

# Grazing BMP

## Evaluation Results 2015

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## Summary

The results of this independent survey of Grazing BMP participants presents evidence that Grazing BMP has influenced participant's attitudes, skills and aspirations and lead them to practice changes in their grazing business. Participants reported they were prompted to plan changes to their grazing business (across many topics), they sought out and obtained follow-up information and advice, they undertook research, determined they required additional information and training as well as reporting practice change.

Grazing BMP is made up of 157 standards across five modules. It strategically covers all aspects of the grazing business and graziers who complete all modules have the opportunity to maximise the benefit through being prompted to plan and make a change/s that enhance their grazing business sustainability and profitability.

To gather the results 69 participant interviews were conducted across the three Grazing BMP focus catchments (Burdekin, Fitzroy and Burnett Mary), which was a valid sample size. From July 2013 to June 2015<sup>1</sup> 31% of Burdekin and 23% of Fitzroy graziers completed Grazing BMP. The selection of survey participants was designed to be representative of the Grazing BMP 'population' as a whole. The data provides strong evidence that the program has had a significant positive influence on practice change across the sector in these catchments.

In general terms Grazing BMP survey participants were very positive about the value of the program, delivery process and found the project team supportive. Participants reported significant benefit from delivery in a workshop environment with enhanced learnings from the speakers, presenters and fellow graziers. The following are highlights from the survey:

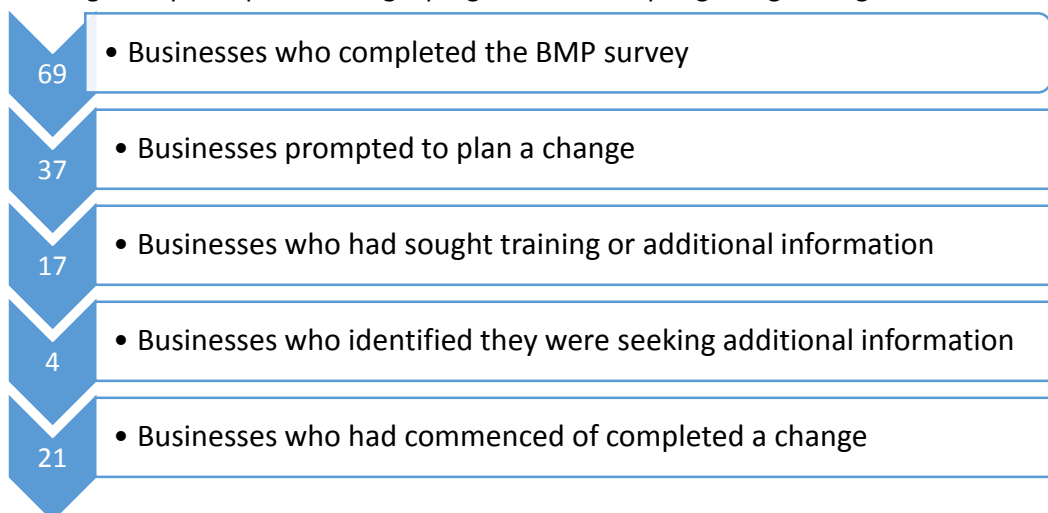
- 97% of the survey participants had made at least one change in the grazing business following grazing BMP with the top four topics reported being: herd and business record keeping, property infrastructure both water and fencing, herd management and grazing management;
- 86% of the participants were prompted to plan a change as a result of completing Grazing BMP, the top four topics were herd and business records, OH&S, grazing management and infrastructure both water and fencing;
- 77% had already sought additional information and advice on their proposed changes and for a range of topics with the top four topics being: recording keeping, OH&S, herd management and infrastructure both water and fencing;
- 68% requested additional training and the top four topics: grazing management, supplementation, business records and OH&S; and
- 94% of participants would recommend Grazing BMP to other graziers and 86% indicated they would complete a Grazing BMP reassessment.

