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New South Wales 2010-2013 More Beef from Pastures Program State Coordination

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Abstract

More Beef from Pastures (MBfP) is a majority market extension program funded by Meat & Livestock Australia. Phase II of MBfP commenced in NSW with a business planning process in October 2010 and delivery from December 2010 until November 2013. Lloyd Kingham of NSW DPI was initially the State Coordinator with responsibility for planning, project implementation, monitoring and evaluation. He was replaced by Shelly Anderson and then Sally Duff. Delivery involving partner organisations provided best practice management information and tools to beef producers with key performance indicators (KPI's) for *Number of Participants*. One hundred and seventy one events were delivered to 4,668 participants. Satisfaction and value scores averaged across all events measured 8.7 and 8.2 respectively. Operational recommendations have been included in the report.

Executive Summary

The delivery of MBfP in NSW has seen a large range of activities held during the contract period. This range of activities has given NSW producers the opportunity to engage in a variety of supportive learning activities. The program goal is to achieve a sustainable increase in the productivity (kilograms of beef per hectare) and/or profitability of southern beef enterprises through optimisation of the available feed base. The program is supported by 'The producers' manual, tools and resources and innovative delivery to provide a pathway for southern beef producers wanting to move from simple "awareness" and "engagement" with the program to adoption of the key principles.

For the contract period 1st January 2010 to 30th November 2013, the NSW MBfP project exceeded the key performance indicators (KPI's) for *Number of Participants* in Category C, but were unable to meet the KPI's for Category A and Category B. This was due to a number of reasons including the restructure of the NSW DPI and the consequential cutting of extension services and loss of extension staff from the department in 2013.

MBfP outcomes during this period were achieved through strong emphasis on the delivery of targeted extension training to NSW beef producers via a number of avenues including one-day accredited workshops, e-learning opportunities including webinars and online training, seasonal update activities including farm walks and producer meetings, and ongoing group training involving smaller producer network groups.

A total of 171 MBfP events were held with 4,668 beef industry participants involved. Evaluation data reveals that 81% of participating businesses said they would change something in their business as a result of attending the activity. 95% of participating businesses said they would recommend the event to others. The average satisfaction rating was 8.71 which was higher than the national average of 8.59. The average value rating was 8.24, which was slightly below the national average of 8.33.

Highlights of the MBfP program in NSW include the development of an industry training and adoption package for the BeefSpecs calculator. Target producer groups were established as indicative focus groups for delivery and evaluation of the pilot training workshop. 71% of producers who attended these workshops said that they would make a change to their business as a result of attending the workshop.

The beef industry has greatly benefited from this program in NSW, as the results show. The benefits are magnified when the MBfP and Making More from Sheep programs are offered and promoted simultaneously on a level platform. This hand-in-glove connection also helps to promote a holistic approach to southern mixed farming systems, and encourages greater interaction and cooperation between industry sectors and producer groups.

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1 Background

The MLA MBfP program, over the first six years, was positioned primarily as an awareness campaign. The aim of MBfP events in the NSW 2010-2013 strategic plan was to focus on practice change by moving producers from simple awareness to adoption of the programs principles. In NSW, the State Coordinator worked as part of a state team as well as the national team, to develop material and presentations suitable for delivery of the MLA MBfP program activities within their state.

MLA's MBfP program facilitated NSW beef producers with the capacity to change, to improve their profitability and sustainability by influencing them to:

- a) Recognise the target management practices and MBfP principles and procedures as important for their farm business.
- b) Be motivated and better equipped with knowledge and skills to implement the target management practices.
- c) Implement into their management the target practices using the principles and procedures of the MBfP program.

2 Project Objectives

Working as part of a national team led by the MBfP program National Coordinator, the following objectives were established:

1. The State Business Plan:

- Formed the basis of the key deliverables of the project in NSW.
- Included an annual operating plan of activities in line with appropriate state key performance indicators and activities targeting specified producer segments and across delivery resources (public and/or private) appropriate for A, B and C tiers of activities.
- Outlined the state delivery team, including public and private deliverers;

2. Coordination of State Business Plan implementation:

- Included the implementation of the business plan activities, directing resources, training and engaging a team of public and private sector delivers/facilitators as appropriate across respective program activities.
- To be the key point of contact and coordinator for engaging the state based network of program producer advocates.
- Maintain a database of participants and provide this list to the National Coordinator on an agreed timely basis.
- Attend regular phone meetings to report on completed activities, engagement of producers and achievements towards the operational plan targets and a list of planned activities, including dates and location of events to be posted on the MLA website and respective MLA publications.
- Attend up to two state coordinator face to face meetings per year to present an update of key achievements and milestones and assist in continuous improvement of program delivery, activities and tools.

- Provide milestone reports promptly and to an acceptable standard to MLA.
- Coordinate and source articles for MLA publications and the eNewsletter from delivery team members.
- Coordinate and integrate activities with other existing state based networks; and
- Comply with MLA standard processes for event promotion and use the program brand/s in accordance with MBfP style guidelines.

3. Monitoring and evaluation data:

- All specified monitoring and evaluation processes were executed as per agreed processes, with all data collated and provide monthly and six monthly reports to the National Coordinator and MLA. The standard MBfP monitoring and evaluation processes included:
 - a) Category A: Measuring awareness, satisfaction, value and intention to change. At least 60% participant feedback sheets using the standard MBfP template were to be collected for all Category A activities.
 - b) Category B: Measuring shifts in knowledge, skills and confidence (KSC). Knowledge and skills audits which indicate KSC change as a result of Category B activities are to be conducted with at least 80% participants of Category B activities.
 - c) Category C: Measuring practice change and program impact. Practice change was to be recorded for 80% of participants in all Category C activities.

3 Methodology

Delivery of the NSW MBfP program was administered via a dedicated MBfP coordination team including the project coordinator and the NSW DPI Extensive Livestock Industry Development (ELID) extension team (comprising regional beef officers, technical specialists in beef and pasture, regional agronomists, and key project support staff - data handling/analysis and project support).

In September 2011, Lloyd Kingham, who was engaged in July 2009 as the MBfP and Making More from Sheep (MMfS) State Coordinator, resigned his role with the project. Michelle Anderson was subsequently appointed as the new State Coordinator for both the MMfS and MBfP projects. From February to November 2013, Sally Duff filled the role of State Coordinator whilst Michelle took maternity leave.

The MBfP project was positioned in-line with the recognised priorities of MLA and the NSW DPI ELID team. The DPI ELID extension team managed and delivered the majority of the MBfP initiatives in NSW. The comprehensive structure of the MBfP program helped form the basis of the DPI beef extension priorities, which themselves, aligned with the DPI highest priority R, D & E areas. These priorities also aligned closely with the Southern Australian Meat Research Council regional industry priorities. Those program areas which were identified as high priority extension areas and aligned with MBfP modules included:

- Herd Management (MBfP Modules 2, 6 and 8)
- Pastures and rangelands sustainability and productivity (MBfP Modules 3 and 4)
- Livestock health, welfare and traceability (MBfP Module 7)
- Supply chains, markets and business resilience (MBfP Modules 6 and 8).

