

final report

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Making More from Sheep national evaluation report January 2014 to November 2016

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Executive summary

Following the reappointment of State Coordinator positions, Making More from Sheep (MMfS) Phase II recommenced in January 2014. This report presents evaluation data submitted by the State Coordinators between 1st January 2014 and 17th November 2016.

MMfS activities are designed to influence producers to adopt best practice management practices in their enterprises. Learning events that provide producers with the knowledge, skills and confidence to implement practices are categorised as Category A, Category B or Category C. Depth of evaluation increases across the continuum from Cat A (awareness) to Cat C (intent &/or actual adoption).

Since January 2014, a total of 356 MMfS activities have been delivered to 7,562 participants. In all, 101 Category A events were held with 3,381 in attendance, 235 Category B events with a total of 3,993 participants and 20 Category C events with 188 participants.

MMfS monitoring and evaluation makes a distinction between event category (A, B or C) and participant designation (A, B or C). This recognises that awareness (Category A), knowledge and skills (Category B) and adoption (Category C) may be achieved by the same participant at a single event. For example, while 3,381 people have attended Category A events, 7,562 participants have achieved program awareness (Category A participation), through their attendance at Category A, B & C events. Full details of how participant number by category are calculated can be found in the MMfS, M & E Standard Operating Procedures.

Nationally, MMfS has exceeded participation KPI targets. The Category A participation target (2,604) is at 290%, Category B (921) at 434% and Category C (462) at 434%. Evaluations meeting SOP are; Category A (65%) is at 73%, Category B (80%) is at 83% and Category C (80%) is at 75%.

MMfS modules have been delivered 540 times at events to date, *Healthy and Contented Sheep* (96 times), *Wean More Lambs* (92 times), *Plan for Success* (82) and *Turn Pasture into Product* (59 times) were the most frequently delivered modules.

The median property size across all participants was 1,300 hectares, and the median number of sheep was 3,000. In all, 64% of participants ran more than 2000 head indicating the program has been successful in engaging with larger scale enterprises.

Events are meeting the expectation of participants with the national average satisfaction score being 8.5 out of 10 for all event Category types. Producers also rated the events as having been of value to their business, with a national average score of 8.2 out of 10.

Evaluation for Category B&C style events involves pre and post activity knowledge and skills questions to assess 'how well' producers understand and can subsequently implement what they have learned. Out of 3,859 Category B&C participants who returned an evaluation form, 3,027 completed pre and post audits equating to a 78% completion rate. The national average pre workshop score was 43% correct answers, with a post workshop score of 69%, indicating a change in knowledge and skills as a result of events.

Participants at B&C Category 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 workshop. Pre and post confidence scores were collected from 2,376 (62%) of the total 3,859 Category B&C participants. The average confidence score prior to taking part was 5.6 out of 10, and the average after taking part was 7.3 out of 10.

A total of 3,675 (56%) participants indicated intent to change their management practices as a result of attending an MMfS activity. A total of 563 participants indicated they had already made practice changes and provided details, 154 of these aligned with MMfS module *Wean More Lambs*.

Making More from Sheep at a glance

Activity	As at November 2016
Number of MMFS activities	356
Number of MMFS participants (all events)	7,562
Number that returned a completed evaluation form	6,620
Number of returned completed evaluation forms that meet the SOP	5,946
Average attendance Category A event	33
Average attendance Category B event	17
Average attendance Category C event	9
Most commonly delivered MMFS modules	<i>Healthy and Contented Sheep (96)</i> <i>Wean More Lambs (92)</i> <i>Plan for Success (82)</i> <i>Turn Pasture into Product (59)</i>
National event average satisfaction score	8.5
National event average value score	8.2
National recommend event to others (23% did not respond to the question)	73%
Number of Category B&C pre & post skills questionnaires conducted	3,859
Category B&C national average pre workshop score correct	43%
Category B&C national average post workshop score correct	69%
Completed Category B&C pre & post skills questionnaires	3,027 (78%)
National average confidence score pre workshop	5.6
National average confidence score post workshop	7.3
Intent to change management practices as a result of attending an MMFS activity <ul style="list-style-type: none"> • Numbers indicating what that practice change would be 	3,675 3,237 (88%)
Most 'influential' modules being delivered with regard to practice changes	<i>Wean More Lambs (nominated 154 times)</i>

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1. Background

Making More from Sheep (MMfS) Phase II recommenced in January 2014. MMfS delivery is coordinated in each of the states by a contracted state partner; the state coordinators are:

- New South Wales :Sandy McEachern – Holmes Sackett
- Victoria: Lyndon Kubeil – Vic DEPI
- Tasmania: Leanne Sherriff – Macquarie Franklin
- South Australia: Natasha Searle (nee Morley) – Rural Directions
- Western Australia: Alana Starkie – Planfarm
- Queensland: Alex Stirton -QDAFF

The state coordinators are overseen by the national coordinator, Mike Wagg of Jarrapool Consulting.

2. Monitoring and evaluation introduction

MMfS activities are designed to influence producers to adopt new management practices in their enterprises. Within MMfS activities Category A-style events typically cater to a larger audience and evaluation is based on a simple feedback sheet.

Category B style events involve a knowledge and skills audit of participants prior to the commencement of the course, followed by a similar audit at the end, in order to assess the shift in knowledge and skills over the duration. Category B events could include workshops and small group field days and are designed to engage producers in further practice change events.

Category C style events are those specifically designed to facilitate practice change, such as a producer's involvement in a Producer Demonstration Site activity or a 12 month re-occurring learning opportunity. Category C evaluation is measured by producers reporting an actual practice change that occurred as a result of an MMfS activity (or an intent to change with the change specified) which can result from either B or C events.

3. Events

3.i. Number of events

As at November 2016 a total of 356 MMfS activities had been organised by state coordinators and delivered to 7,562 participants.

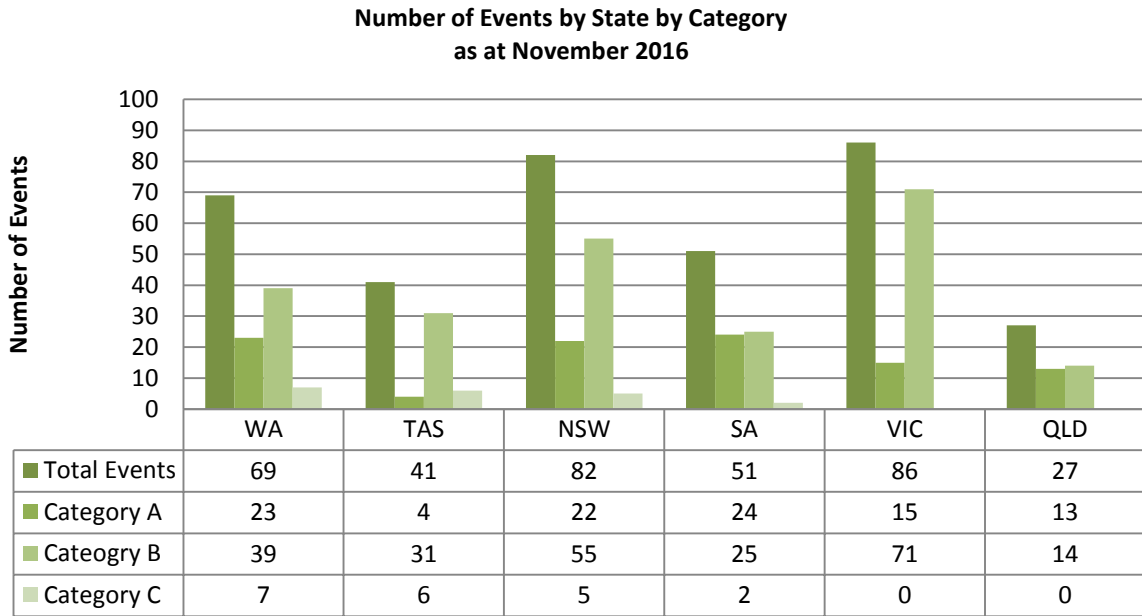


Figure 1: State event numbers and participant by state

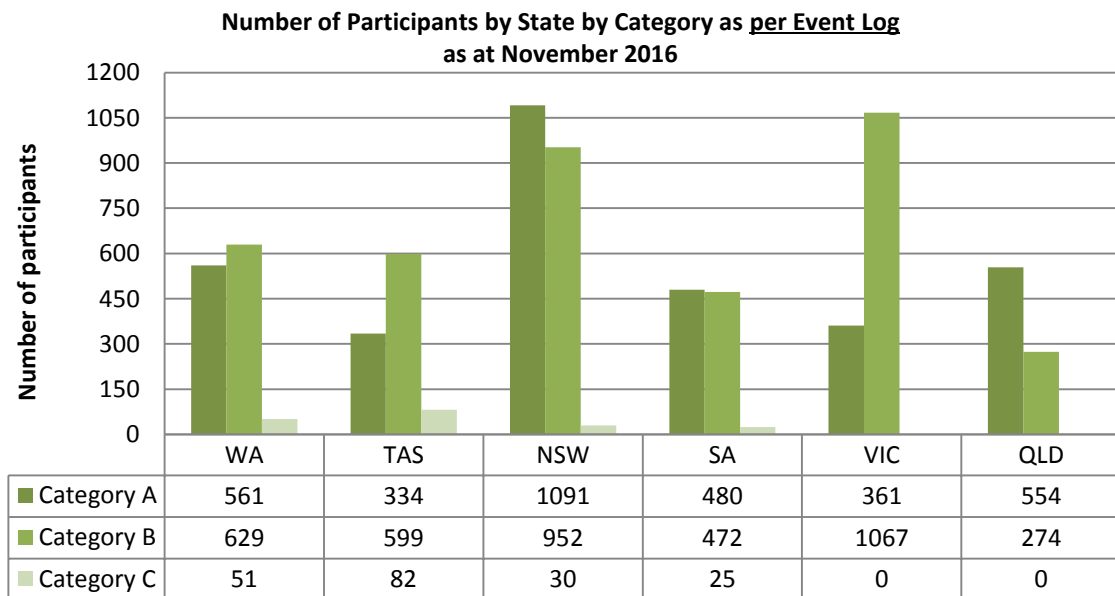


Figure 2: Average number of MMfS attendees per activity by state

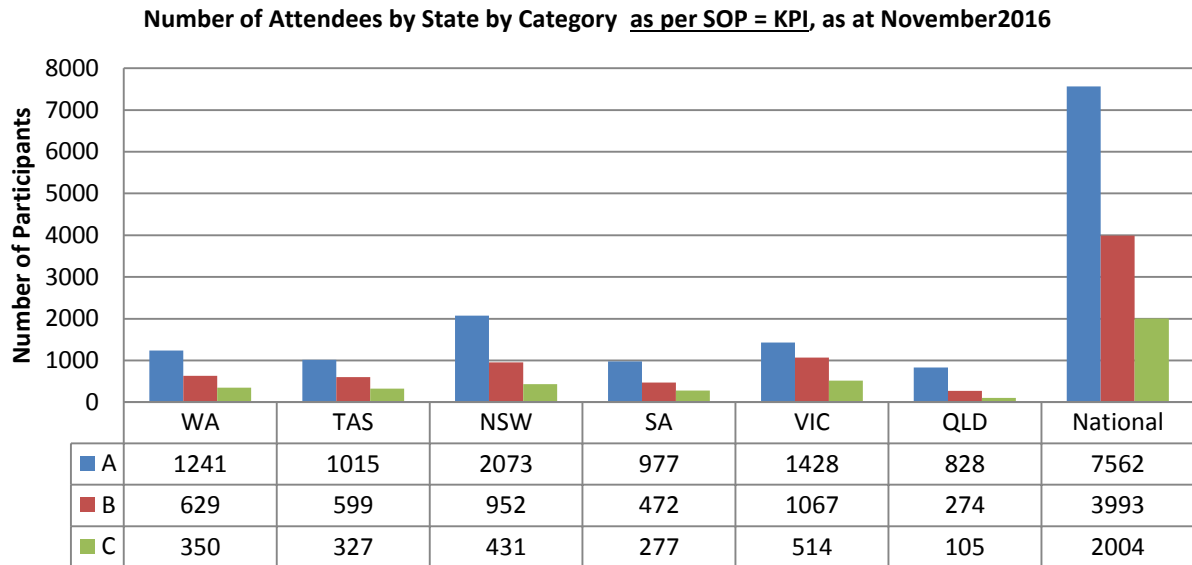


Figure3: Number of MMfS attendees by state by category as per SOP (i.e KPI)

3.ii. Type of event

Events are run as forums, workshops, seminars, webinar, training courses, conferences, field days/farm walks, phone seminars, producer demonstration sites or producer groups.