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<sup>1</sup> Grazing BMP delivery did not commence in the Burnett Mary until October 2014.

The following figure is presented to illustrate a clear gap that was identified in the results for grazing management, a critical management topic that has a direct influence of water quality outcomes. Over 50% of the participants were prompted to plan a change through their participation in Grazing BMP with 50% of these still seeking additional information (a small number had followed-up) with less than 30% having commenced their planned change.

Grazing BMP participants 'change' progress for the topic 'grazing management'.



The results present evidence of the clear difference Grazing BMP is making with those who complete the program. There is a need to maintain the collection of data indicating what training and follow-up participants request as there is evidence that participants desire additional information and skills to support the implementation of identified changes in their grazing businesses.

When prioritising and planning training and follow-up there is the opportunity to review the areas participants have identified they plan to change. Equally there is a need to consider the areas of highest 'below industry standard' results identified when assessed against the 157 industry standards. In summary, to ensure the program maximises practice change by participants it is critical to provide support beyond the benchmarking process to ensure graziers have the necessary information, skills and confidence to plan and implement changes.

A summary of the survey results have been provided to the Paddock to Reef (P2R) team in a de-identified format which will be used to contribute to the reef report card. A follow-up independent survey of participants is planned in 2016 and 2017. The current questions and the results of the 2015 survey have been recently reviewed to ensure the questions capture data that is effective to demonstrate the impact of the project and useful to P2R reporting. The review results will be used to refine the survey questions for subsequent years.

## Grazing BMP

### Background

The Grazing BMP program is a voluntary, industry led process which assists graziers identify improved practices to enhance their long term business profitability and sustainability. In time it will allow the grazing industry to demonstrate sound environmental and ethical practices to consumers and community. Ultimately Grazing BMP is designed to foster an environment of continuous improvement to achieve sound stewardship and a sustainable and profitable grazing sector. The industry practice data generated will, in time, allow industry to demonstrate that on-farm production systems are environmentally sustainable and meet community expectations. Further it will allow the industry to transition away from regulation to an industry-driven program, underpinned by profitability, sound land stewardship and ethical production practices.

### *Grazing BMP the project*

Grazing BMP is delivered by AgForce, the Department of Agriculture and Fisheries (DAF), NQ Dry Tropics (NQDT), Burnett Mary Regional Group (BMRG), SEQ Catchments (SEQ) with delivery and project management managed by Fitzroy Basin Association (FBA). The project is focused on delivering Grazing BMP in the priority reef catchments of the Burdekin, Fitzroy and Burnett Mary and from June 2015 SEQ Catchments which drain into Moreton Bay. Grazing BMP is currently responding to the ever growing demand for the delivery of the program outside the four focus catchments across Queensland and Australia.

In July 2014, Phase 2 of the project commenced with funding from the Queensland Government through the Department of Environment and Heritage Protection (DEHP) and is funded through to June 2017. Over 30 staff across the six partner organisations are involved in delivering the program in both a full and a part time capacity.

The value proposition of Grazing BMP as a program is:

*The Grazing BMP program is a voluntary, industry led process to assist graziers identify improved practices that enhance the long term profitability of their business. It helps identify the steps required to incorporate best management practices into their enterprise. In time it will allow the grazing industry to demonstrate sound environmental and ethical practices to consumers and community.*

Within the focus catchments Grazing BMP is delivered as a 'program' in an environment of training with follow-up and extension support. Where participant graziers identify training and follow-up needs to implement their planned changes, these opportunities are made available (where resources provide) by one of the project partners and funded by Australian and Queensland Governments investments. This support enhances the likelihood of a practice change and subsequent improvement in water quality in the Reef and more recently Moreton Bay catchments.

### *Project Participation*

Grazing BMP phase 1 ran from 2013 to June 2014, focusing on delivery in the Fitzroy and the Burdekin catchments and saw 616 grazing businesses participate in Grazing BMP. The property area of those who completed the Grazing Land Management (GLM) module was 3.4 million hectares.

