal Health – 1 event
- Remote Area Planning Board – 1 event
- Primary Industries Climate Challenges Centre – 1 event

4.8 Financial summary – CONFIDENTIAL

5 Discussion

5.1 Key performance indicators

Queensland exceeded all of its KPIs (event participation, evaluation return rate and flock size) except for category A and C evaluation return rate. Many of the category A events were field day or webinar type events and no category C events were run throughout the project. At the category A field days, where there was high attendance, it was very hard to get the evaluation sheets back due to the format of the events. To help improve this at later field days the event organisers had more people helping hand out evaluations and explaining one-on-one the importance of completing them. A lucky door raffle was also implemented which was drawn from the completed evaluations as another way to help improve the return

rate at field days. Likewise with webinars, the evaluation link was emailed after the event, but relies on participants taking the time to complete it. There were also a high number of non-producer attendees who believed they didn't need to complete the evaluation for webinars. For future webinars with non-producer attendees, it was the State Co-ordinators intention to provide a more detailed explanation on the relevance and importance for all participants to complete the evaluation. This simple step would have helped increase the evaluation return rate from non-producer participants.

The category C participation KPI was exceeded, with this target met through producers documenting an intended practice change from attending category B events. The limited number of active sheep producer groups in Queensland, coupled with the funding model, led to little interest in category C events. The State Co-ordinator held a meeting with two groups but due to the 80% funding requirement expected of them, they declined to run an event. When the State Co-ordinator followed up with the groups and asked why, they both said they could seek the funding needed more easily elsewhere.

The Queensland three-year target for flock size was for 15% of participants to have greater than 2,000 head. Sixty percent of Queensland participants have greater than 2,000 head. Towards the end of the project many of the producers who would normally run 10,000 sheep were marking down less than 1,000 sheep on their feedback sheets. This was due to the extreme drought conditions in Queensland from 2014-2016, which led to widespread destocking. Despite this reduction in the Queensland sheep population, producers were still keen to learn. The fencing bus trips, predator field day and restocking forum MMfS ran have directly contributed to people re-investing in sheep which is positive for the future of the industry.

All of the MMfS modules were delivered at events during the project. The three most commonly delivered modules were Plan for Success, Grow More Pasture and Capable and Confident Producers. This is a direct reflection of the drought conditions during the project, with many of the events focussed on helping producers make better decisions leading into and during drought.

5.2 Project successes

The MMfS events delivered were highly successful, with participants rating them as 8.5 out of 10 for satisfaction and 8.1 out of 10 for value. Participants improved their knowledge by 10% and their confidence in their ability to implement event recommendations by 18%. This shows that the workshop information was designed and delivered in a way that it covered the intended topics and more importantly the information was communicated in a way producers could understand and could relate to their own business.

The success of the event participation in Queensland was due to regionally relevant events, seeking producer input into event planning and the use of event partners. A key focus for the State Co-ordinator and deliverers was to run events that were regionally relevant in both timing and the event topic. This often meant that the events held were different to what was first planned in the proposed event table, but this flexibility was necessary to keep the event topics relevant.

Wherever possible local producers had input into the events, either by presenting, hosting or helping organise. These producers acted as local advocates for the event and helped generate interest and participation.

Producers as presenters were highly valued in this project, as they provided a local perspective and practical pathway on how practice changes can be made. Manjala (2009) recommends local producers are a critical aspect in improving adoption and practice change amongst producers. Farmers learn best from other farmers. To accelerate this process change agents need to leverage off leading farmers who are already achieving success in an area they would like the wider community to adopt.

Producer feedback during the project highlighted support for this recommendation, and producers commented on the importance they placed on hearing first-hand from their producer peers. In particular, they valued hearing about how their peers have tried to practically implement the recommendations on-farm and their successes and failures.

Throughout this project producer presenters were often used in conjunction with industry experts/advisers at events. This allowed participants to hear the science behind the knowledge, skill or practice change, but most importantly the producer presenters highlighted how this could be used or adopted on-farm. It is the experience of the State Co-ordinator that commonly the theory behind a management practice is taught very well, but the practical details and implications are often missed at events. Where generic skill development is the aim, activities need to demonstrate the skill and provide opportunity for hands-on practice of the skill in conjunction with gaining knowledge and understanding (Crisp 2010). Although the MMfS events didn't provide hands-on practice, Crisp (2010) provides an example activity as expert or peer demonstrations, showcasing strong and/or locally relevant case studies and this was successfully achieved in MMfS.