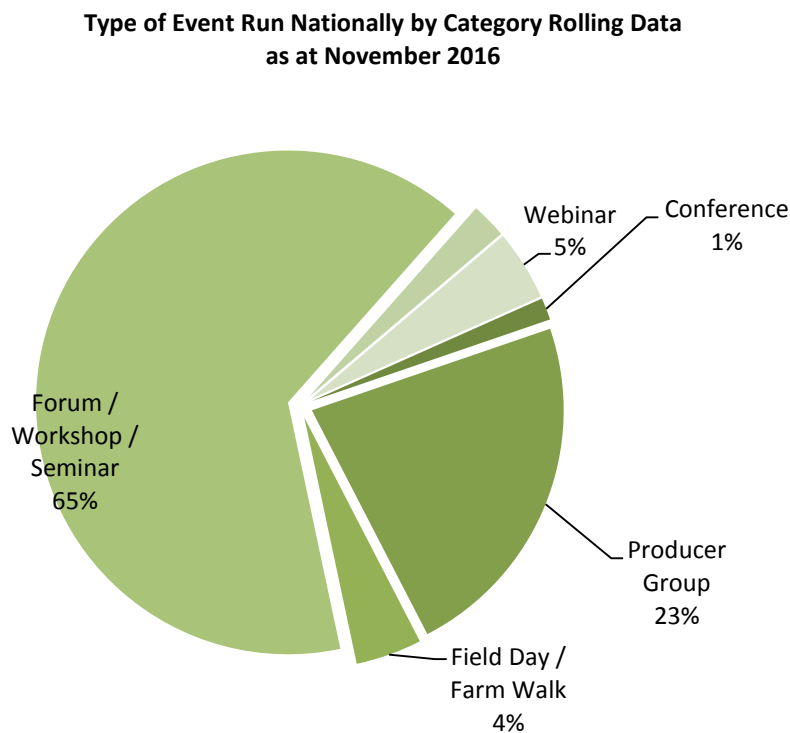


Figure 4: Type of events run nationally

3.iii. MMfS Modules delivered

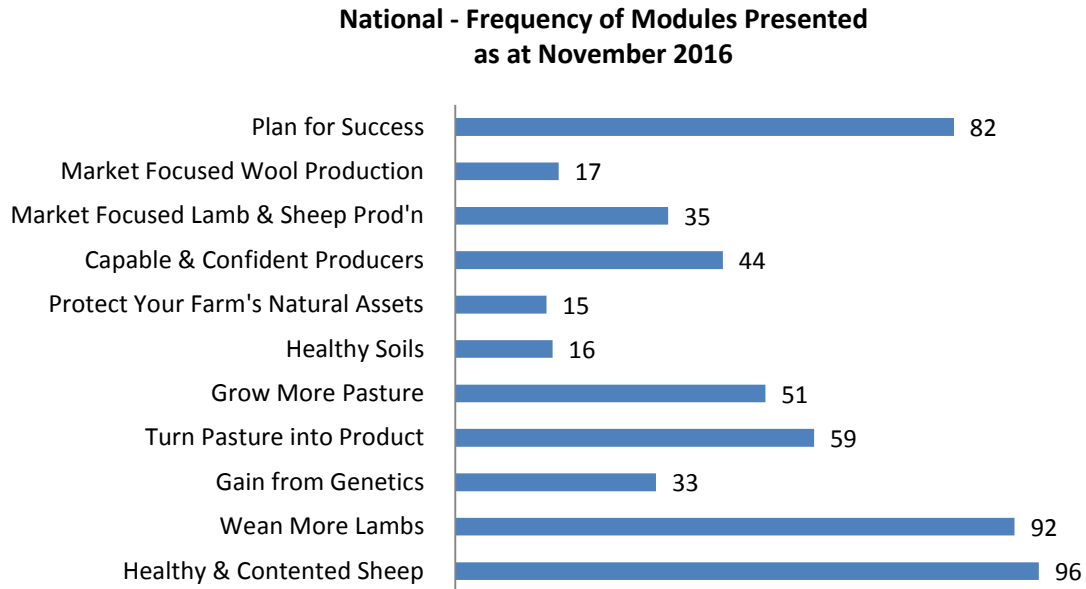


Figure 5: Frequency of MMfS modules delivered nationally

3.iv. Tools delivered

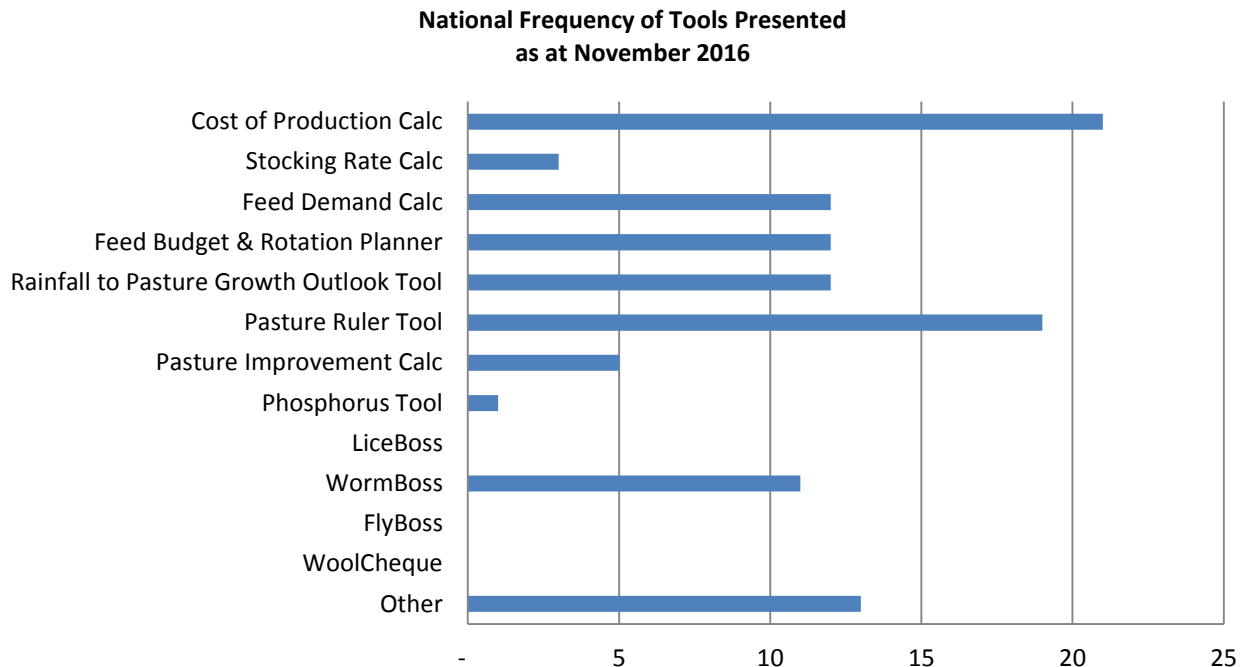


Figure 6: Frequency of MMfS tools delivered nationally

4. Enterprise characteristics

4.i. Property size

Participants are asked to indicate the number of hectares owned or managed. Of the 6,620 evaluations received 4,750 participants (72%) supplied an answer. The average property size was 5,713¹ hectares. The median property size was 1,300 hectares, with 7% of participants owning less than 100ha, 16% of participants managing or owning between 100 – 499 hectares, 45% managing between 500 - 2,499 hectares and 32% of participants managing over 2,500 hectares.

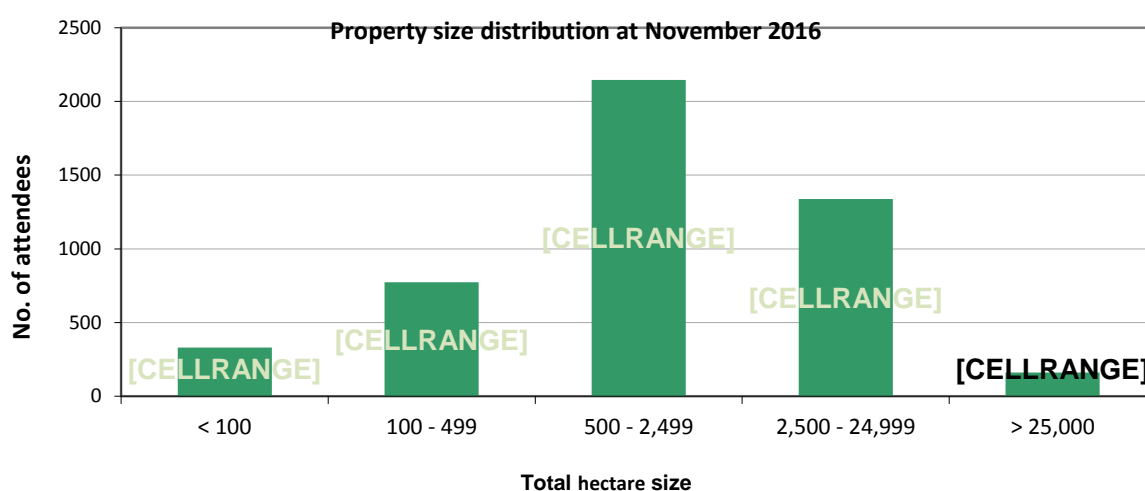


Figure 7: Distribution of property size nationally

4.ii. Flock size

Participants were asked to indicate total number of sheep, plus total number of breeders. The average number of total sheep was 4,951. The median number of sheep was 3,000 with 64% of participants running more than 2000 head.

¹ Three people from a 1.3 million hectare property in WA attended a Category A event raising the average ha figure. The median figure provides a better picture of property size in this dataset.