For the first 12 months of Phase 2 (2014-17), 415 grazing businesses completed modules and the total property area of those completing the GLM module was 3.3 million hectares.

### *Grazing BMP principles*

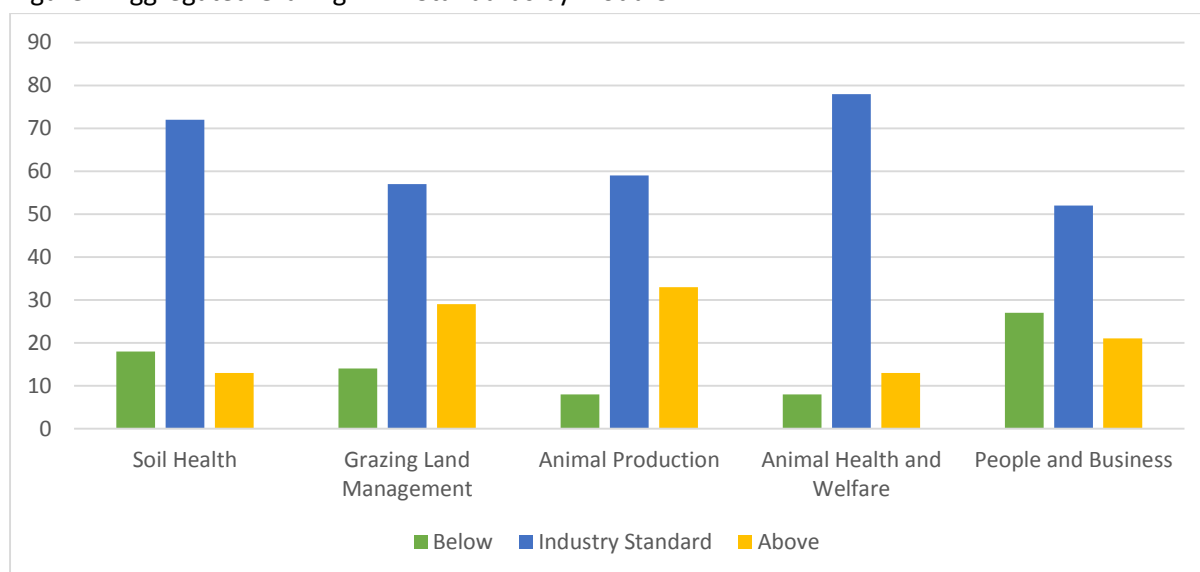
Grazing BMP is delivered in a supported learning environment which fosters the adoption of sound farm management practices and grows a culture of self-assessment. Modelled on other successful industry BMP programs (*MyBMP* and *Grains BMP*), Grazing BMP assists businesses benchmark their practices, compare their performance against industry best practice and identify opportunities for improvement (action plans).

Participants complete the modules on-line ([www.bmpgrazing.com.au](http://www.bmpgrazing.com.au)) either in a group workshop or one on one environment with both modes delivered by accredited industry facilitators. Graziers can also complete modules independently online with the offer of phone support from AgForce. Grazing BMP is divided into five modules (refer figure 1) and is made up of 157 standards. For each standard graziers have the choice of identifying their current practice at one of three levels:

- below industry standard;
- at industry standard; and
- above industry standard or best practice.

Figure 1 presents the results of below, at and above industry standard where grazing businesses rated themselves for the most recent results of July, August and September 2015. The results demonstrate that a percentage of graziers self-assessed themselves at below industry standard providing evidence that there is an element of ‘honesty’ by many in completing the Grazing BMP self-assessment process.