Particular outcomes from these priority areas included:

- Herd management:
 - To improve the productivity of herds that enable breeders to meet production and market targets.
 - To improve the management responses of producers to changing seasonal conditions as they relate to production and meeting market specifications.
- Pastures and rangelands sustainability and productivity:
 - To improve the quality, quantity and utilisation of pastures that currently limit beef production.
- Livestock health, welfare and traceability:
 - To increase the awareness of animal health issues that impact on production, and market specifications which effect profitability.
 - To improve animal welfare outcomes for beef cattle.
 - Improving the producers' understanding and compliance with the NLIS in order to ensure the profitability of beef enterprises – system cost and integrity.
- Supply chains, markets and business resilience:
 - Improving the outcomes for unstable, un-resilient, uncompetitive, unprofitable beef enterprises.
 - Improve the current low compliance of beef to market specifications.

The MBfP program was closely aligned with the NSW DPI ELID beef priorities. ELID priority D and E areas were:

1. Productivity and food security

- 1.1. Adoption of appropriate genetics and selection techniques.
- 1.2. Adoption of appropriate grazing system management practices.
- 1.3. Adoption of improved breeding herd management for increased reproductive performance and weaner survival.
- 1.4. Develop and use business analysis tools to assess and manage the profit drivers impacting on the beef herd within the whole farm business.
- 1.5. Adoption of appropriate herd health management practices.
- 1.6. Develop better processes for Prevention of Cruelty to Animals (animal cruelty) cases and extend appropriate animal welfare standards.

2. Biosecurity

- 2.1. Adoption of increased compliance of Beef NLIS and promoting on-farm biosecurity programs.
- 2.2. Rapid and appropriate response to Emergency management requirements.

3. Water Management and Climate variability and change

- 3.1. Develop and achieve adoption of appropriate management practices which limit the financial, social and environmental impacts of climate variability.
- 3.2. Develop and extend knowledge on adaptation to climate change - regional impacts, emissions trading, carbon management.

The promotion of MBfP in NSW was managed both by the State Coordinator and by individual event organisers and presenters. Program activities were promoted on an individual event basis through a variety of communication channels including:

- Hard copy and email event flyers – circulated throughout the existing producer networks, producer groups, and at other industry events.
- Print advertising in local and regional newspapers, grower newsletters and via partner organisations.
- NSW DPI Twitter accounts.
- Advertising of events on the MLA Webpage.
- Utilisation of the MLA Fax-out service during the early stages of the project (this service was cancelled mid-2012).

The key activities delivered by NSW DPI in the MBfP program were focused around 'kg of beef per hectare'. The aim was to drive adoption through using better descriptors of beef production and encourage producers to talk in kilograms of beef per hectare to drive profitability. This focus flowed through to small group discussions which helped producers to recognise opportunities for practice change by providing comfortable, information sharing forums for producers to engage in, and motivation to implement changes on farm.

NSW DPI adhered to the total MLA supplied producer targets in event Categories A, B and C:

- Category A (awareness) activities:

NSW DPI ran a campaign of seasonal update meetings (field days) across NSW over the summer and autumn months. These practical days were a means of meeting Category A targets and sought to cover general information across many of the MBfP modules. These events set up a program of industry initiated Category B type activities which reflected producer demand for skills and knowledge during each yearly production cycle. Other awareness activities were undertaken, particularly in collaboration with other existing programs or groups such as the EH Graham Centre, Evergraze, and CMA grower groups where there was available opportunity. This collaboration generally involved the partnering with one or more other industry organisations or network groups to share an event platform where large groups of producers could be targeted. These partnerships were very beneficial by facilitating cross-promotional opportunities which strengthened ongoing support of the MBfP program through other reputable organisations. Some examples of this type of event include a *Breeder Management Field Day* held in Grafton in March 2011 which attracted 86 participants, a *Cattle Handling and EU Market* workshop held in Holbrook in July 2011 which attracted 76 participants, and a *Setting Directions for Beef Production* workshop held in Coonabarabran in June 2013 which attracted 45 participants.

- Category B (KASA) activities:

NSW DPI identified that the MBfP Category B type activities matched the enrolment and skills assessment requirements of the nationally accredited and recognised PROfarm® courses. NSW DPI aligned the learning outcomes of these courses against the relevant MBfP modules, and delivered the diverse range of courses in response to identified needs across NSW (no MBfP funds were used to subsidise PROfarm workshop delivery). By aligning existing PROfarm courses with their MBfP counterparts, NSW DPI was able to develop and include additional learning materials and resources to supplement existing course content. This provided significant benefits to both producer participants and trainers alike, by broadening the content and range of course information

to benefit more skilled producers as well as providing a logical learning progression to other MBfP events. Some examples include a *Beef Specs Pilot Training* workshop held at Dorrigo in September 2011 which attracted 14 participants, a *5 Easy Steps to Pasture Growth* workshop held in Berrima in October 2011 which had 17 participants and a *Producing Cattle for the EU Market* workshop held in Coonamble in March 2013 attracted 27 participants.

- Category C (practice change) activities:

Many of the activities delivered as Category B activities ultimately demonstrated evidence of practice change. MLA data analysis of the evaluation of Category B events identified that many participants were presenting information and confirming via evaluation, considerable levels of practice change as a direct result of attending the MBfP activity. As a result, MLA altered the category of these events in the database from Category B to Category C. NSW DPI targeted existing beef network groups and ongoing MBfP groups which arose from activities delivered during MBfP Phase I and events early in 2010. These groups were essentially 'closed' groups, and consisted of a small group of like-minded producers, to whom MBfP activities were regularly delivered. These groups presented an ideal opportunity to gauge ongoing intended and actual practice change. Some examples include a *Meeting Market Specifications* workshop held at Tumbarumba in August 2012 which had 9 participants and a Confident Livestock Marketing online webinar was held in October 2013 had 10 participants.

NSW DPI co-branded its field days, workshops and PROfarm events where the tools and outcomes expected were consistent with the MBfP modules. Examples of this include the delivery of PROgraze and PROgraze Plus co-branded with the *Pasture Growth* and *Pasture Utilisation* modules. These packages have, in the past, shown consistent changes in practice which NSW DPI have provided as part of the Category C practice change evaluation. Co-branding of events was also encouraged where industry partners were identified and employed to run sessions consistent with MBfP modules.

Rural Financial Counsellors were engaged to administer workshops based on the *Setting Directions* module as part of a campaign to review on-farm performance and cost of production using FarmPack and Department of Agriculture, Forestry & Fisheries (DAFF) 'Enterprise Action Plans'. NSW DPI also worked closely with the Livestock Health and Pest Authority (LHPA) and various agri-chemical companies to promote reproductive health to maximise reproductive performance as part of the *Herd Health and Welfare* module. Many deliverers also collaborated closely with processors to improve the performance of cattle in *Meeting Market Specifications* by utilising the predictive ability of the Beefspects Calculator as part of the module.

In accordance with MLA priority to develop the capacity of the private sector, NSW DPI actively sought to engage private deliverers under the MBfP banner. In early 2011 a series of Agribusiness workshops were held with the intention of scoping out opportunities to work with private service providers and to seek expressions of interest to deliver workshops under the MBfP program. Several key industry service providers, organisations and networks were identified to deliver MBfP activities in addition to those delivered by NSW DPI. Particular consideration was given to group-based networks and service providers with the capacity or skills to deliver content under the modules which fell outside the identified state DPI extension priorities.