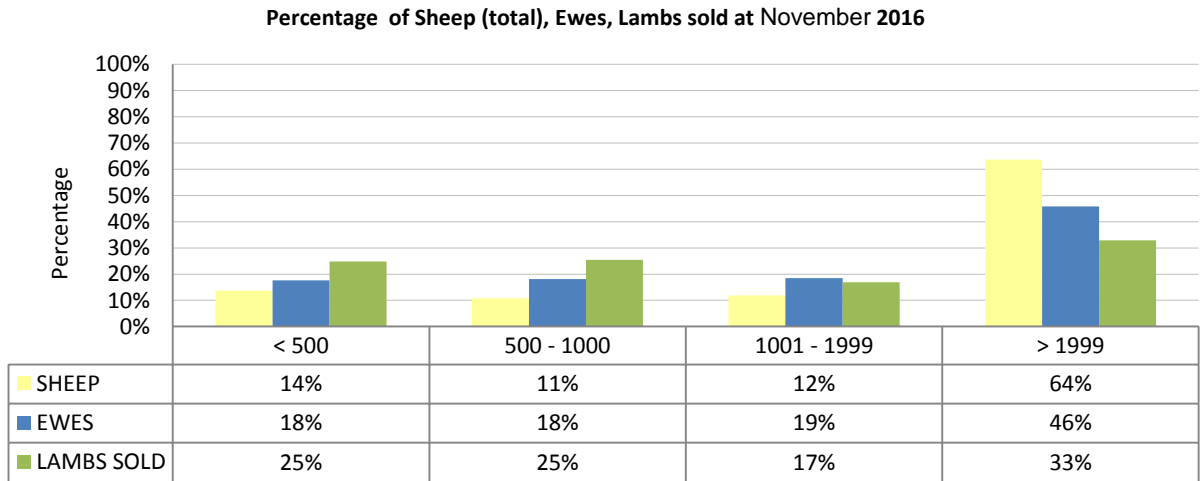


Figure 8: Percentage frequency for number of sheep, ewes and lambs sold split by number of head

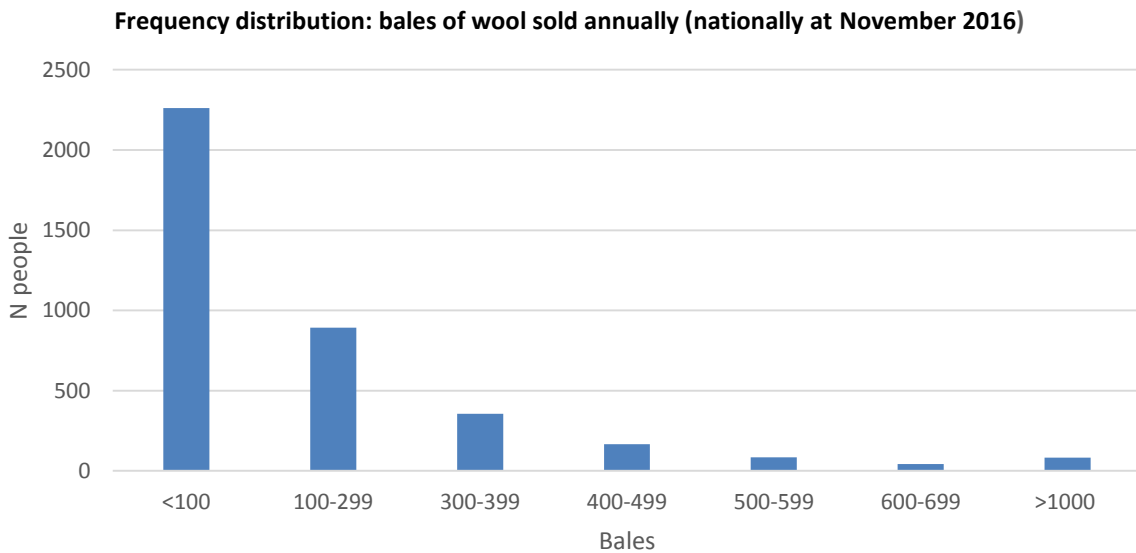


Figure 9: National distribution of the number of wool bales sold per year, (median=70 bales, average=126 bales)

5. Event evaluation

Of the total 6,620 MMFS participants who returned evaluation forms, 5,069 (77%) provided satisfaction scores.

5.i. Satisfaction

The median score was 9 out of a possible 10 and the average 8.5.

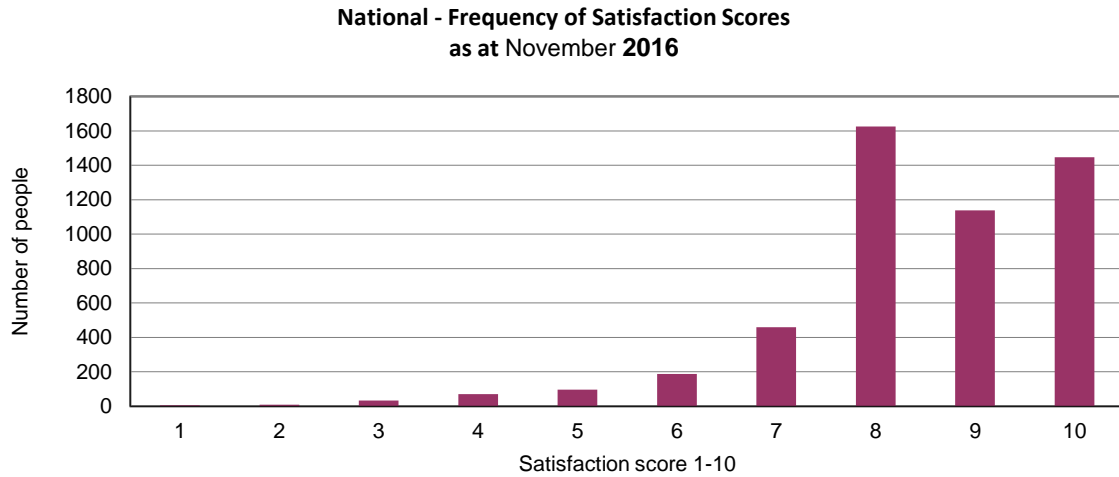


Figure 10: Frequency of event satisfaction scores

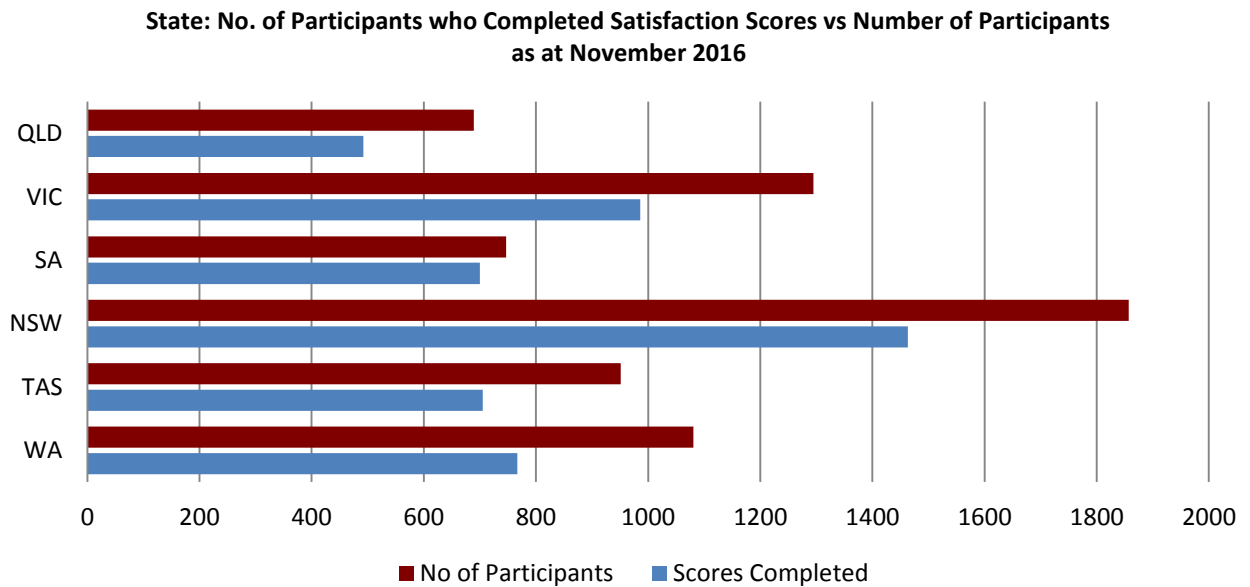


Figure 11: Number of participants who completed satisfaction scores vs number of participants per state

The national average satisfaction score is 8.3 out of 10 for Category A style events and 8.6 out of 10 Category B&C events). The median satisfaction score was 8.5 out of 10 (Figure 9).

**State - Average Satisfaction Scores and Category Breakup
as at November 2016**

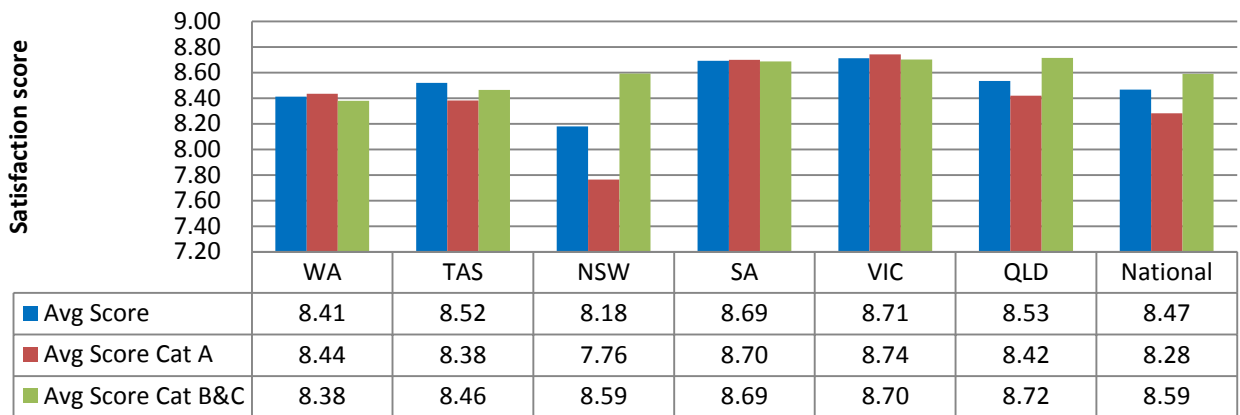


Figure 12: Average satisfaction scores

5.ii. Value

Of the 6,620 evaluations providing a value score, 75% gave the event a value score out of 8/10 or higher. The national average value score was 8.2 out of 10 across all event categories.

**State: Average VALUE score rates and category breakup as at
November 2016**

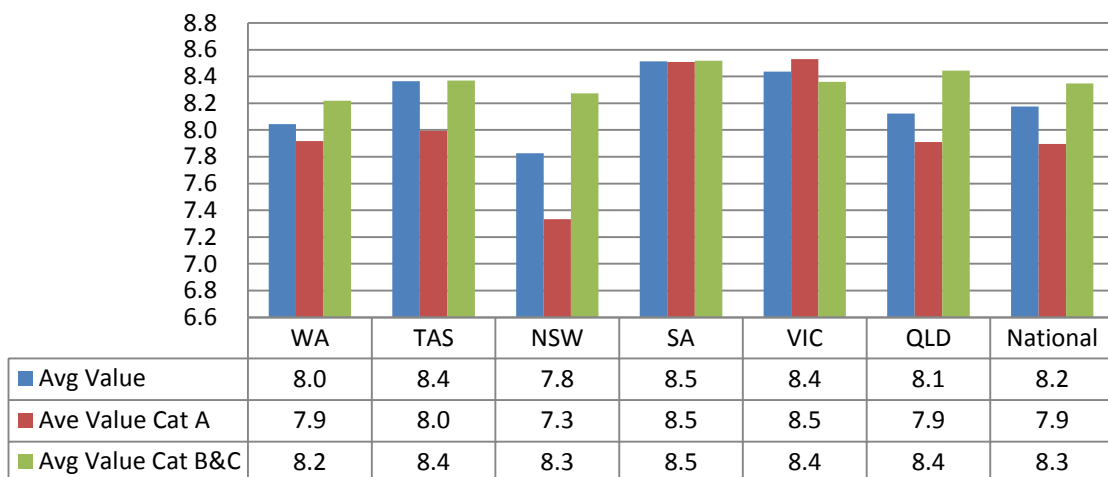


Figure 13: Average value scores

The median value score was 8.0 out of 10 (Figure14), 1,179 participants (24%) rated the events as 10 out of 10 for value.