Figure 1 Aggregated Grazing BMP Standards by module



## Section 1 Independent Survey of Participants

### *Survey introduction*

The Grazing BMP project has an ethos of continual improvement and refinement and importantly is funded to support graziers better understand their business practices and how they compare with industry best practice. There is a particular focus on water quality improvements which are closely related to grazing land management. The goals of this evaluation were to:

- Ensure representation came from each of the project's catchments and the mode of delivery for the modules;
- Understand how they learnt of the program and what motivated them to participate;
- Gain feedback from participants on the content, process of delivery and experience of completing Grazing BMP;
- Determine what participants have changed or are planning to change as a result of their participation;
- Identify what follow-up information participants had sought and other extension support they may have received; and
- Understand if participants had outstanding follow-up needs.

### *Methodology*

The surveys of Grazing BMP participants were undertaken both face to face on their grazing property and via telephone. In some cases the questions were emailed to graziers prior to the survey being done. Wherever possible in the face-to-face interviews business partners and those of other generations working in the business, were encouraged to be involved and contribute. Approximately 55% of the interviews were conducted face to face. The interviews were undertaken from late May to July 2015.

Given all projects need to undertake monitoring and evaluation, Grazing BMP partnered with DAF in the Burdekin (DEHP funded grazing extension project), FBA (training and extension activities) and BMRG (training and extension activities) to complete a combined survey employing a single consultant. This had several advantages in: the costs were shared amongst the project partners, there was consistency in survey questions and very importantly grazing participants only dealt with one professional interviewer and 'one' survey.

Each survey was made up of two parts, Part A was common to all interviews and related to Grazing BMP whilst Parts B, C and D related to other training and extension activities conducted within the catchments by either DAF or the respective regional NRM Group (Table 1). All surveys were undertaken by one person from GR Consulting which achieved the desired consistency of questions and recording. The interviews took 45 to 90 minutes to complete. The interviewer made notes during and after the interviews and so soon as possible entered the results in a data base linked to the Grazing BMP project management website *YourData*.

Participants were selected at random from the respective databases of BMP and training and extension participants. For Grazing BMP those selected had completed at least two modules with a

range of module completions. Each of those in the survey list provided to GR Consulting were notified by email from the Grazing BMP project staff that they may be contacted and invited to participate in a survey. The majority of those contacted by GR Consulting to arrange a suitable interview time agreed to be interviewed. The survey was entirely voluntary.

Table 1 Participants interviewed in 2015 monitoring and evaluation surveys

Survey	Burdekin	Fitzroy	Burnett Mary	Total
Part A – Grazing BMP	28	25	16	<b>69</b>
Part B – FBA, training and extension support	NA	23	NA	<b>23</b>
Part C – DAF extension in the Burdekin	30	NA	NA	<b>30</b>
Part D – BMRG, training and extension support	NA	NA	15	<b>15</b>