This aim of this process was to provide producers with greater access to a suite of advisors who could provide information and training in combination and addition to that provided by NSW DPI. The aim was to offer additional support to producers via a multi-disciplinary team consisting of both private and public extension personnel. This coordinated approach was designed to facilitate a holistic approach to learning and develop the capacity of producers by:

- Increasing the number of producers reached by the MBfP program.
- Providing an extended support system to assist with the implementation of changes to their farm business or management practices (improved continuity of care).

NSW DPI beef officers identified and selected four industry advocates to assist with promotion of the program and to showcase their own achievements with reference to practice change on-farm. These advocates were selected based on their own merit and their ability to inspire others. The advocates were only used to a limited extent throughout the three years of the project. This involvement extended only to a minor involvement in the preparation of events by providing advice on potential locations and assistance with promotion. There was no particular reason for this lack of involvement but delays in contractual negotiations between DPI and MLA throughout the early stages of the project did inhibit formalising agreements with any advocates, which flowed through to the later stages of the project.

Regular State Coordinator meetings were extremely beneficial to both the NSW Project Coordinator as well as DPI managers and the extended project delivery team. These meetings facilitated discussion and sharing of ideas, many of which were implemented. These meetings facilitated a sense of cooperation and allowed a great network to develop amongst the states. Collectively problems were solved and issues addressed and ensured that the program was rolled out at a consistent level nationwide.

4 Results

4.1 Number of Participants

or the contract period 1 January 2010 to November 2013, the NSW MBfP project exceeded the key performance indicators (KPI's) for *Number of Participants* in Category C where 837 participants attended Category C events. The project failed to achieve the KPIs for Category A and B with 3,155 and 676 participants attending Category A and B events respectively. See Table 1.

Table 1: Number of Participants

NSW ATTENDEES KPI			
	KPI	Actual	% Achieved of 3 Yr Target
Category A KPI	4,277	3,155	74%
Category B KPI	1,283	676	53%
Category C KPI	642	837	130%

4.2 Evaluation Return Rate

NSW exceeded the Evaluation Return Rate KPI Category A, reaching 75%, however NSW was below the KPI for Category B and C. See Table 2.

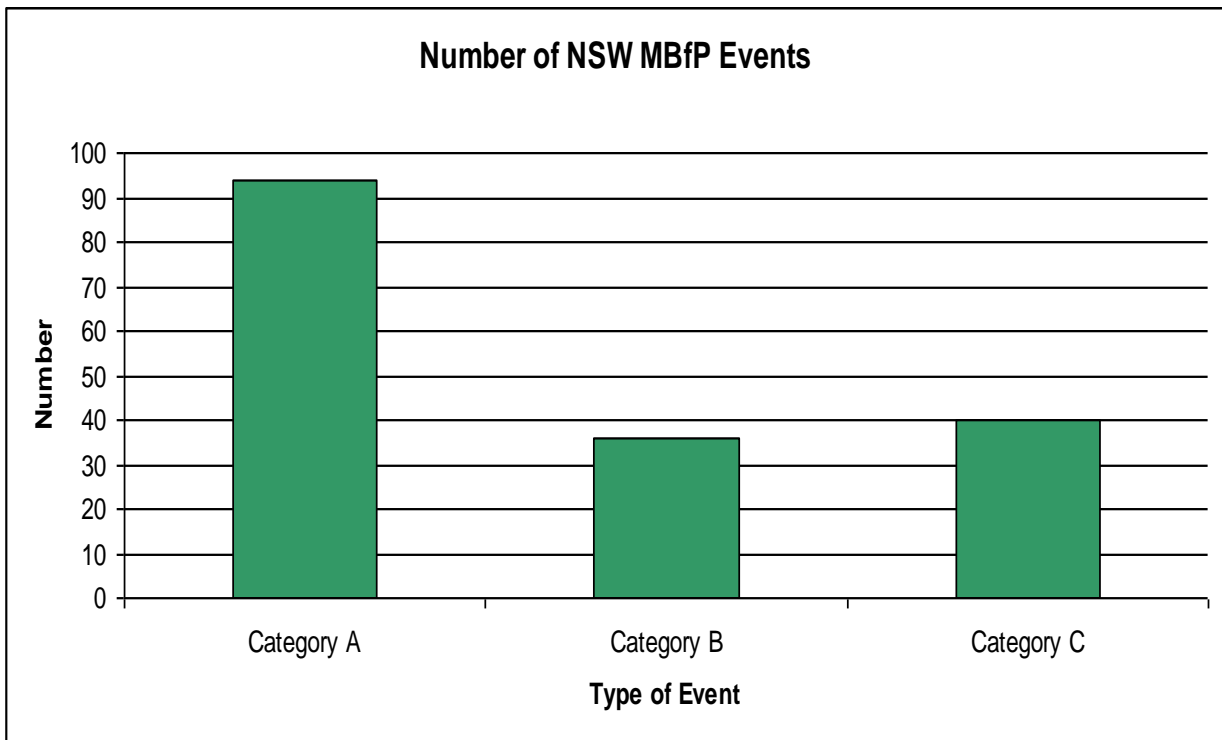
Table 2: Evaluation Return Rate

NSW RETURN RATE KPI			
	KPI	Actual	% Achieved of 3 Yr Target
Category A KPI	65%	1,307	75%
Category B KPI	80%	461	68%
Category C KPI	80%	471	64%

4.3 Number of Events

A total of 171 MBfP events were held with 4,668 beef industry participants involved. There were 94 Category A events, 36 Category B events and 41 Category C events. See Figure 1.