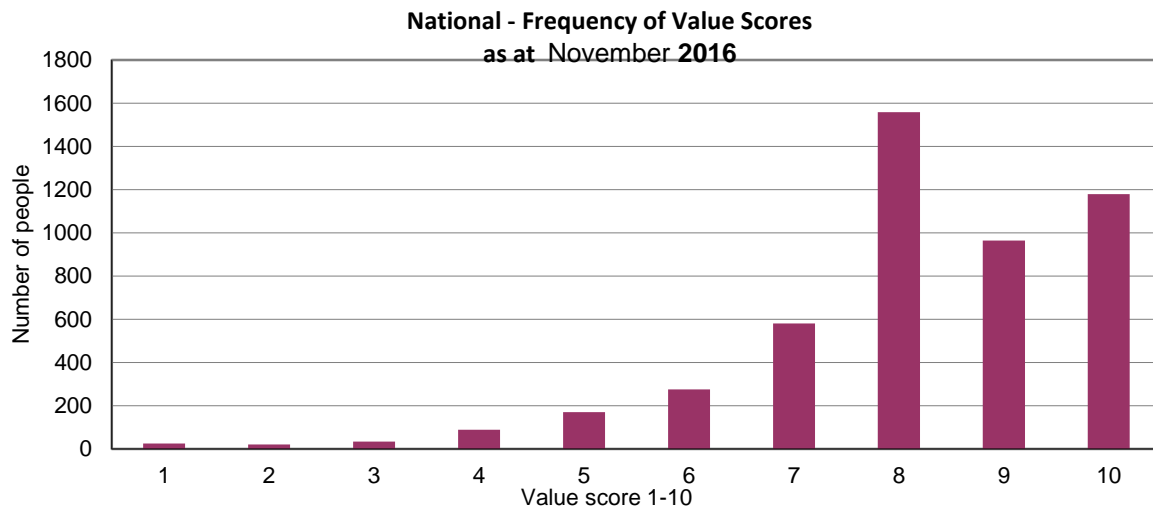


Figure 14: National frequency of value scores

5.iii. Recommended

Participants were asked whether they would recommend the event to others. Of the 6,620 participants who completed the survey, 4,827 (73%) of participants responded that they would recommend the event to another producer, 1,649 (25%) participants did not respond to the question. A further 3% said they would not recommend or were not sure.

5.iv. Follow up

Participants were asked whether they would like to subscribe to the MMfS e-newsletter. Of the 6,620 evaluations received, 4,457 (67%) participants indicated that they would like to receive the e-newsletter and 3,968 participants (60%) indicated they would be willing for MLA to contact them to conduct follow up evaluation on the impact of the program on their enterprise.

6. Knowledge and skills audits

The aim of the pre and post assessment is to enable accurate attribution of the outcomes achieved by a particular activity. The audits consist of a number of objective (right / wrong) multiple choice questions. The final option in the multiple choice answers is 'unsure', with participants encouraged to answer 'unsure' rather than guess if they do not know the correct answer. The number of questions asked depends on the duration of the workshop and the breadth of content to be covered.

Both pre and post skills audits were delivered at 255 B & C events. Of the 3,859 B&C evaluations received 3,027 (78%) provided both pre and post knowledge and skills results.

The national average pre workshop score was 43% correct answers and the post workshop average score, 69%.

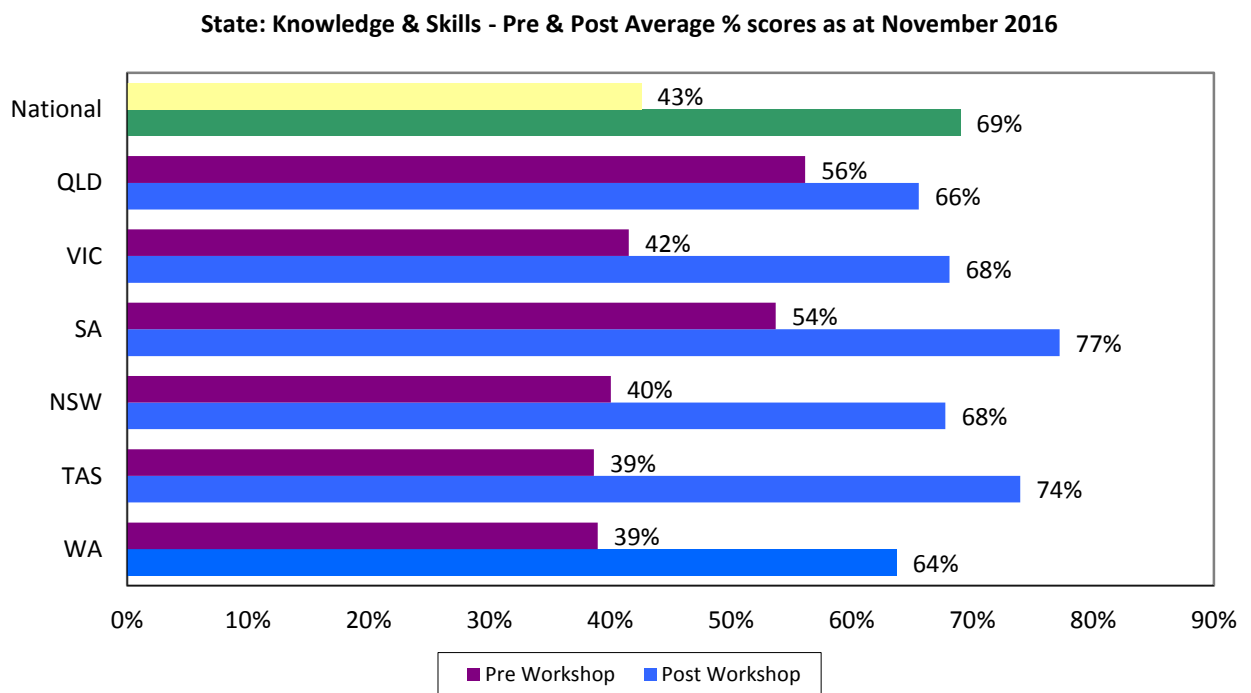


Figure 15: Pre and post knowledge and skills average score by state

6.i. Confidence

Participants are asked to self-assess with a score out of 10 how confident they feel about their ability to implement the particular topic of the workshop. This question is asked both before and after the workshop.

Pre and post confidence rating was collected from 3,859 evaluations 2,376 (62%) providing both scores. The average confidence score prior to taking part was 5.6 out of 10, and the average after taking part was 7.3 out of 10. Frequency of pre-confidence scores (orange) and post-confidence scores (blue) are shown in Figure 16.

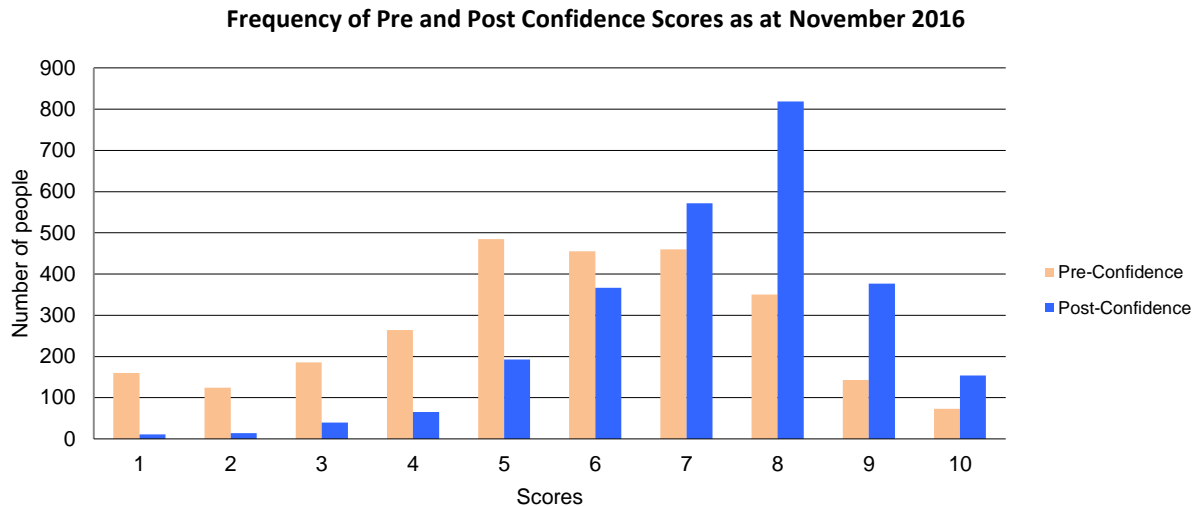


Figure 16: Frequency completion of pre and post confidence scores

7. Practice change

7.i. Intent to Change Practice

Of the 6,620 participants who submitted an evaluation 3,675 (56%) indicated an intent to change their management practices with 88% of those indicating what the change would be.

7.ii. Actual practice change

In Category B&C style events, participants are asked if they have already implemented a management practice change as a result of attending an earlier session of the activity. Nationally, 3,859 participants (returning a completed pre and post knowledge and skills evaluation form), 563 (15%) said they had changed and offered 524 details of those changes. Of these, 319 aligned with the MMfS modules.

Actual Practice Change aligned to modules as at November 2016

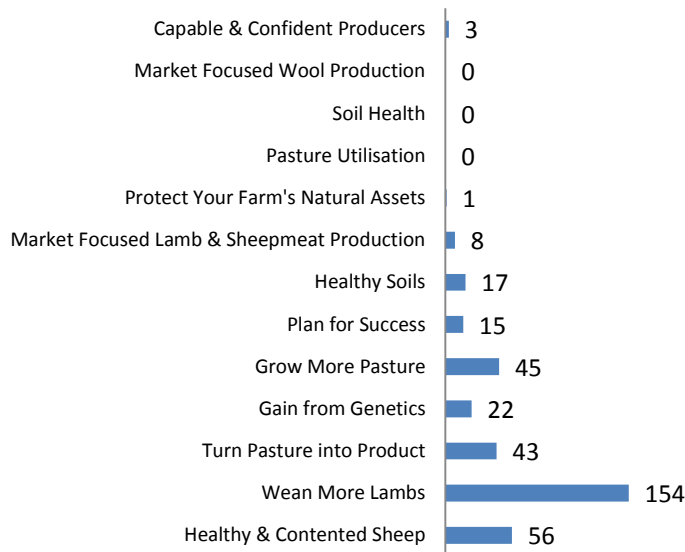


Figure 17: Frequency of MMFS modules presented

7.iii. No Practice Change

Producers were also asked the reason they had not already implemented a practice change; 429 (6%) said they had no intention to change and 4% offered a reason. The most common were that this was the first time they had attended a session (289) they were already implementing it (58) or they were not a producer (35).

8. National performance against KPIs

8.i. Participation KPI

National participation KPIs are tracking positively. Standard Operating Procedures (SOP) for calculating KPIs are in Appendix 1.