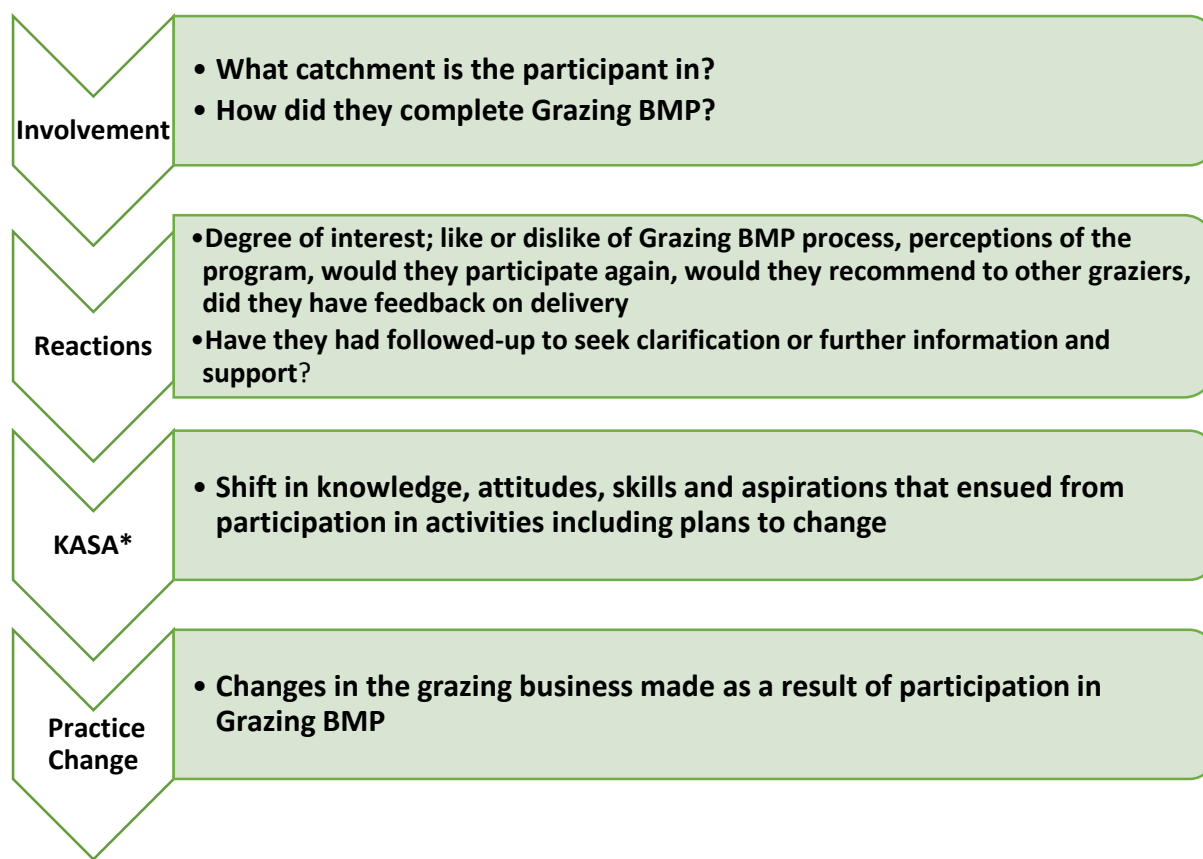
Approximately 1000 graziers had completed Grazing BMP at the time the survey commenced. From that number and the focus on seeking depth of understanding in the evaluation responses, 69 interviews represents a suitable sample size of the 'population'. The results of this survey are also considered with the Feedback results from the survey sheets completed by participants at the end of a module workshop or one on one module completion. A summary of the feedback results are presented in section 2 of this report.

### *Survey Questions*

The survey questions were designed to obtain first hand feedback from the participants. The questions were refined from the telephone survey questions undertaken at the end of the Phase 1 project evaluation (Roberts Evaluation, 2014 unpublished) and in a similar Grazing BMP face to face participant survey conducted in October 2014 (Grazing BMP Report 2015, unpublished). The survey questions were drafted to address the different levels of Bennett's Hierarchy (Bennett, 1975 & 1979), refer figure 2. The sequence matches adoption theory model steps in progressing to implement a practice change. The questions were reviewed by the DAF Paddock to Reef team with refinements contributed.



Figure 2 Bennett's Hierarchy relevant to the survey questions



\*Knowledge, Attitude, Skills and Aspirations

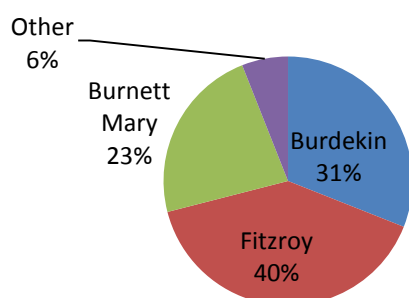
There were 13 primary survey questions and all questions are detailed in Appendix 1.

## Results

This report only presents results and discusses results from Part A – the Grazing BMP survey. A total of 69 surveys were completed across the three reef catchments of the Burdekin, Fitzroy and Burnett Mary. The following is the summarised data and responses across all questions.

### 1. What catchment are you located in?

Figure 3 Catchment of origin of survey participants



The other catchments data is due to a small number of participants managing grazing properties outside the three catchments as well as within.