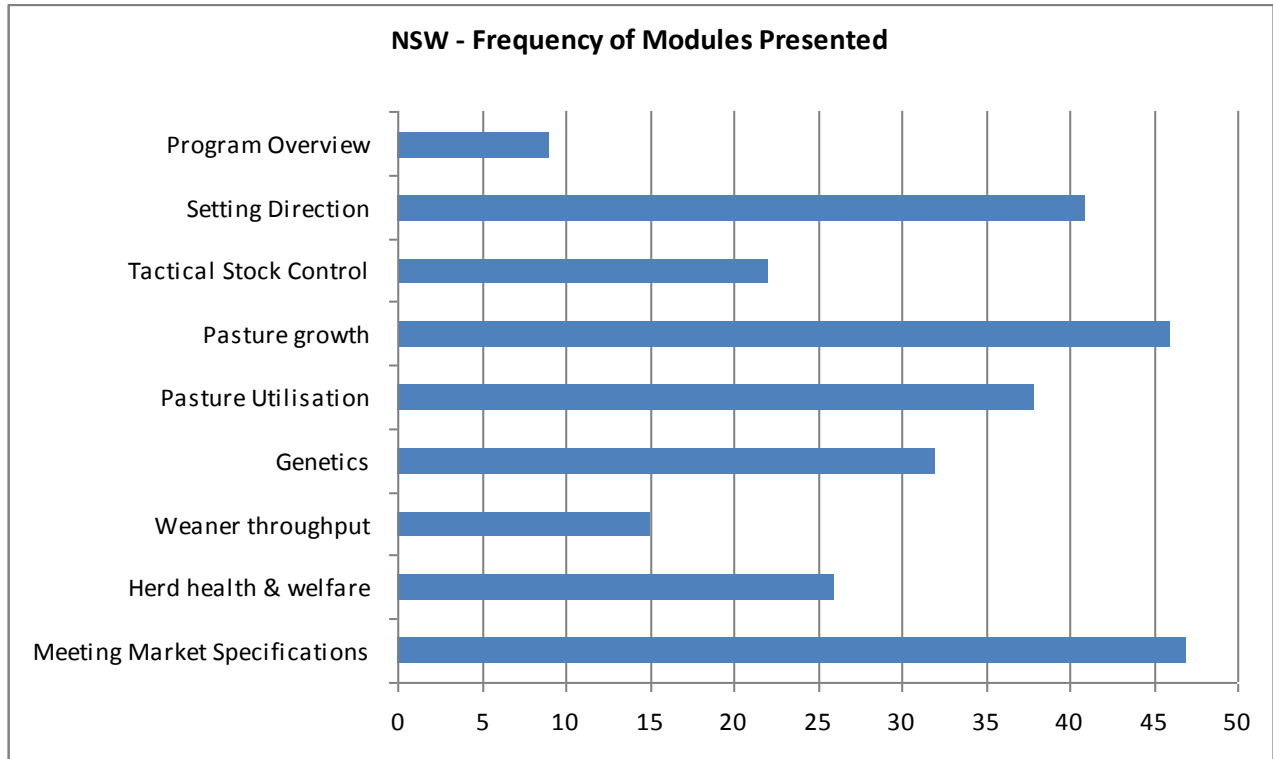
Figure 1: Number of MBfP Events in NSW



4.4 Modules Presented

Figure 2 below shows the Frequency of Modules presented. *Meeting Market Specifications* and *Pasture Growth* were the most popular modules in NSW with *Setting Directions* and *Pasture Utilisation* also a priority.

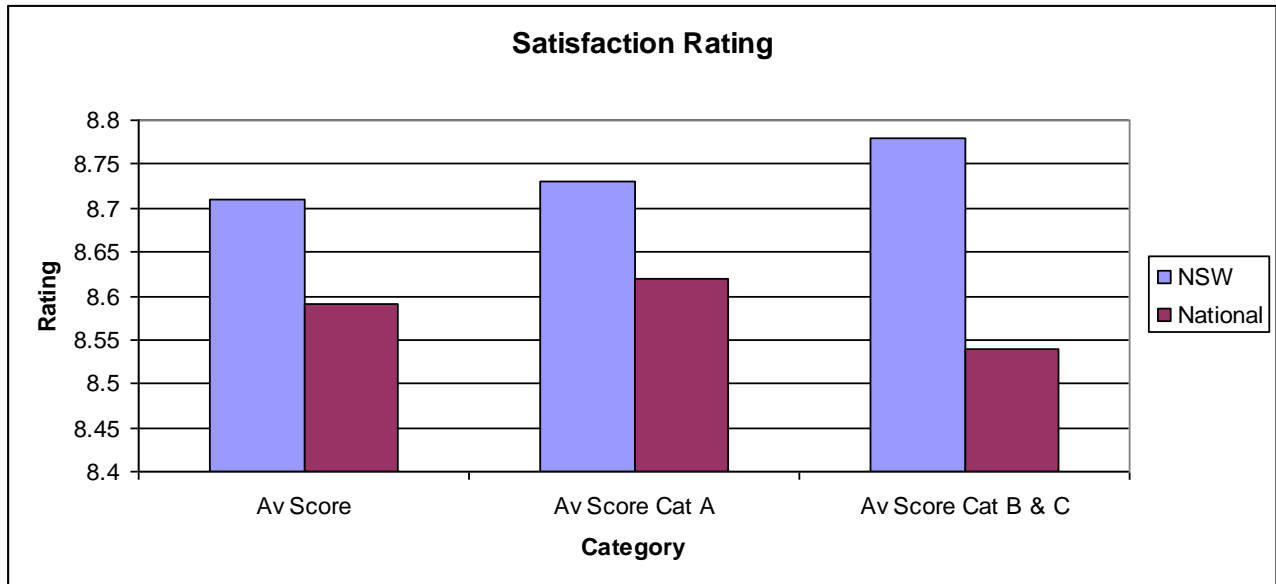
Figure 2: Frequency of Modules presented



4.5 Satisfaction Rating

Participants were asked “Overall, how satisfied are you with this event?” The overall average satisfaction rating was 8.71, higher than the national average of 8.59. For Category A events the average satisfaction rating was 8.73 and for Category B and C events 8.78, both higher than the national averages. See Figure 3.

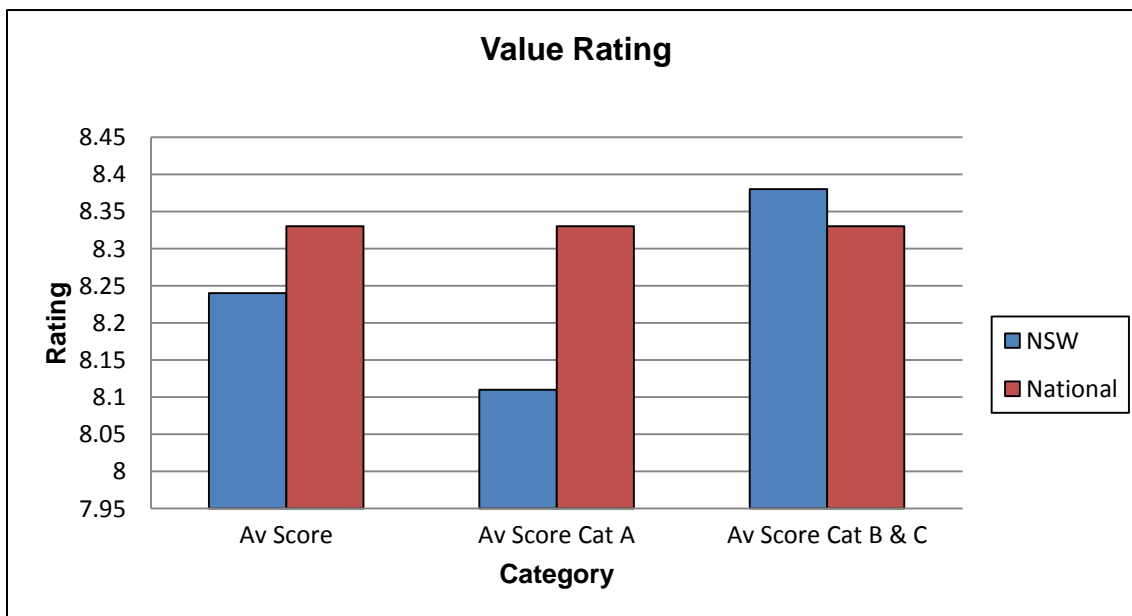
Figure 3: Satisfaction Rating



4.6 Value Rating

Participants were asked "How valuable was this event in assisting you to manage your livestock enterprise?" The average value rating was 8.24, which was slightly below the national average of 8.33. For Category A events the rating was 8.11 which was below the national average and 8.38 for Category B and C events which was above the national average. See Figure 4.

Figure 4: Value Rating



4.7 Enterprise Demographics

Participants were asked to indicate the number of hectares they owned or managed and the total number of cattle on their property. See Figures 5 and 6 below.