Facilitating the sharing of knowledge amongst producers was simple to execute and highly effective, for example the fencing bus trips. These trips visited local properties to see first-hand the construction and effectiveness of their exclusion fences. Event participants enjoyed being able to look at the physical structure of the fence, but more importantly get the details on how they built the fence, the lessons they learnt when building the fence and the things they would do differently if they were starting again. Many of the bus trip participants were about to start fencing themselves so having the chance to hear these points was invaluable.

It was identified early that partnering in events would be important to the success of MMfS in Queensland. The benefits were greater exposure for the MMfS project and events, the ability to further leverage funding and the reduction of event duplication in specific regions or on specific topics. Funds were effectively leveraged with South West NRM, initially they only planned two events but by partnering a total of four events were held to an increased audience across a greater geographic spread. Throughout this project period there was other funding available for Queensland producers, but proactive partnering by the State Co-ordinator and deliverers helped to coordinate funds that had the potential for competition. Partnering allows multiple organisations to deliver on the relevant topic, achieve their own project objectives, and spread their intended message and all while increasing their exposure to new producers. As seen in the results, MMfS partnered or had partners at 82% of events held, with 14 different organisations, private providers and industry groups.

Turning Point clicker technology was used to help capture evaluation data at three events, cutting down on the time and hard copy resources required both at the event and after. These were particularly useful in capturing category B pre- and post-skills audit answers and improving evaluation return rate. Although the Turning Point technology (clickers) worked well, it was essential that both the facilitator and presenter were skilled in using the technology as extra preparation is needed to set them up before the event. Another difficulty found when using clickers was how to capture responses to open-ended questions. This was encountered at a category B event when 22 participants indicated 'Yes' to making a practice change using the clickers, but no one wrote down what the intended practice change was (on the provided hard copy evaluation sheet).

The State Co-ordinator noted that both producers and deliverers had become more accepting of the category B evaluation requirements throughout the project. At the start of the project it took time to explain the reasoning behind the evaluation and why it was necessary, compared to the end when they were mostly familiar with the process.

Webinars continue to be a useful tool to overcome distance in Queensland. Another benefit is access to presenters from around Australia, presenters can deliver webinars from their office, with little to no presentation and travel costs. Webinars are an effective way of presenting awareness topics.

The face-to-face State Co-ordinator meetings and teleconferences attended provided a beneficial opportunity to learn from and network with other State Co-ordinators. An example of this shared learning was the development and implementation of the application form for category A and B events and the EOI. These were both ideas the other State Co-ordinators were implementing and shared discussion was had on the development and implementation of them. They also gave MLA, AWI and the National Co-ordinator the opportunity to update the states on any important and relevant information and for the State Co-ordinators to ask any questions. These meetings were a critical part of the project as they helped the State Co-ordinators maintain focus, create ideas and share successes and learnings.

5.3 Project challenges

Uptake by external deliverers of the MMfS project and funding was slower than expected. In the first 18 months of the project only six events were held, all of which were organised by the State Co-ordinator. The first event organised by an external deliverer was held in July 2015 with only six months left in the original contract.

In previous Queensland MMfS projects, DAF staff organised all events, meaning there wasn't a need to generate interest amongst external deliverers. This structure changed for this phase and external deliverers were written in as a key part of achieving the project KPIs. To help generate interest amongst potential deliverers and producer groups, an EOI was set up which highlighted the funding opportunity, category of events, funding and evaluation guidelines and an application process. The EOI was initially run in April 2014 and again in early and late 2015. Each time the EOI was promoted it generated a high amount of interest, but generally didn't lead to deliverers committing.

Although overall interest from industry deliverers and producer groups was generally low throughout the project, it increased in the last 12 months. For example, six organisations approached the State Co-ordinator for funding during 2016, when the EOI process was not

conducted. The initial low level of interest was an issue during the project and led to the State Co-ordinator delivering more events than planned. Reasons why Queensland had low deliverer engagement may include:

- over three-quarters of Queensland has been in drought conditions for much of the project, and the western part of the state that hosts the majority of the Queensland flock was particularly hard hit by successive extreme drought years
- fewer deliverers/consultants in Queensland compared with southern States
- a lack of existing producer groups keen to hold events
- a large amount of extension events run by a variety of organisations to a limited number of Queensland sheep producers
- other funding available which was easier to access and had fewer mandatory requirements
- lower sheep numbers in Queensland
- the on-going wild dog problem skewing producer focus to this single critical issue.