National KPI and actual participation by event category as at November 2016

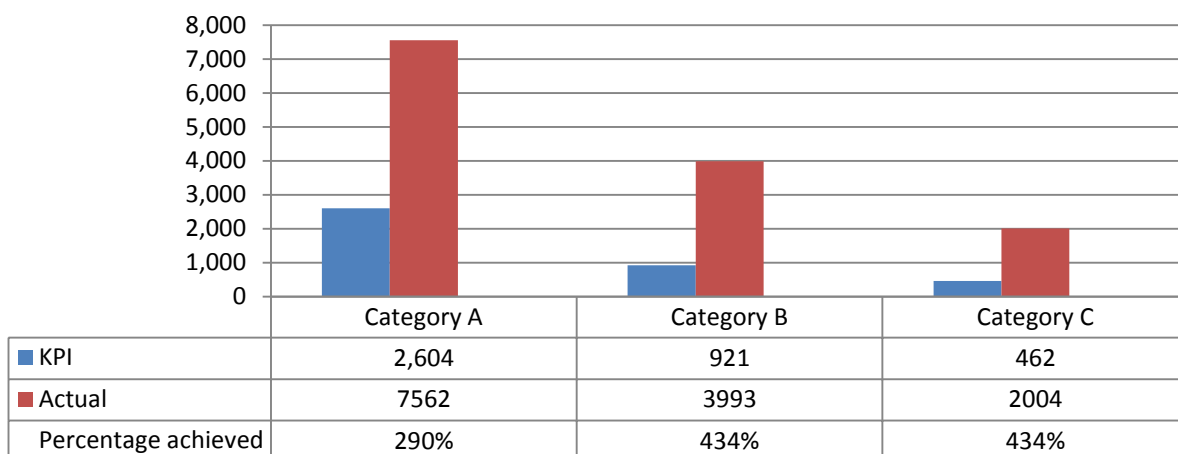


Figure 18: National participation by category

Category A Participation targets and actual participation as at November 2016

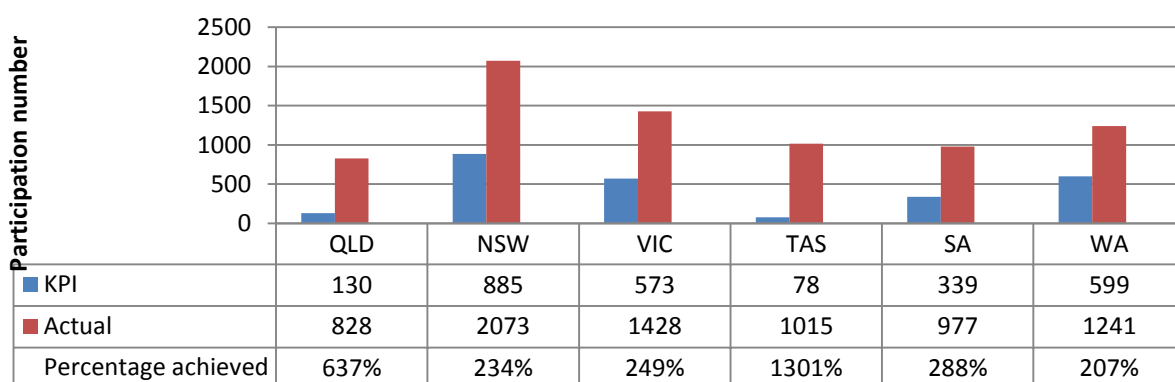


Figure 19: State based Category A participation

Category B Participation targets and actual participation as at November 2016

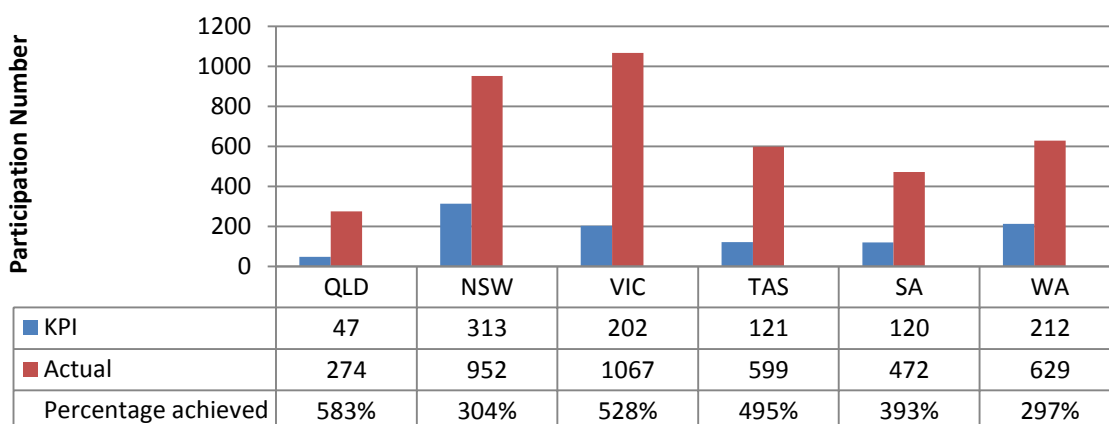


Figure 20: State based Category B participation

Category C Participation targets and actual participation as at November 2016

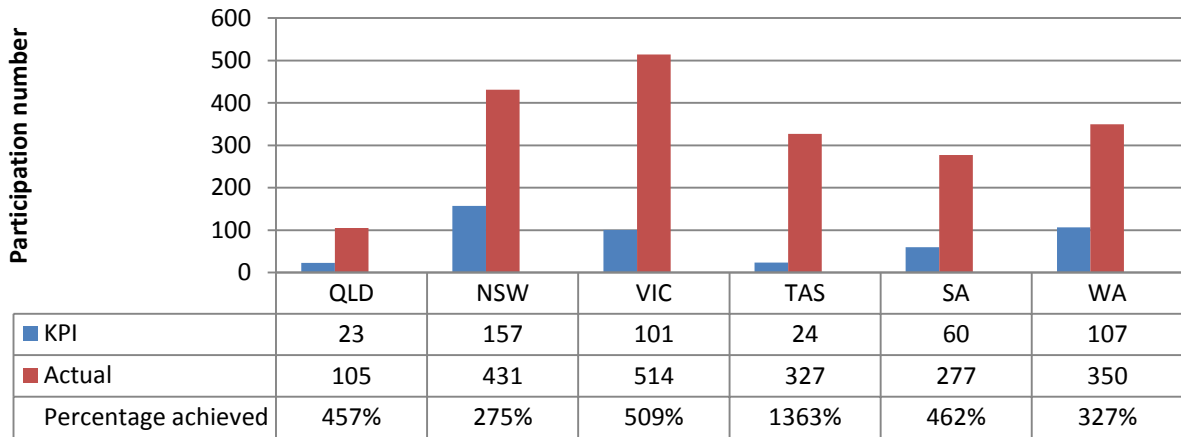


Figure 21: State based Category C participation

Evaluation return rate KPI

The MMfS target for evaluation return rate for category A events is 65%. For category B events the KPI is 80%.

Actual evaluation return rate by state and event category as at November 2016

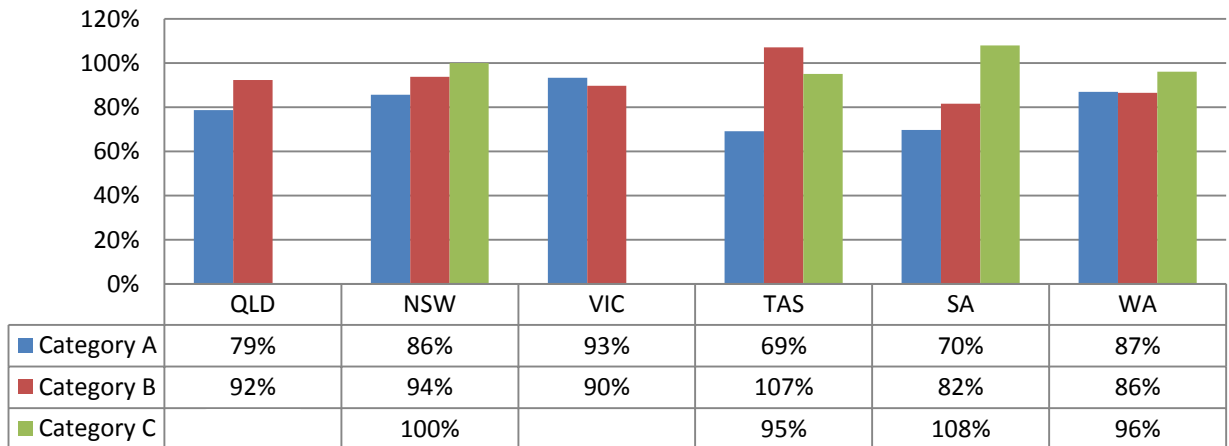


Figure 22: Evaluation return rate calculated on total participants who completed some part of the evaluation form

8.ii. Actual evaluation return rate

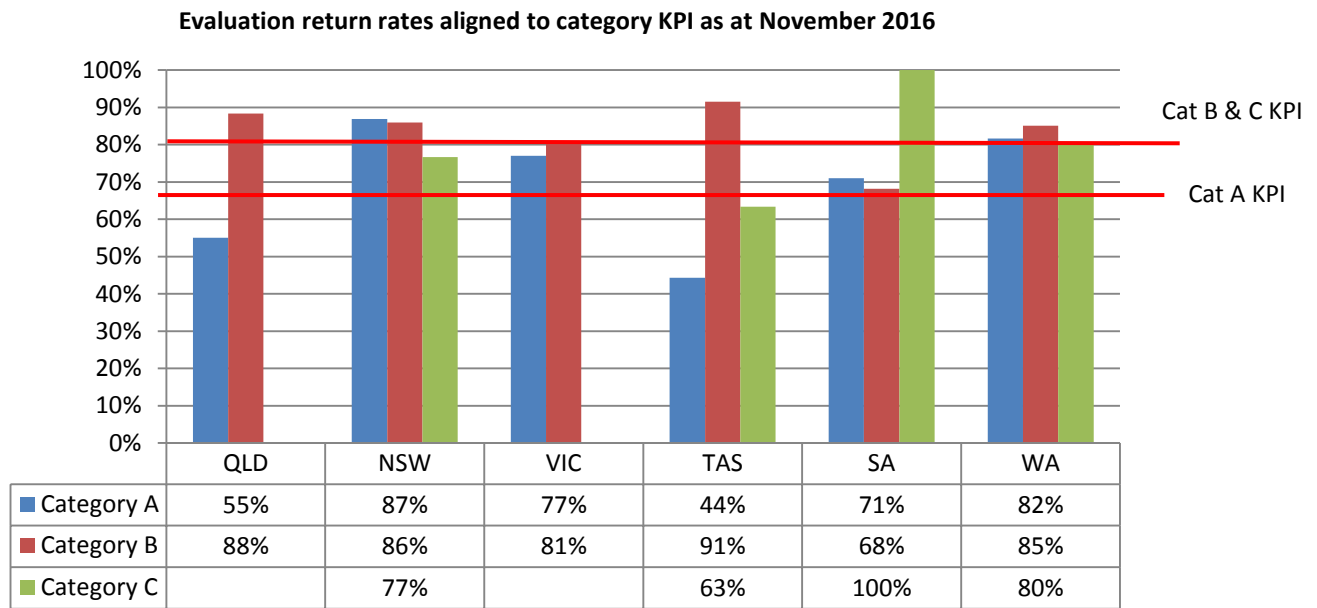


Figure 23: Evaluations return rates

(Calculated on the total number of participants who completed an evaluation form that met category required fields according to the SOP. The KPIs for each category are shown by the red lines).

8.iii. Module delivery

Eleven different modules have been delivered to date. The most frequently delivered modules are *Healthy and Contented Sheep* (96), *Wean More Lambs* (92), *Plan for Success* (82), and *Turn Pasture into Product* (59).