Figure 5: NSW Farm Area Size

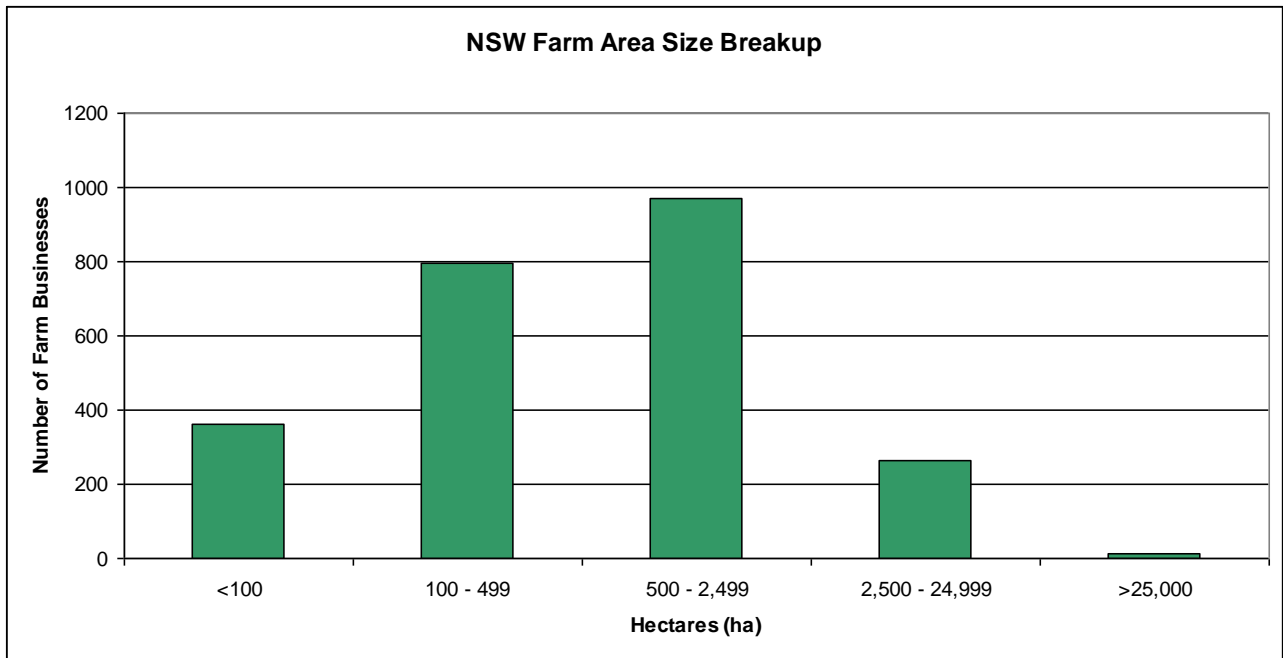
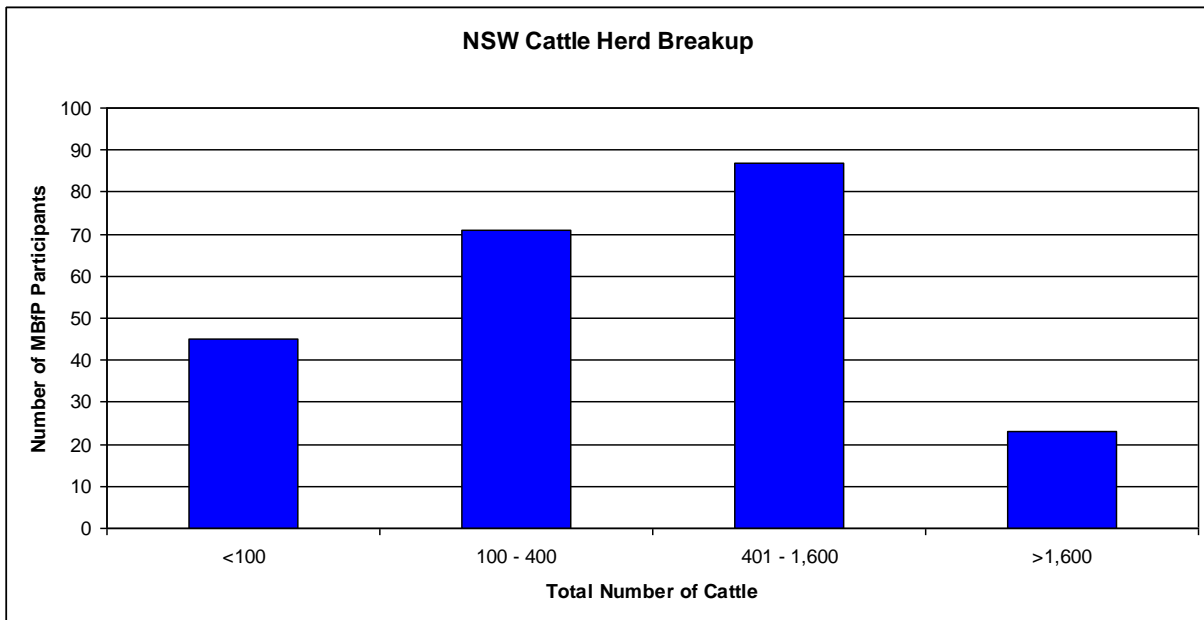


Figure 6: NSW Cattle Herd Breakup



4.8 Practice Change

Evaluation data reveals that 81% of participating businesses said they would change something in their business as a result of attending the activity. 95% of participating businesses said they would recommend the event to others.

5 Discussion/Conclusion

As the results in the previous section show, the NSW MBfP project exceeded the KPI's for *Number of Participants* in Category C events, however were below KPI targets for Category A and B events. NSW exceeded the *Evaluation Return Rate* KPI for Category A, however NSW was below the KPI for Category B and C. There are several key issues which have impacted on the KPI's achieved in NSW throughout the contract period:

- Drought: Over half of NSW was covered by Federal Government Exceptional Circumstances Declaration in March 2011, and seasonal droughts have recently been proclaimed in the Northern Tablelands, Western District, Monaro, and Hunter regions for Spring 2013. This has resulted in high farm indebtedness with many business drawing Exceptional Relief Payments and interest rate subsidies. High retention rates due to low prices, water and feeding issues have led to an overall downturn of the industry and the interest of producers in attending events is low.
- Minimal success of engagement with the private sector: Engagement with private service providers has resulted in mixed outcomes. Initially at the onset of the project 23% of the 56 identified livestock industry consultants in NSW had identified ways of collaborating with the MBfP project. Despite this initial interest, engagement with the private sector presented an ongoing challenge. This was due to a number of factors including:
 - Ongoing contract negotiations throughout 2010 between the DPI and MLA resulted in a lack of confidence by the DPI to employ private sector deliverers until contracts had been finalised.
 - Changes to the Project Coordination team resulted in a revised business plan which placed renewed emphasis on private delivery but was affected by the timing of the DPI restructure which in turn, reduced the ability of the coordination team to initiate and manage private contracts.
 - There were ingrained issues in dealing with the private sector in NSW, mainly focusing on differing viewpoints with regards to the available funding arrangements. Virtually all established consultants require full cost recovery to operate – others such as resellers, have established group protocols that don't fit the structure. Several private providers that were approached to deliver workshops were not interested in participating in the project unless they could achieve full cost recovery.
- In October 2012, the State Government announced fundamental changes to the way agricultural services are delivered in New South Wales. From January 2014, Local Land Services will operate in NSW as a new organisation combining the functions currently provided by Livestock Health & Pest Authority (LHPA), Catchment Management Authority (CMA) and some Department of Primary Industries' (DPI) advisory services. The new organisation will deliver integrated natural resource management, agricultural and biosecurity services. The loss of extension staff caused a major disruption to the capacity of NSW DPI to deliver MBfP workshops