## 2. What modules have you completed?

The majority of the participants had completed all five modules. Of the 69 participants, 68 had completed Grazing Land Management with the lowest number (64) completing Animal Production. In the two years (July 2013 to June 2015) 35% of those who had participated in Grazing BMP have done all five modules. For those who had completed less than five modules all indicated they would complete five modules.

Table 3 Modules completed by participants

Module	Percentage	No of Participants
Grazing Land Management	98.6%	68
Soil Health	95.7%	66
Animal Production	92.8%	64
Animal Health and Welfare	94.2	65
People and Business	95.7	66

### *Highlights and or learnings*

- The majority of the participants had completed all five modules and had the opportunity to review their entire grazing business
- Of the 1000 graziers completing grazing BMP in the three catchments approximately 325 had completed all five at the time of the survey

## 2A. When did you complete your last modules?

Table 4 Year completed last module

Year completed	Number of participants
2013	6
2014	28
2015	35

### *Highlights and or learnings*

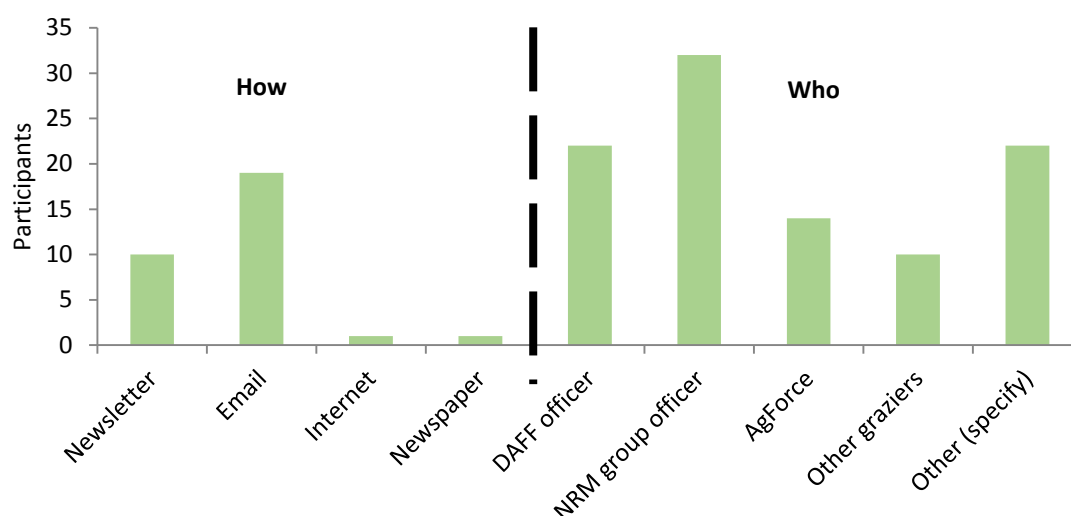
- Participation was spread over the project life including Phase 1
- Given 50% of participants had undertaken modules this year their memory of and experience would have been strong
- Given the ranges of the time between module completion and the interview, some reported planning changes and others had completed the change and some who had obtained additional advice as well as some seeking additional advice on some topics

## 3. Awareness raising - How did you hear about Grazing BMP?

Participant responses can be broken into two categories:

- What person or organisation did they hear of Grazing BMP from; and
- By what means did they hear about Grazing BMP.

Figure 4 How participants heard about Grazing BMP



Given that the project is delivered by the project partners of DAF, NRM groups and AgForce, 68% of participants heard of the program from one of these organisations. If you examine the 'other' responses, another four heard from NRM officers which brings this figure to 73% of partner organisations. Looking at the mode of hearing of Grazing BMP, newsletter and email dominate as well as personal contact, the majority of which came from a project partner officers. In summary, these results indicate that the vast majority of participants heard about Grazing BMP or were stimulated to participate by project staff.