Adoption of the producer pays extension model is slow in Queensland. This was especially evident for category C with no events held during the project. Producers' feedback was that they are willing to pay small event fees up to about \$50 per person for one day workshops, but when the price is greater than this amount event participation starts to be affected. It was noted by the State Co-ordinator that for bus trips, like the one held to Tamworth as part of MMfS, producers were happy to pay much more; \$150 per person was charged for this trip which many producers commented was cheap. This is most probably because they can see physical expenses such as bus hire and accommodation, whereas at workshops they don't see an expense associated with the presenters.

The 80:20 funding split (producer: MMfS) for category C events was too high for producers to adopt. Category C funding would have been better to start at a 50:50 funding split at the beginning of the project and then increased throughout. Potentially by the end of the project, the value of this type of event would have been proven to producers and they would have accepted an 80:20 funding split in future projects. As it stands now with no category C events being held, producers have not been exposed to the value of these events and therefore adoption of this level of producer contribution will be very slow.

The other aspect of the producer pays model in Queensland is that producers have access to a range of other extension events, many of which are free, making it harder to generate interest in events that have participation fees attached. It is also important to ensure that the presenters and information delivered at these events are of the highest quality in order to show value to producers that attend. Although the 50:50 funding guidelines for category B events was met, much of the non-MMfS proportion was made up of supporting partner contributions rather than participation fees.

The MMFS program provides a strong framework that allows the industry to trend towards a fee for service model, as the category A, B and C events allow differentiation between event types and who is best suited to deliver each event or event type. There is room in the model for mutually beneficial partnerships between public and private sectors and these have been shown throughout the MMFS project at an event level. Pannell and Marsh (1998) mention that rather than splitting services between the sectors on the basis of public/private goods, it could be more healthy for both sectors to be involved in providing both public and private

goods. Conventional arguments about the inefficiencies associated with public sector services crowding out the private sector need not apply to many areas of rural research and extension (Lindner, 1993). This partnership model for extension delivery is currently critical in Queensland if the sheep industry is to rebuild, as there is not currently the private consultants nor the public extension officers to service the future demand from the industry.

A current challenge is getting producers to see value in the information provided, and more importantly, proving the investment they are making in attending a workshop is worthwhile to both themselves and their business. As producers become more confident in the extension products available and their return on event investment is proven, adoption of a fee for service for category B and C events will most likely increase.

The initial project in this phase of MMfS ran from February 2014 to December 2015 and two project extensions were contracted for the periods of January to June 2016 and June to December 2016. Each extension involved re-negotiation of funding (coordination and delivery) and a submission of a six-month planned events table. The extensions were requested by MLA to fill an interim extension gap, as the new project developed to follow on from MMfS was not ready to start. The State Co-ordinator found that this six month time frame was challenging as it provided limited time for both the State Co-ordinator or deliverers to strategically plan and run events.

The Queensland sheep industry is at an exciting point, although the sheep population is low and there has been a number of dry years, there are a number of positive factors that are influencing producers to either get back into sheep or invest for the first time. The main factor allowing this reinvestment is exclusion fencing which is providing confidence for producers and security for the sheep. Queensland is one state that has room to grow, as more fences are constructed and more sheep come back it is critical that the research, development and extension in Queensland matches this increase. There will be an increased number of producers looking for up to date information that will help them further improve their sheep enterprises, especially around the topics of reproduction, lamb and ewe survival, sheep nutrition and genetics.

6 Conclusions/recommendations

6.1 Recommendations

A number of recommendations have been identified which, if implemented, could help improve efficiency and effectiveness of future projects.

6.1.1 Producer presenters

Where possible and practical, local producers should be utilised at MMfS events as presenters. Producers learn best from their peers and when these practical examples are used in combination with industry experts it can be a very powerful partnership that improves the chances of practice change adoption.

6.1.2 Category C guidelines

Funding guidelines for category C events need to be refined, currently in Queensland the 80% contribution required by producers compared to 20% contribution from MMfS is not

attractive enough to encourage producer groups to commit. It is recommended that a gradual increase of the producer contribution is adopted, starting the funding split at a similar level to category B events and working up from there. This would encourage adoption of category C events, which would lead to proof of value of this type of event to producers.