One of the highlights of the MBfP program in NSW was the development of an industry training and adoption package for the BeefSpecs calculator. Target producer groups, consisting of ten to fifteen cattle “finishers” in the Upper Hunter, Northern Tablelands and North Coast of NSW as well as the south west of Western Australia were established as indicative focus groups for delivery and evaluation of the pilot training workshop. The focus groups for BeefSpecs Pilot Training activities consisted of producers that had received little or no exposure to BeefSpecs. Ideally, the groups engaged cattle producers and service providers who had a genuine interest in improvement strategies for delivery of live cattle to slaughter specifications. 71% of producers who attended the workshops said that they would make a change to their business as a result of attending the workshop with a number of producers supplying cattle over the hooks and a small number of indicating that they would do so in the future. A full event listing is detailed in the Appendix.

The MBfP program has made a significant impact on the way the NSW DPI values, considers and executes continuous monitoring and evaluation (M&E) as part of its extension programs. MBfP (and similarly MMfS) is one of the first programs which has resulted in across-the-board standardisation and collection of evaluation data into real-time database format. Development of the processes to collect such information and the evolution of the subsequent database has enabled DPI to easily identify the strengths and weaknesses of its delivery systems as well as individual performance.

One of the major challenges of monitoring and evaluation is measuring impact. While it is fairly simple to measure what goes into a project, such as funds and staff time, it has always been a challenge to quantify the impact of a project in terms of learning outcomes and benefit to industry. The MBfP program has enabled the DPI ELID team to provide demonstrable outcomes to internal management and to clarify the ongoing return of investment. Several fundamental procedures employed throughout the M&E component of the MBfP program have been since replicated across several other DPI projects and also form the basis to which many individuals now formulate their own evaluation systems.

Despite the recognised benefits of the M&E component of the program, the process also presented many challenges. One of the main challenges has been reflected in the average Evaluation Return Rate (75% for Category A, 68% for Category B and 64% for Category C), which has been similarly replicated across the MMfS database. The issue of how to persuade event attendees to participate and correctly contribute to an evaluation session is an on-going problem. The DPI coordination and delivery team devised many various solutions to try to resolve this issue including:

- Utilising a variety of different evaluation methods such as TurningPoint electronic keypads and group discussion, as well the usual written feedback. This exhibited promise in terms of presenting evaluation as an entertaining, ‘novel’ activity and eliminated some issues with literacy, but there are limitations with the type of questions you can ask and the depth of responses that can be achieved.
- Conducting formal evaluation sessions at various times throughout the event, rather than just at the beginning and end. This assisted deliverers to avoid lengthy assessment periods at the end of the day, helped participants to better understand the value of their own learning journey and also the importance of such information to the delivery organisation, DPI and MLA.
- Providing incentives for completed evaluation such as lollies, mystery / lucky door prizes etc.

More often than not, it was not actually the evaluation return rate, but rather the number of completed evaluations which contributed to the overall result. This may be attributed to a number of issues including the time allocated to completing the questions, the manner in which the questions were written, illegible handwriting, and incomplete answers.

As a result, improvements need to be made to the manner in which evaluation is structured, conducted and analysed. Recommendations include:

- Move away from an 'event category' structure to a more outcomes-based evaluation.
- More consistency in the type of evaluation questions.
- Better integration of alternative evaluation methods and information regarding the way in which they can be used.

Data analysis and interpretation by MLA was not implemented until halfway through the contract period. This initially resulted in a lack of feedback from MLA on key evaluation results which had a big impact on the manner in which events were categorised and thus impacted on KPI's. There was quite a significant delay during this initial analysis which made internal reporting difficult and formal feedback to MLA challenging. Despite these challenges, it was important to review the processes in place, and the subsequent changes made as a result to the manner in which some events were categorised. This has had an overall positive effect on the project and has demonstrated that higher levels of actual practice change have been achieved than was previously thought.

There were several synergies with MMfS that provided great benefit to producers as well as to NSW DPI deliverers. A common coordinator was beneficial to the roll-out of the program as well as to the effectiveness of the simultaneous promotion of the programs. Several common workshops / events were held which enabled cross-promotion of information and sharing of ideas. Deliverers also benefited from the networking opportunities made possible by collaborating with other industry partners. Dual-enterprise producers benefited from these events and attendance numbers reflected their popularity.

The maintenance and future extension of this relationship with MMfS should be encouraged. It is evident from the evaluation feedback that few single-enterprise producers have attended events, thus, it is essential that both MBfP and MMfS continue to be offered and promoted on a level platform. This hand-in-glove connection also helps to promote a holistic approach to southern mixed farming systems, and encourages greater interaction and cooperation between industry sectors and producer groups.

The balance between the delivery and coordination funding in NSW was appropriate given the number of cattle in NSW and potential scope of delivery but by the end of 2011, it was evident that a large proportion of this budget remained unspent and unallocated. There were many reasons for this including:

- Number and location of delivery staff: NSW DPI had 16 industry beef officers and technical specialists located across the state which covered a large geographical area of NSW. This meant that very little travel was required by individual staff to deliver events.
- Replication of events: By replicating and delivering series of events and activities across the state, NSW DPI was able to reduce event development costs and coordinate combined promotion. This moderated expenditure on advertising and promotion.
- Reduced requirement for external consultants: The NSW DPI livestock officers and technical specialists provided the project with a very experienced team, well qualified in technical and extension knowledge. This reduced the need to engage external delivery personnel as all the necessary expertise to deliver MBfP modules was available in-house.
- Minor engagement with the private sector than initially predicted: The number of private delivery organisations employed to deliver MBfP in NSW was lower than originally anticipated (as previously discussed above). This resulted in a significant portion of the budget, reserved for this delivery, remaining unspent.