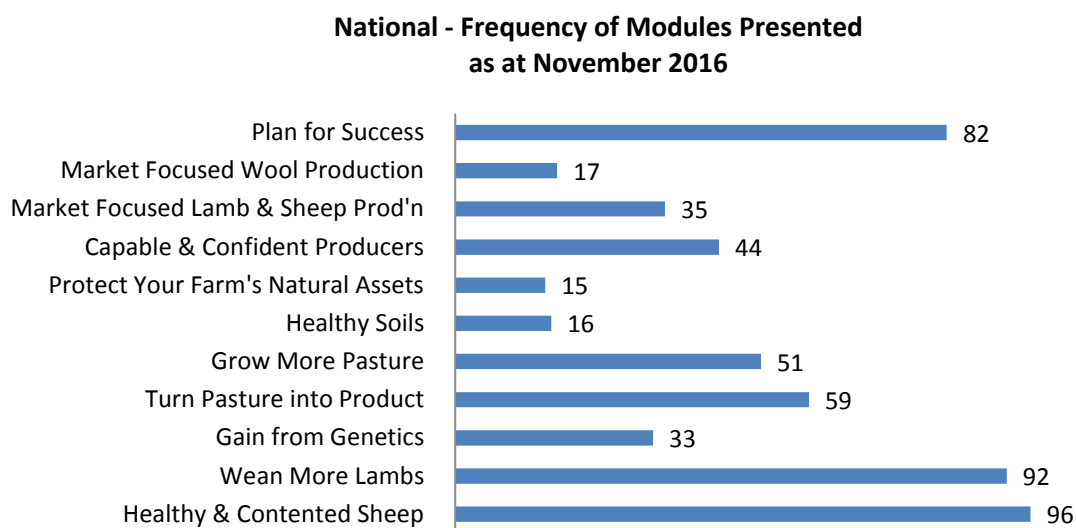


Figure 24: National module delivery

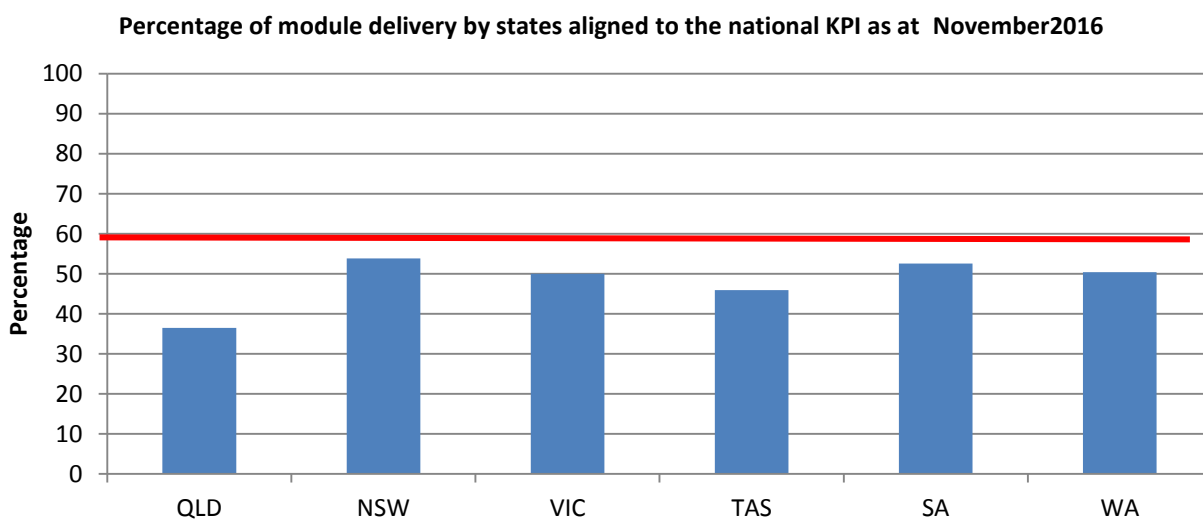


Figure 25: Priority module delivery per state compared to the KPI

In Phase I of MMfS a 60% KPI for was set for some modules. This ceased in early Phase II and has not been re-established.

9. Individual state activity

9.i. New South Wales

New South Wales (NSW) delivered 82 events to 2,073 participants. Table 1 provides the achieved evaluation return, Table 2 provides the evaluation return rate, Table 3 provides flock statistics and Figures 1 & 2 display flock and property data.

Table 1: NSW % of two year KPI target achieved for 'Number of Participants' in Category A, B and C activities

Category	As at November 2016		
	2-year target	Total to date	% Achieved
A	885	2073	234%
B	313	952	304%
C	157	431	275%

Table 2: NSW % of two year target achieved for 'Evaluation Return Rate' in Category A, B and C activities

Category	Target	As at November 2016
		Actual
A	65%	87%
B	80%	86%
C	80%	77%

Table 3: NSW participant flock characteristics

	Average	Median
Sheep Flock Size	5,017	3,000
Ewe Flock Size	3,030	1,600
Lambs Sold	1,819	1000
Bales Sold	124	70

Flock data target

The target for flock size is 15% of participants to have greater than 2000head; 64% of NSW participants across category A, B and C activities have greater than 2000 head. 79% of the NSW evaluations completed supplied flock size information.

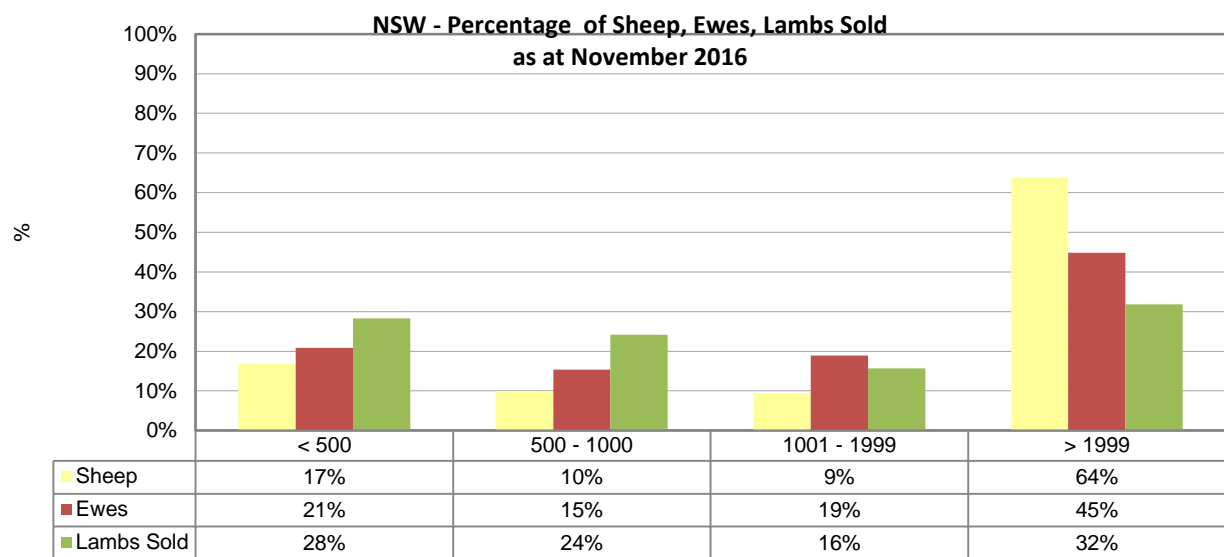


Figure 1: NSW number of sheep, ewes and lambs sold split by number of head shown as a percentage

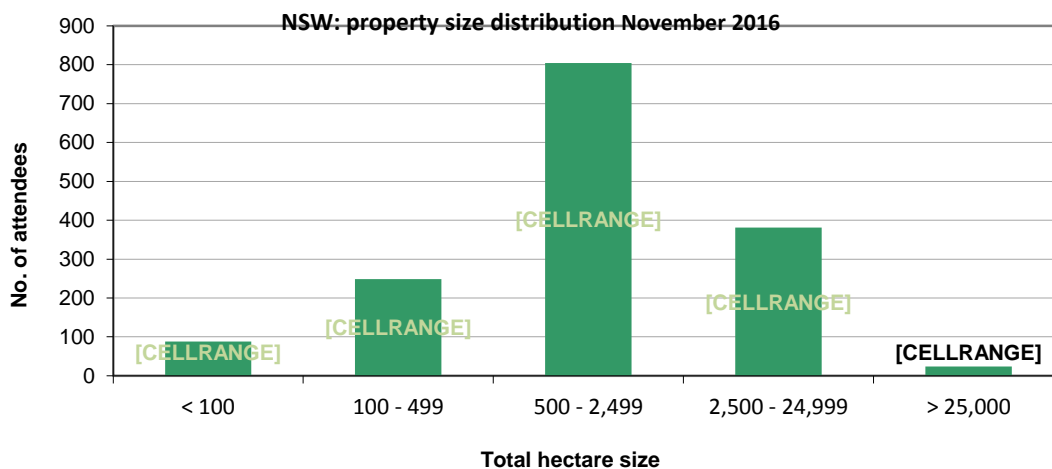


Figure 2: Frequency of property size: 50% of the participants supplied property size information, the median property size = 1,546 ha

9.ii. Victoria

Victoria (Vic) delivered 86 events to 1,428 participants. Table 1 provides the achieved evaluation return, Table 2 provides the evaluation return rate, Table 3 provides flock statistics and Figures 1 & 2 display flock and property data.

Table 1: VIC % of two year KPI target achieved for 'Number of Participants' in Category A, B and C activities

Category	As at November 2016		
	2-year target	Total to date	% Achieved
A	573	1428	249%
B	202	1067	528%
C	101	514	509%

Table 2: VIC % of three year target achieved for 'Evaluation Return Rate' in Category A, B and C activities

Category	Target	As at November 2016
		Actual
A	65%	77%
B	80%	81%
C	80%	N/A

Table 3: VIC participant flock characteristics

	Average	Median
Sheep Flock Size	4,189	2,350
Ewe Flock Size	3,139	1,500
Lambs Sold	2,106	1,200
Bales Sold	114	60

Flock data target

The target for flock size is 15% of participants to have greater than 2000head; 42% of Vic participants across category A, B and C activities have greater than 2000 head, 64% of the participants supplied flock size information.

VIC - Percentage of Sheep, Ewes, Lambs Sold and Bales Sold as at November 2016

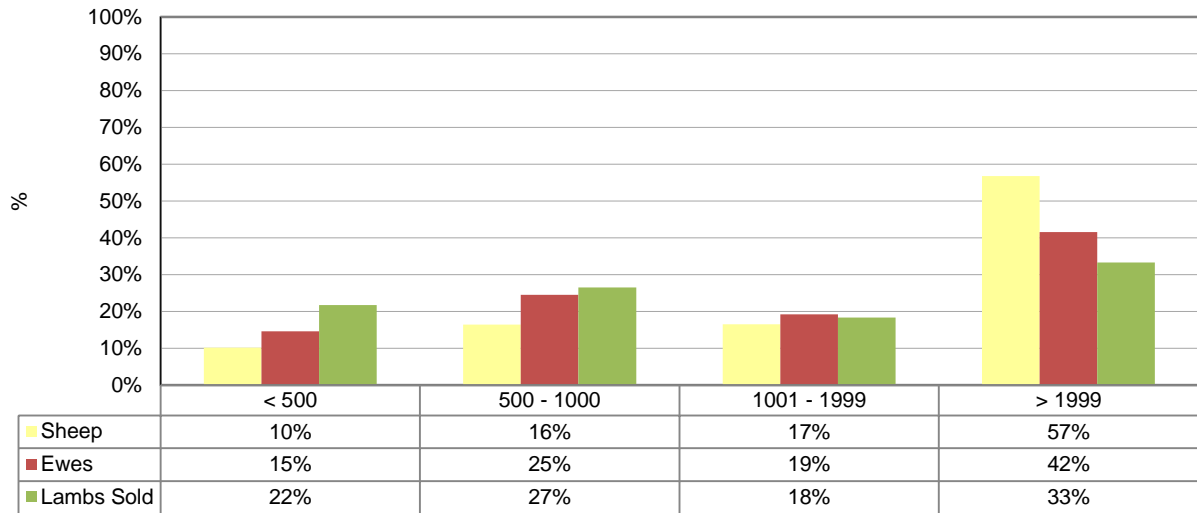


Figure 1: Vic number of sheep, ewes and lambs sold split by number of head shown as a percentage