6.1.3 Regional input from producers

The State Co-ordinator leveraged the use of the existing DAF facilitated Leading Sheep producer committees. These committees helped generate regionally relevant topics and advised on the timing of events to ensure event success and increase project exposure and impact. Adoption of a similar model or financial input into existing producer committees should be considered to help guide the direction of the MMfS project and to make sure the topics covered are meeting producer needs.

6.1.4 Capturing evaluation data

It is recommended that the evaluation template be reviewed for all categories of events to ensure that questions asked and data captured is genuinely used. The use of Turning Point technology at events should continue to be adopted wherever possible to make the evaluation process quicker and more streamlined, as should online registration. This technology should also improve the evaluation return rate and allow easier transfer of collected data to the Data Entry spreadsheet. Training to learn the full capability of this technology would be beneficial for all State Co-ordinators and deliverers.

6.1.5 Project extensions

It is recommended that project extensions be kept to a minimum of 12 month periods. As experienced during this project, six-month projects don't allow enough time to generate renewed project interest, run events and report on project progress. There tends to be less strategic planning in the events held, as was seen in Queensland with an increased number of awareness events during the two six-month extension periods.

6.1.6 Co-ordinator meetings

Face-to-face co-ordinator meetings are essential to the learning process for State Co-ordinators. It is recommended that all co-ordinator meetings should be held regardless of the perceived need, especially a final meeting to celebrate project achievements and acknowledge the work co

ntributed by the State and National Co-ordinators to the MMfS program. To help improve the value of face-to-face meetings, some personal development/training could be included at each meeting. Hosting these meetings in different locations and states would also add value.

6.2 Conclusion

The MMfS project has helped improved productivity and build the capability of Queensland sheep producers, especially throughout the exceptionally dry seasonal period from 2014 to 2016. The MMfS manual has provided producers with an online resource to refer to along with a number of useful tools and procedures.

The exposure the project received has increased sheep producers awareness of MLA, AWI, DAF and most importantly MMfS. The information and resources that these organisations have available to assist industry development has been widely promoted. This has set up a strong platform to build on the learnings from this project that will help shape future strategic directions for sheep extension in Queensland.

7 Key messages

Key messages from the Queensland MMfS project (2014-2016):

1. Collaboration at local, state and national levels is the key to an effective extension project. Developing partnerships helps create project exposure to a wider audience, minimises the risk of information duplication and allows greater leverage of funding.
2. The knowledge and messages that local sheep producers have shouldn't be underestimated and needs to be fostered and developed to help deliver extension.
3. Capturing local enthusiasm, input and ideas can be a powerful way of creating a greater project footprint amongst the target audience.

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9 Appendix

9.1 Appendix 1 – Proposed event table

MMfS State Coordination and Delivery Proposed Contract Extension to 30 December 2016

Events Proposal 1st Jun – 31st Oct, 2016

Event Topic	Location and/or region	Month	Cat A, B or C	Likely participant fee amount	Presenters or facilitators	Event partners	Target participant number	Cost to MMfS delivery budget	Expected co-ordination \$ required Total only
Stocktake workshop	Augathella	July	B	\$100	Jenny Milson	DAF Qld & EcoRich grazing	15		
Stocktake workshop	Stonehenge	July	B	\$100	Jenny Milson	DAF Qld & EcoRich grazing	15		
Sheep technology field day	Dirranbandi	Sep	A	\$10	TBC Alex Stirton - facilitator	DAF Qld, Leading Sheep, Agents, new technology companies	60		
Bus trip – Dubbo abattoir (postponed from May)	St George to Dubbo	Aug	B	\$200	Alex Stirton	DAF/Leading Sheep/Agents/ chemical company/abattoir	30		
Attending co-ordinator meeting	Sydney	Nov							
Totals							120		

9.2 Appendix 2 – Application form for category A and B events

**Qld MMfS funding
Expression of Interest (EOI) form – Category A & B events**

Co-ordinator Details

Name:	
Business:	
Address:	
Email:	
Phone:	

Insurance:

Co-ordinator/Facilitator/Organisation has both, Public Liability (minimum value \$5 million per claim) and Indemnity Insurance (minimum value \$1 million per claim):

Yes No

Event type:

Category A Category B

Group Details

Event Name:	
Location:	
Number of participants:	
Industry issue that will be addressed	
The outcomes that the event will achieve	
Making More from Sheep module/s the issue align with	

Partner/Sponsor details:

Partner or sponsor organisations	
The role of these organisations	

Budget:

Draft budget (e.g. funding for): <ul style="list-style-type: none"> • presenter fees • catering • venue hire 	<i>Can be provided as attachment</i>
\$ contribution from producers	
\$ contribution from sponsor	
\$ contribution sought from MMfS	

Value to industry:

Describe/estimate the value this project will add to the Qld Sheep Industry	
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I agree to conduct the group and event evaluation using the supplied form, as specified by the Qld MMfS co-ordinator.