6 Appendix 1 - MBfP events held 2010-13

When	Where	Title	Presenter	Attendees	Module
09-Aug-10	Dyraaba	Intro to MBfP	T. Rose	20	1
26-Aug-10	Codrington	Healthy Soils Healthy Pastures	T. Rose	31	3
02-Sep-10	Scone	Cost of Production	T. Andrews	12	1
01-Nov-10	Dyraaba	Pasture Establishment	T. Rose	18	3
07-Dec-10	Mummullum	Animal Health Day	T. Rose	20	7
13-Dec-10	Coraki	Soils & Pastures	T. Rose	16	3, 4
08-Feb-11	Crookwell	Farmhouse	D. Kearnins	10	1
10-Feb-11	Jugiong	Farmhouse	D. Kearnins	12	1
24-Feb-11	Kempsey	Grazing Management	D. Llewellyn	16	4
24-Feb-11	Coraki	Soils & Pastures & Cattle Health	T. Rose	25	3, 4, 7
25-Feb-11	Valla	Grazing Management	D. Llewellyn	8	4
01-Mar-11	Tumbarumba	MBFP Beef Specs Calculator	B. Cumming	8	8
17-Mar-11	Dyraaba	Animal Production from Pasture	T. Rose	13	4
18-Mar-11	Tocal	Beef Care and Handling	T. Andrews	9	2, 8
21-Mar-11	Birdwood	Grazing Management	D. Llewellyn	9	4
22-Mar-11	Collombatti	Grazing Management	D. Llewellyn	13	4
29-Mar-11	Glen Innes	Breeder Management	T. Andrews	27	5
30-Mar-11	Wagga Wagga	Stock Plan Wagga	G. Meaker	13	2, 4
31-Mar-11	Grafton	Breeder Management Field day	T. Rose	86	5
01-Apr-11	Tooma	Fertilizer decisions	B. Cumming	7	3
06-Apr-11	Coraki	Soil Pasture Cattle workshop	T. Rose	50	3, 4
07-Apr-11	Kyogle	Intro to MBFP Kyogle Group "Awareness"	T. Rose	10	1
27-Apr-11	Rosewood	Grass Tetany Workshop	B. Cumming	12	7
02-May-11	Gum Scrub	Grazing Management	D. Llewellyn	8	4
04-May-11	Walgett	Stock Plan	G. Meaker	12	2, 4
10-May-11	Rosewood	Weaner Throughput	B. Cumming	53	6
11-May-11	Woomargama	Weaner Throughput	B. Cumming	24	6
12-May-11	Scone	Herd Fertility Options	T. Andrews	16	7
13-May-11	Cowra	Weaner Throughput	J. House	40	6
15-May-11	Mandurama	Bathurst Cost of Production group	B. Littler	15	1
17-May-11	Boorowa	Farmhouse Boorowa	Other	4	1
17-May-11	Moss Vale	Weaner Throughput	G. Meaker	20	6
18-May-11	Bemboka	Farmhouse Bemboka	Other	5	1
18-May-11	Taralga	Weaner Throughput	G. Meaker	7	6

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19-May-11	Berridale	Farmhouse Berridale	Other	2	1
20-May-11	Berry	Cost of Production	G. Meaker	7	1
23-May-11	Dondingalong	Grazing Management	D. Llewellyn	9	4
24-May-11	Valla	Grazing Management	D. Llewellyn	6	4
27-May-11	Tahmoor	Live Cattle Assessment & Marketing	G. Meaker	8	6, 8
02-Jun-11	Woolooma	Pastures Day 2	T. Andrews	20	4
15-Jun-11	Tamworth	Beef Seminar	A. Rayner	56	6
25-Jun-11	Manilla	Live Cattle Assessment & Marketing	A. Rayner	14	6, 8
28-Jun-11	Timor	Genetics and Bull Selection	T. Andrews	20	5
28-Jun-11	Tooma	Weaner Throughput	B. Cumming	14	6
07-Jul-11	Tuckurimba	Cattle Production From Pasture	T. Rose	18	4
12-Jul-11	Gowrie	Sprys Shorthorn and Angus	A. Rayner	25	5
13-Jul-11	Glen Innes	Better Bull Buying	J. Siddle	33	5, 8
14-Jul-11	Rukenvale	Better Bull Buying	T. Rose	43	5, 8
20-Jul-11	Holbrook	Handling Cattle & EU Market	B. Cumming	76	8
22-Jul-11	Kempsey	More Beef from Pastures	D. Llewellyn	5	4
10-Aug-11	Wollomombi	CrossBreeding Field Day	J. Siddle	40	5
19-Aug-11	Nundle	Nundle Field Trip	T. Andrews	24	4
31-Aug-11	Tooma	Breedplan	B. Cumming	11	5
13-Sep-11	Dyraaba	Pasture management Demo site	T. Rose	20	2, 4
15-Sep-11	Duck Creek	Herd Management (B+C)	T. Rose	16	7, 4
19-Sep-11	Dorrigo	Beef Specs Pilot Training	T. Andrews	14	8
28-Sep-11	Milton	Milton Farm Enterprise Analysis	G. Meaker	13	1
07-Oct-11	Tocal	Beef Care and Handling	D. Llewellyn	12	2, 9
08-Oct-11	Timor	Singleton, Upper Hunter Beef Tour	T. Andrews	30	2, 4
09-Oct-11	Scone	Prograze Seg385	T. Andrews	14	4
12-Oct-11	Swan Creek	Grazing Management for Lower Floodplain	T. Rose	20	4
14-Oct-11	Greenethorpe	Cowra Beef Discussion Group	J. House	14	7
19-Oct-11	Berrima	5 Easy Steps, Pasture Growth	G. Meaker	17	3, 5
19-Oct-11	Woolooma	MBFP Day 5 Technograz	T. Andrews	16	4
20-Oct-11	Adelong	Cattle Health Field Day	K. Parry	27	7
21-Oct-11	Tooma	Brassicas in Grazing Systems	B. Cumming	11	3
26-Oct-11	Grafton	Better Bull Buying	T. Rose	11	5, 8
01-Nov-11	Narrabri	Narrabri Benchmarking	D. Llewellyn	14	1
02-Nov-11	Albury	Breeding Cattle for EU	B. Cumming	64	5, 8
03-Nov-11	Goulburn	5 Easy Steps	G. Meaker	9	3, 4
03-Nov-11	Ben Lomond	BeefSpecs Pilot Training	J. Siddle	13	8