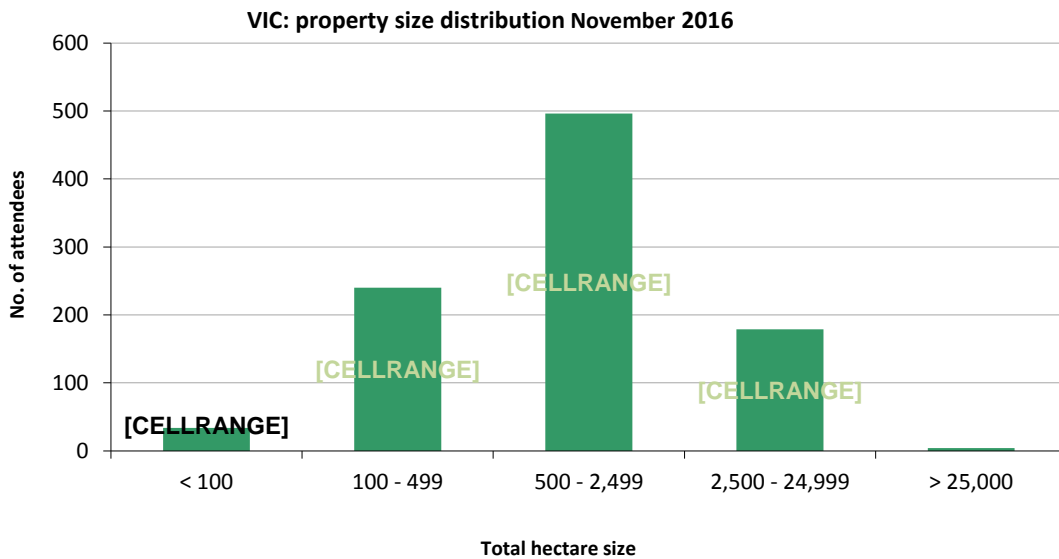


Figure 2: Frequency of property size: 953 participants (74%) supplied property size information, the median property size = 900 ha

9.iii. South Australia

South Australia (SA) delivered 51 events to 977 participants. Table 1 provides the achieved evaluation return, Table 2 provides the evaluation return rate, Table 3 provides flock statistics and Figures 1 & 2 display flock and property data.

Table 1: SA % of two year target achieved for 'Number of Participants' in Category A, B and C activities

Category	As at November 2016		
	2 year target	Total to date	% Achieved
A	339	977	288%
B	120	472	393%
C	60	277	462%

Table 2: SA % of two year target achieved for 'Evaluation Return Rate' in Category A, B and C activities

Category	Target	As at November 2016
		Actual
A	65%	71%
B	80%	68%
C	80%	100%

Table 3: SA participant flock characteristics

	Average	Median
Sheep Flock Size	2,953	2,000
Ewe Flock Size	1,682	1,200
Lambs Sold	1,293	775
Bales Sold	78	55

Flock data target

The target for flock size is 15% of participants to have greater than 2000head; 53% of SA participants across category A, B and C activities have greater than 2000 head, 73% of the participants supplied flock size information.

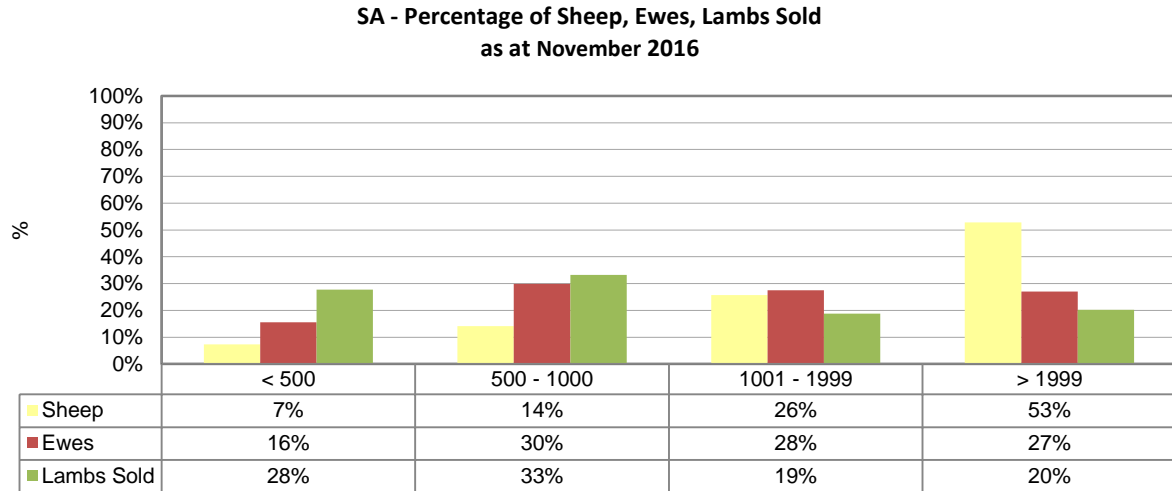


Figure 1: SA sheep, ewes and lambs sold split by number of head shown as percentage

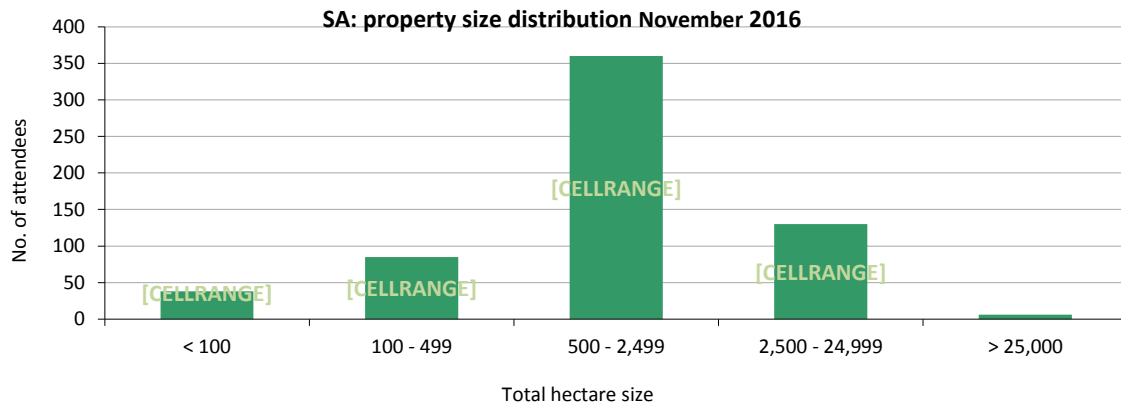


Figure 2: Frequency of property size: 619 (63%) of the participants supplied property size information, the median property size = 1,200ha

9.iv. Western Australia

Western Australia (WA) has delivered 69 events to 1,241 participants. Table 1 provides the achieved evaluation return, Table 2 provides the evaluation return rate, Table 3 provides flock statistics and Figures 1 & 2 display flock and property data.

Table 1: WA % of two year target achieved for 'Number of Participants' in Category A, B and C activities

Category	As at November 2016		
	2-year target	Total to date	% Achieved
A	599	1241	207%
B	212	629	297%
C	107	350	327%

Table 2: WA % of two year target achieved for 'Evaluation Return Rate' in Category A, B and C activities

Category	Target	As at November 2016
		Actual
A	65%	82%
B	80%	85%
C	80%	80%

Table 5: WA participant flock characteristics

	Average	Median
Sheep Flock Size	5,768	3,800
Ewe Flock Size	3,139	2100
Lambs Sold	1,873	1,200
Bales Sold	151	100

Flock data target

The target for flock size is 15% of participants to have greater than 2000head; 74% of WA participants across category A, B and C activities have greater than 2000 head, 70% of the participants supplied flock size information.

WA - Percentage of Sheep, Ewes, Lambs Sold as at November 2015

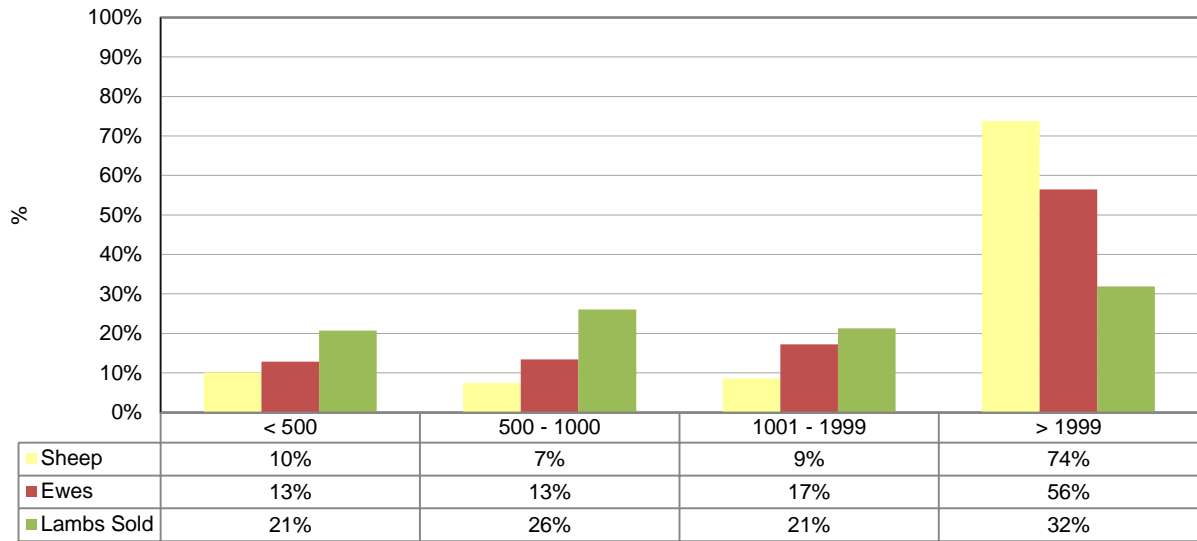


Figure 1: WA number of sheep, ewes and lambs sold split by number of head shown as a percentage

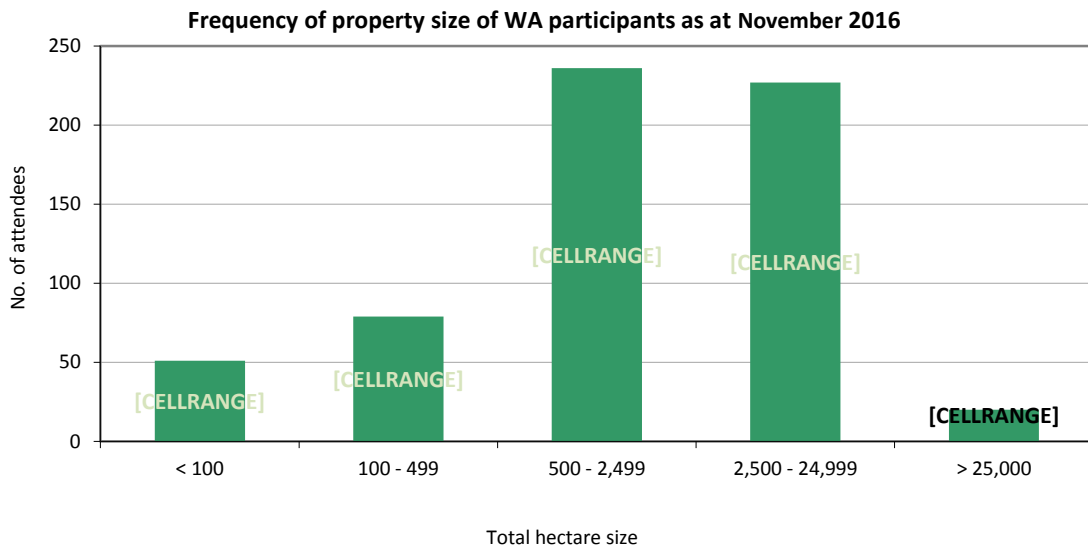


Figure 2: Frequency of property size: 57% of the participants supplied property size information, the median property size= 1,821 ha

9.v. Tasmania

Tasmania (TAS) delivered 41 events to 1,015 participants in the reporting period. Table 1 provides the achieved evaluation return, Table 2 provides the evaluation return rate, Table 3 provides flock statistics and Figures 1 & 2 display flock and property data.