I agree to complete an event report within 2 weeks of the event being held.

Signature: _____ Date: _____

9.3 Appendix 3 – Expression of interest conducted for category C events

Queensland *Making More from Sheep* funding

Expressions of Interest

Background

Australian Wool Innovation (AWI) and Meat and Livestock Australia (MLA) have joined forces to develop Making More from Sheep (MMfS), a best practice package of information, tools and learning opportunities for Australian sheep producers.

Making More from Sheep has a comprehensive and dedicated website www.makingmorefromsheep.com.au housing 11 best practice modules. MMfS modules capture the experience of leading producers and technical specialists to identify the 3-5 major principles and steps to optimise particular areas of business.

Queensland MMfS will focus on the issues within the 11 modules that are affecting Qld sheep producers. A range of events including workshops, field days, group sessions, and webinars, will be run to help producers address these issues and improve their productivity and profitability.

What is Qld MMfS offering?

Qld Making More from Sheep is providing groups, new and existing, with the opportunity to address a specific sheep industry issue. Funding is available to help support an on-going learning pathway for producer group/s over a 12 month period. Only two groups are being funded in Qld.

Qld MMfS is offering a maximum of \$5,000 per successful Expression of interest (EOI): this funding must only contribute to a portion of the overall cost.

Conditions

- MMfS funding must only contribute a portion of the overall costs. The producers involved in the group also need to contribute to the costs and/or obtain sponsorship
- MMfS funding can be used to bring in external expertise to address industry issues
- The issue to be addressed needs to align with one of the MMfS modules (visit www.makingmorefromsheep.com.au to view the MMfS modules)
- Successful group/s will need to conduct a pre- and post-evaluation with group members. This means group members will need to complete an evaluation at the start of the process and again at the end. A template has already been developed for use in the pre- and post-evaluations.
- A minimum of three learning events need to be conducted as part of the groups' on-going learning pathway (one of which will be open to all interested producers in the region, not just group members and will require an individual evaluation of this event)
- Successful group/s need to have a minimum of six businesses involved
- Funding is not available for the support of a pre-existing group learning pathways or commercial extension packages
- The EOI will require a nominated group co-ordinator/facilitator who must have Public Liability and Professional Indemnity Insurance
- The co-ordinator/facilitator will be required to provide a progress report and a final report, based on a provided template

- Delivery and reporting of the group events/learning must be complete by 30 September 2015

Expressions of Interest (EOI)

EOI requirements:

- Include details around the group's history and numbers involved in the group
- Identify the industry issue and how your project will address this issue
- Submit a clear 12 month plan which outlines:
 - the key objectives to be addressed,
 - the three learning events that will be conducted, and
 - the outcomes that the group will achieve on completion of the group learning pathway
- Include a budget (including producer and/or sponsor and MMfS contributions)
- Identify the MMfS module/s that the issue being addressed by the group will align with
- Provide details of potential sponsor organisations

EOIs will be assessed on:

- the project's value to Qld sheep industry and producers
- Qld MMfS project conditions

All EOIs will be assessed by a Qld MMfS panel.

To apply contact Alex Stirton for an EOI form.

Alex Stirton
Department of Agriculture, Fisheries and Forestry
PO Box 282
Charleville Q 4470

Ph:0746 544 212
Mobile: 0428 109 620

alex.stirton@daff.qld.gov.au

9.4 Appendix 4 – Example of pre-event media release

Queensland Government Department of Agriculture and Fisheries Media Release

June 2015

Queensland sheep producers hit the road to Tamworth and Armidale

It may be State of Origin time, but interstate rivalries will be put to one side when Queensland sheep and wool producers visit their southern counterparts in July.

Producers are being urged to join the Making More From Sheep bus tour, which will make stops at the Thomas Foods International abattoir in Tamworth, the Sheep CRC research farm in Armidale and leading properties and feedlots in the New England region.

The tour will be held from July 27-29 and producers are being encouraged to register now to secure their place.