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08-Nov-11	Milton	Bull - Heifer Selection	G. Meaker	9	5
15-Nov-11	Tocal	MBFP-Soil Health-Landscan D1	Neil Griffiths	11	3
17-Nov-11	Mummulgum	Animal Nutrition and Grazing Management	T. Rose	45	2, 4, 7
23-Nov-11	Tucabia	Animal Nutrition and Grazing Management	T. Rose	26	2, 4, 8
29-Nov-11	Yarrowitch	Yarrowitch Beef Produces Update	A. Rayner	29	5
06-Dec-11	Legume	BeefSpecs Workshop	J. Siddle	15	8
06-Dec-11	Milton	Herd Health and Pasture Supply	G. Meaker	9	7, 4
12-Dec-11	Dorrigo	Beef Specs Workshop	T. Andrews	4	8
13-Dec-11	Tocal	Soil Health - Landscan	Neil Griffiths	8	3
15-Dec-11	Kindee	Kindee Grazing Management	D. Llewellyn	4	4
21-Dec-11	Tumbarumba	Herd Health - Cattle Parasite Strategies	B. Cumming	13	7
30-Jan-12	Liston	Livestock Productivity and Pastures D1	J. Siddle	16	3, 4
01-Feb-12	Glen Innes	Livestock Productivity and Pastures D1	J. Siddle	10	3, 4
09-Feb-12	Milton	Marketing/Selling/Price	G. Meaker	8	8
14-Feb-12	Tocal	Landscan Day 3	J. Blunden	9	3
14-Feb-12	Wollomombi	Livestock Productivity and Pastures D1	J. Siddle	4	3, 4
16-Feb-12	Muswellbrook	Beef Specs Workshop	T. Andrews	23	8
21-Feb-12	Tocal	Cattle Health Field Day	J. Blunden	47	7
27-Feb-12	Liston	Livestock Productivity and Pastures D2	J. Siddle	10	3, 4
29-Feb-12	Tumbarumba	Assessing Cattle	B. Cumming	16	8
29-Feb-12	Inverell	Livestock Productivity and Pastures D2	J. Siddle	13	3, 4
08-Mar-12	Glen Innes	EU Workshop	J. Siddle	21	8
12-Mar-12	Mummulgum	EU Information & Discussion Day	T. Rose	25	8
13-Mar-12	Tocal	Landscan Day 4	Other	9	3
15-Mar-12	Guyra	Livestock Productivity and Pastures D2	J. Siddle	12	3, 4
20-Mar-12	Gundagai	EU Field Day	K. Parry	31	8
21-Mar-12	Wagga Wagga	EU Field Day	K. Parry	11	8
22-Mar-12	Milton	More Beef from Pastures	G. Meaker	5	7
22-Mar-12	Forbes	Producing cattle for the EU Market	J. House	14	8
27-Mar-12	Lake Conjola	Five easy steps	Greg Meaker	10	3, 4
30-Mar-12	Tocal	Beef Care & Handling	J. Blunden	17	2, 7
30-Mar-12	Cowra	Cowra Beef Discussion Group	J. House	14	4
04-Apr-12	Inverell	Livestock Productivity and Pastures D2	J. Siddle	11	3, 4
18-Apr-12	Goulburn	Five Easy Steps	G. Meaker	5	3, 4
19-Apr-12	Gundy	MBFP Day 7 Breeding & Feeding	T. Andrews	14	5, 4
24-Apr-12	Tumbarumba	Weaning Cattle	B. Cumming	15	6
02-May-12	Liston	Pasture Species Evaluation Day	T. Rose	18	3

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15-May-12	Tocal	Landscan Day 6	J. Blunden	9	3
17-May-12	Mirannie	MBFP Day 8 Mirannie	T. Andrews	16	7
25-May-12	Koorawatha	Meeting Market Specifications	J. House	16	8
15-Jun-12	Casino	Awareness Day Primex	T. Rose	24	7
15-Jun-12	Fitzroy Falls	Bull Selection	K. Parry	21	5
23-Jun-12	Gresford	Dungog Land Management Field day	J. Blunden	23	3, 4
26-Jun-12	Tooma	Pasture utilization and grazing management.	Brian Cumming	12	2, 4
27-Jun-12	Bylong	Bylong - Rydal Bus Trip	T. Andrews	18	3, 4
06-Jul-12	Tocal	Breeding & Genetics - Breedplan	J. Blunden	24	5
23-Jul-12	Dryaba	Cost of Production Workshop	Trevor Rose	10	1
03-Aug-12	Greenethorpe	Cowra Beef Discussion Group	Jeffrey House	14	7
10-Aug-12	Wagga Wagga	BeefSpecs & Market Specs	Kate Parry	47	8
14-Aug-12	Urunga	Herd Management Work shop	Trevor Rose	15	7, 4
23-Aug-12	Tumburumba	Meeting market specs	Brian Cumming	9	8
31-Aug-12	Paterson	Feed & Assess Cattle for target Markets	Joanna Blunden	24	4, 8
05-Sep-12	Greenethorpe	Stocksafe Cattle Handling	Jeffrey House	6	2
19-Sep-12	Rouchel	Live animal assessment	Todd Andrews	22	6, 8
20-Sep-12	Middle Arm	Seasonal Farm Walk	NSW DPI	11	4, 10
25-Sep-12	Avoca	Five easy steps	Greg Meaker	14	3, 4
26-Sep-12	Harden	Seasonal Update	Jeffrey House	10	4, 11
12-Oct-12	Woodstock	Cowra Beef Discussion Group	Jeffrey House	14	4
13-Oct-12	Muswellbrook	Singleton Beef Group Field Day	Todd Andrews	24	4
23-Oct-12	Coolah	Producing Cattle for the EU Market	Jeffrey House	35	8
24-Oct-12	Dubbo	Producing Cattle for the EU Market	Jeffrey House	42	8
26-Oct-12	Cumnock	Producing Cattle for the EU Market	Jeffrey House	19	8
31-Oct-12	Tooma	Meeting market specs	Brian Cumming	14	8
07-Nov-12	Booramooka	Calving Ease & Fertility workshop	NSW DPI	31	7
09-Nov-12	Guyra	Calving Ease & Fertility workshop	NSW DPI	26	7
15-Nov-12	Timor	Pasture improvement / Gross Margins	Todd Andrews	19	1, 3
20-Nov-12	Adelong	Cattle yard design and safety	Kate Parry	12	2
20-Nov-12	Manildra	Seasonal Update	Jeffrey House	4	4, 7
21-Nov-12	Molong	Seasonal Update	Jeffrey House	5	4, 8
22-Nov-12	Cargo	Seasonal Update	Jeffrey House	5	4, 9
27-Nov-12	Black Springs	Black Springs Woolworths cattle suppliers day	Brett Littler	29	8
11-Dec-12	Guyra	Cost of production and profit driver Workshop	NSW DPI	12	1
12-Dec-12	Coonabarabran	Beef Profit Group scoping workshop	NSW DPI	16	1, 8
13-Dec-12	Bingara	Cost of production and profit driver Workshop	NSW DPI	16	1

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17-Dec-12	Mallangenee	Animal health workshop	NSW DPI	16	7
26-Feb-13	Dorrigo	Producing beef in a changing climate	Todd Andrews	19	3
07-Mar-13	Singleton	Muscling Field day	Todd Andrews	16	5
11-Mar-13	Coonabarabran	Producing Cattle for the EU Market	Jeffrey House	56	8
12-Mar-13	Coonamble	Producing Cattle for the EU Market	Jeffrey House	35	8
13-Mar-13	Nyngan	Producing Cattle for the EU Market	Jeffrey House	27	8
15-Mar-13	Greenethorpe	Cowra Beef Discussion Group	Jeffrey House	20	4
16-Mar-13	Tocal	Herd Health & Welfare	Joanna Blunden	13	7
27-Mar-13	Wagga	Investment in Beef trading systems	John Francis	22	1, 8
10-May-13	Blandford	Enterprise Analysis	NSW DPI	15	1
10-Jun-13	Coonabarabran	Setting Directions for Beef production	NSW DPI	45	1
12-Jul-13	Moonan Flat	Setting Directions for Beef production	NSW DPI	15	1
23-Jul-13	Liston	Cattle Management Field Day	Jason Siddell	14	6, 7
31-Jul-13	Armidale	To Breed or Feed, The great cattle debate	Jason Siddell	59	5,8
15-Aug-13	Glencoe	Grow More Pasture	Bill Hoffman	8	3
02-Sep-13	Kyogle	Producing more beef	Bill Hoffman	15	5
09-Sep-13	Guyra	Tools to Produce More Valuable Carcasses	Bill Hoffman	12	5
10-Sep-13	Barraba	Tools to Produce More Valuable Carcasses	Bill Hoffman	16	5
13-Oct-13	Scone	Drought Management	Todd Andrews	14	2, 4
21-Oct-13	Online	Confident Livestock Marketing	Alison McIntosh	11	1