Table 1: TAS % of two year target achieved for 'Number of Participants' in Category A, B and C activities

Category	As at November 2016		
	2-year target	Total to date	% Achieved
A	78	1015	1301%
B	121	599	495%
C	24	327	1363%

Table 2: TAS % of two year target achieved for 'Evaluation Return Rate' in Category A, B and C activities

Category	Target	As at November 2016
		Actual
A	65%	44%
B	80%	91%
C	80%	79%

Table 3: TAS participants' flock characteristics

	Average	Median
Sheep Flock Size	7,016	5,000
Ewe Flock Size	3,969	2,800
Lambs Sold	3,213	2,000
Bales Sold	199	118

Flock data target

The target for flock size is 15% of participants to have greater than 2000head; 71% of TAS participants across category A, B and C activities have greater than 2000 head (62% people provided information).

TAS - Percentage of Sheep, Ewes, Lambs Sold as at November 2016

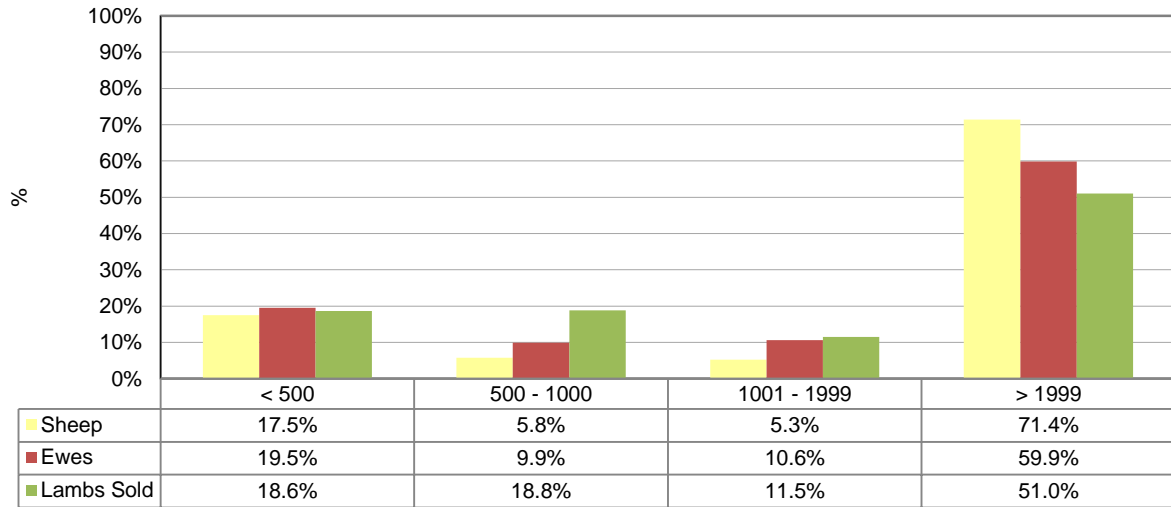


Figure 1: TAS number of sheep, ewes and lambs sold split by number of head shown as a percentage

TAS: property size distribution November 2016

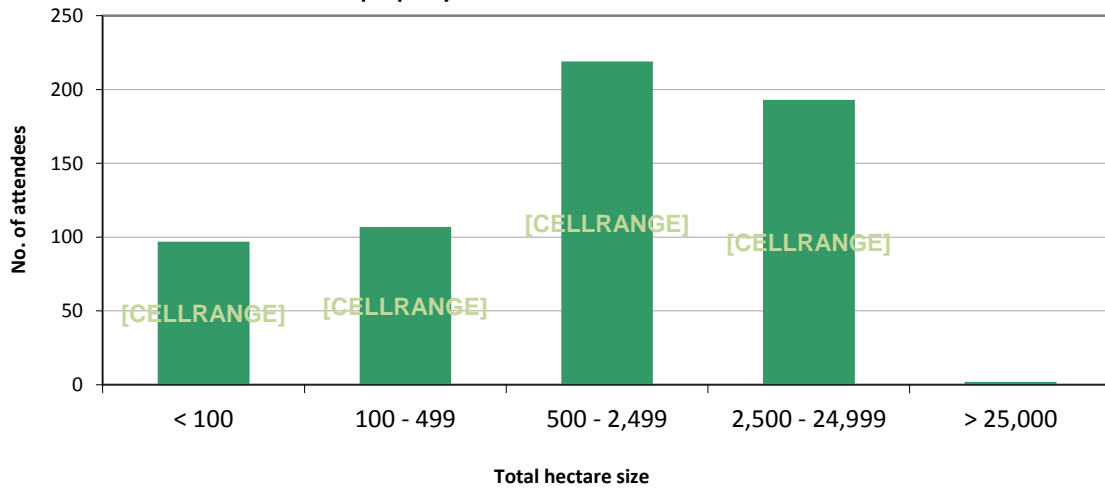


Figure 2: Property size: 61% of participants supplied information. The median property size =1,390 ha.

9.vi. Queensland

Queensland (QLD) delivered 27 events to 828 participants. Table 1 provides the achieved evaluation return, Table 2 provides the evaluation return rate, Table 3 provides flock statistics and Figures 1 & 2 display flock and property data.

Table 1: QLD % of two year target achieved for 'Number of Participants' in Category A, B and C activities

Category	As at November 2016		
	2-year target	Total to date	% Achieved
A	130	828	637%
B	47	274	583%
C	23	105	457%

Table 2: QLD % of two year target achieved for 'Evaluation Return Rate' in Category A, B and C activities

Category	Target	As at November 2016
		Actual
A	65%	55%
B	80%	88%
C	80%	N/A

Table 3: QLD participant flock characteristics

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

Flock data target

The target for flock size is 15% of participants to have greater than 2000 head; 60% of QLD participants across category A, B and C activities have greater than 2000 head, 42% of the participants supplied flock size information.

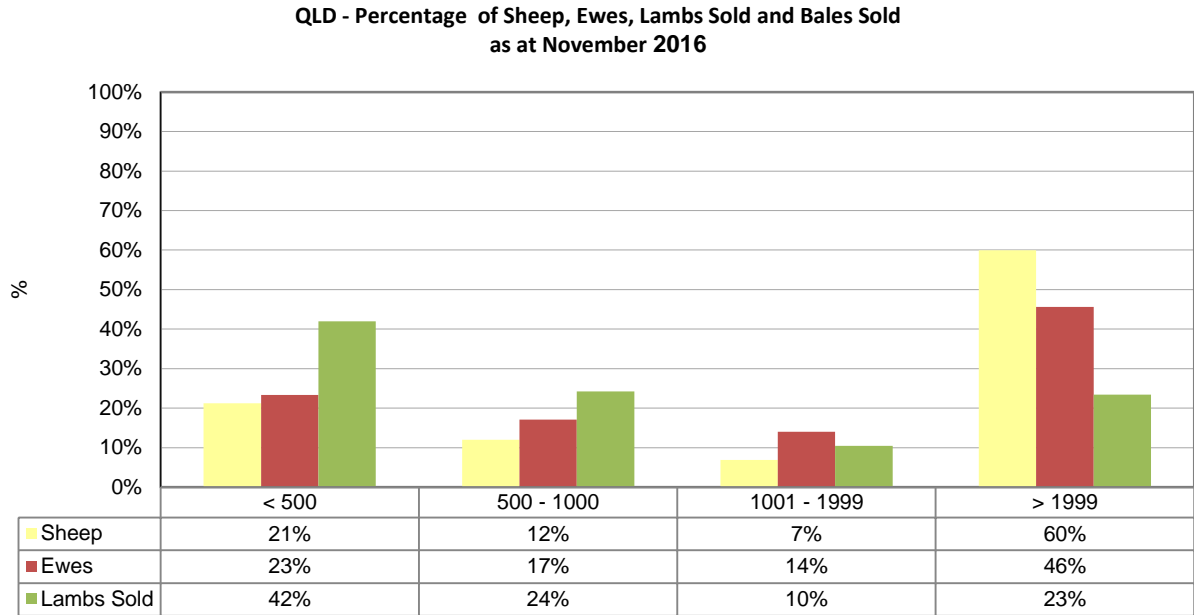


Figure1: QLD Percentage frequency for number of sheep, ewes and lambs sold split by number of head

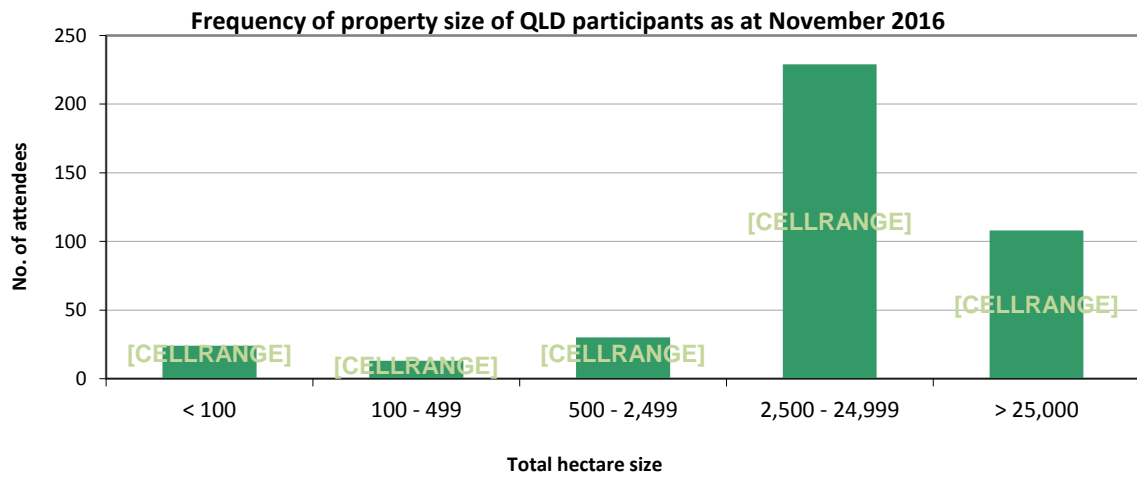


Figure 2: Frequency of property size: 59% of the participants supplied property size information, the median property size = 13,479 ha

Appendix 1: Standard Operating Procedures for counting KPI's

KPI - Number of participants (attendance rate)

Attendance KPIs are based on the following assumptions:

- Counting Category A- All participants in all categories recorded in Event Log.
- Counting Category B - All participants in Category B events recorded in Event Log.
- Counting Category C - All participants from category B&C which completed Pre and Post Skills Audit as well as completing the section that indicates "intention to change practice" Y with details or "Already Practice Change" including 'Y', details and module. Note Category C is counted twice where a 2nd module has been entered.

KPI – Completed Evaluation return rate

- Evaluation return rate KPIs are based on the following assumptions:
- Counting Category A - Category A event participants which entered in either Satisfaction, Value, Learning or Plan to Change information - Divided by Category A only Attendees from Event Log.
- Counting Category B - Category B event participants which entered in both Pre and Post K&S scores on the evaluation sheet - Divided by Category B only Attendees from Event Log.
- Counting Category C - Category C event participants which completed Pre and Post Skills Audit as well as completing the section that indicates "Intent to Change Practice" with a reason or Already Practice Change with reason and module - divided by Category C only Attendees from Event Log. Note only 1 evaluation per participant per event, modules are not counted twice.

KPI – Module Delivery Split

- 60% of all module deliveries to be made up of
 - Genetics
 - Wean More Lambs
 - Plan for Success (Business Planning)
 - Pasture Utilisation

These modules are to be spread evenly in number of times delivered.

KPI – Flock Size

Aim to target producers with larger flock sizes

- 15% of producers participating in events to have > 2000 head of sheep