Department of Agriculture and Fisheries extension officer Alex Stirton said the tour had been organised in response to producer feedback gathered through Leading Sheep's coordinating committee, with funding sourced through the industry's 'Making More From Sheep' program.

"Producers tell us that they are interested in where their stock go after they leave the farm and this tour will allow them the opportunity to take a detailed tour through the abattoir. Another visit will be the Sheep CRC research property where we will see how the latest research and on farm technology can be applied at home," Mr Stirton said.

"We have prepared a jam packed educational program, including plenty of opportunities to network and make some valuable business contacts on the way."

Making More From Sheep is a joint initiative of Meat & Livestock Australia, Australian Wool Innovation and the Department of Agriculture and Fisheries. It is a best practice package of information, tools and learning opportunities for Australian sheep producers.

The bus will depart Monday 27 July from Goondiwindi at 7:30am, and will also pick up at Inglewood, Pikedale and Stanthorpe (times to be confirmed).

The cost is \$150 per person which covers two nights' accommodation, breakfasts and transport. The only out of pocket expenses will be lunches and dinners. Payment is required before Monday 13 July to secure seats (maximum 48 seats are available).

"This is great value for money, so we encourage everyone to jump on board!" Mr Stirton said.

For more information and to reserve your seat visit www.leadingsheep.com.au or contact Alex Stirton, DAF on 07 4654 4212, alex.stirton@daf.qld.gov.au or Noel O'Dempsey, Leading Sheep Co-ordinator on 07 4653 1441, odempsey@gmail.com

Media: Andrea Corby phone: 3330 4551

9.5 Appendix 5 – Example of post-event media release

Queensland Government Department of Agriculture and Fisheries

Media Release

10 March 2016

Education key to sheep industry disease defence

Recognising signs of serious sheep disease was the focus at a recent educational workshop in South East Queensland's Traprock district.

The program, run by the Livestock Biosecurity Network in Queensland, in conjunction with Making More from Sheep and Leading Sheep, focuses on early disease identification and reporting to limit the spread of any outbreak.

Department of Agriculture and Fisheries (DAF) veterinarian Dr Louise Mullemeister said that it was vital to recognise abnormalities when examining sick or dead animals.

Together with Dr Sandy Adsett, Dr Mullemeister presented a post mortem demonstration with ethics approval at the event.

"With the post mortem display, we hoped to highlight normal and abnormal anatomy that producers might see during home butchery and management practices," Dr Mullemeister said.

"We also wanted to highlight the importance of seeking veterinary advice so a thorough investigation can be performed in the case of a disease incident.

"We are very lucky in this country to be free of a number of emergency animal diseases found overseas, but this doesn't mean we aren't always on the lookout."

During the workshop they also examined abattoir samples showing diseased tissues, some of which are monitored by the National Sheep Health Monitoring Project (NSHMP).

"We wanted producers to understand disease conditions affecting sheep and their impact on welfare, production and profitability," Dr Mullemeister said.

"It is important that producers work with their private veterinarian about any concerns they have about the health of their sheep to limit the extent of the problem and its impact."

Any serious or unusual disease signs must be reported to DAF by calling either the Emergency Animal Disease Watch Hotline on 1800 675 888 or the DAF Customer Service Centre on 13 25 23.

"Key things to look for include large numbers of deceased or sick animals, rapid spread of disease, animals that are lame, drooling or salivating excessively, ulcers erosions or blisters

around the feet, muzzle, udder or teats and/or in the mouth, unusual nervous signs or deep, smelly, fly struck wounds,” Dr Müllemeister said.

Dr Sarah-Jane Wilson from Livestock Biosecurity Network said that the demonstration was a rare opportunity for producers to observe first-hand how different diseases impact on the health and productivity of livestock.

Two more workshops are planned for the Bungunya and Thallon regions in the week of the 6th June so watch out at www.leadingsheep.com.au for more information.

Leading Sheep is a joint initiative of Australian Wool Innovation and Department of Agriculture and Fisheries Queensland, and supported by AgForce, and assists decision-making about technologies and practices that can increase the profitability and productivity of Queensland sheep businesses.

Making More From Sheep is a joint initiative of Meat & Livestock Australia, Australian Wool Innovation and Department of Agriculture and Fisheries Queensland and is a best practice package of information, tools and learning opportunities for Australian sheep producers.

For more information contact the Department of Agriculture and Fisheries on 13 25 23, visit www.daf.qld.gov.au, or follow us on Facebook [Queensland Agriculture](https://www.facebook.com/QueenslandAgriculture) and Twitter [@QldAgriculture](https://twitter.com/QldAgriculture)

Media: Laura Hutton 3087 8576

9.6 Appendix 6 – Example of MMfS event flyer



A joint initiative of

Making More From SheepEvents

Sheep health and disease investigation workshops

‘Artunga’ Omanama – Monday 26th October
‘Cooinda’ Dalveen – Tuesday 27th October
9am – 3pm

Register now! Seats are limited.

*Do you know if diseases are affecting your sheep and costing you money?
Do you want some tips for recognising the common livestock diseases and conditions in south east Queensland?
Do you want some quick and simple measures that you can take to protect your property and your future?*

Workshop details:

- Displays to identify the different disease symptoms
- Tips about on-farm biosecurity
- Learn more about the different sheep diseases
- Instructions on how to conduct a disease investigation

Presenters: Sarah-Jane Wilson (Livestock Biosecurity Network), Louise Mullemeister (Department of Agriculture and Fisheries) and Sandy Adsett (Department of Agriculture and Fisheries)

Cost: \$20 per business.
Smoko and Lunch provided

For more information or to register (23rd October) visit www.leadingsheep.com.au or contact Alex Stirton, 0428 109 620 alex.stirton@makingmorefromsheep.com.au

Making More from Sheep - coordinated in Queensland by



Supporting partners:

Find out more at www.makingmorefromsheep.com.au or call AWI 1800 070 099. MLA 1800 675 717

9.7 Appendix 7 – Details of MMfS events conducted in Queensland

Date	Event	Location / Webinar	MMfS Modules	Total participants	Evaluation Category
25/09/2014	Carbon farming in the grazing lands	Webinar	5, 6, 7	54	A
1/10/2014	Storing and measuring soil carbon	Webinar	5, 6, 7	26	A
8/10/2014	Increasing profits and reducing soil carbon	Webinar	5, 6, 7	37	A
25/02/2015	Getting Back to Business II	Winton	1, 4	8	B
26/02/2015	Getting Back to Business II	Longreach	1, 4	11	B
27/02/2016	Getting Back to Business II	Isisford	1, 4	3	B
21/07/2015	Longreach Production group bus tour	Longreach	9	10	B
27/07/2015	Tamworth Abattoir Bus tour	Goondiwindi	2, 11	42	B
6/08/2015	Predator Control Field Day	Charleville	1, 4	84	A
21/09/2015	Focusing on the Future	Longreach	1, 4	33	B
22/09/2015	Focusing on the Future	Jundah	1, 4	14	B
23/09/2015	Focusing on the Future	Blackall	1, 4	7	B
13/10/2015	SWNRM - Ag Industry Updates	Quilpie	6, 7, 9	16	A
9/10/2015	SWNRM - Ag Industry Updates	Charleville	6, 7, 9	15	A
7/10/2015	SWNRM - Ag Industry Updates	Morven	6, 7, 9	19	A
15/10/2015	SWNRM - Ag Industry Updates	Tambo	6, 7, 9	13	A
16/10/2015	Focusing on the Future	Eulo	1, 4	15	B
15/10/2015	Focusing on the Future	Bollon	1, 4	19	B
26/10/2015	Sheep health and disease investigation	Inglewood	5, 11	17	B
9/02/2016	On-farm biosecurity and sheep disease investigation	Stanthorpe	5, 11	19	B
11/03/2016	Re-stocking - The Road to Recovery	Longreach	4, 7, 8	58	B
25/02/2016	South West Exclusion and Electric fencing bus trip	Cunnamulla	7, 10, 11	51	A
3/05/2016	Feed Budgeting workshop	Isisford	7, 8, 10	9	B
12/07/2016	Central West Fencing bus tour	Longreach	1, 10	30	A

Date	Event	Location / Webinar	MMfS Modules	Total participants	Evaluation Category
24/08/2016	Weaning Sheep Nutrition	St George	7, 10, 11	17	B
28/09/2016	Sheep technology field day	Dirranbandi	1, 10	141	A
27/10/2016	Sheep Options workshop	Blackall	2, 3, 10	33	A
28/10/2016	Sheep Options workshop	Charleville	2, 3, 10	35	A
TOTAL		25 face-to-face events and 3 webinars		836	13 Cat A events and 15 Cat B events

9.8 Appendix 8 – Photos from some of the Queensland MMfS events