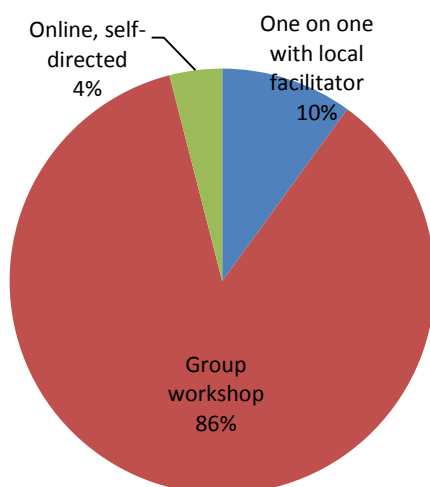
#### Highlights and or learnings

- The results reflect that the project partners have strong relationships with and a positive reputation with the grazing community which contributed to the attraction to participate in Grazing BMP
- Given the project partners used their existing networks and traditional methods to attract graziers to complete Grazing BMP there is an opportunity to widen the publicity net and attract those that we may not normally be attracted to project partners events and activities<sup>2</sup>

<sup>2</sup>In the past 6 months in the Fitzroy, the project team has used a 100% mail out of workshop flyers to targeted districts promoting an accelerated workshop series of completing five modules in consecutive days which has proved very popular and has attracted participants who have not previously participated in FBA or DAF events

#### Q4. How did you complete your Grazing BMP assessment?

Figure 5 Mode of module completion



One point to note was that a small number of participants initially completed module/s with a facilitator which gave them the confidence to complete the balance on-line independently.

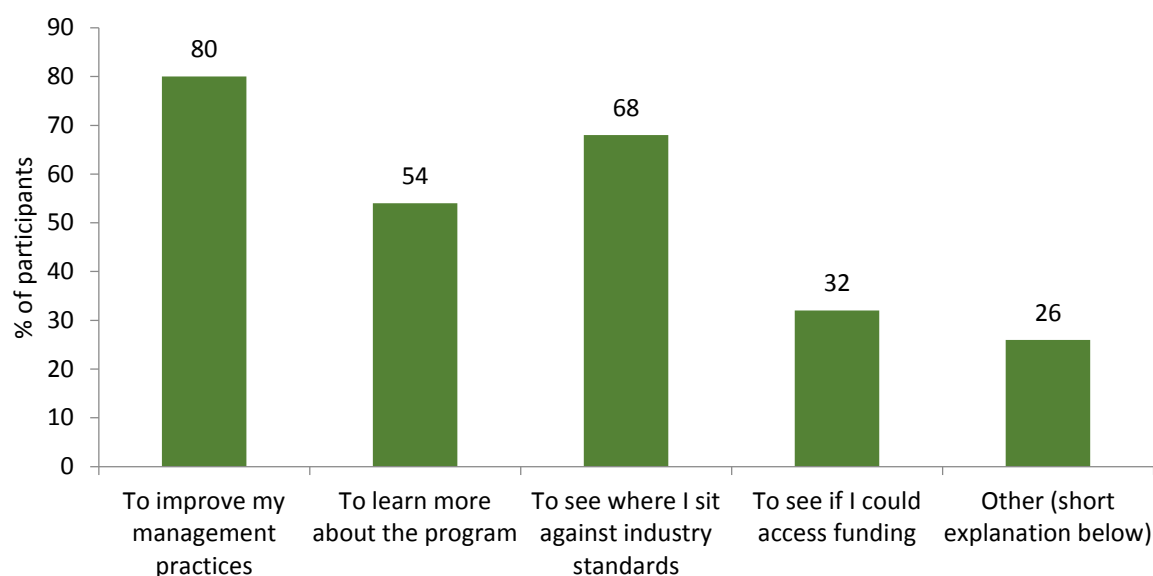
#### 5. Why did you undertake the Grazing BMP Program?

Question 5 was made up of two parts with the first part identifying their motivation and then rating each of the listed motivations. In part A, participants could choose more than one response to explain their motivations for completing Grazing BMP. In part B participants were asked to rate (on a scale of 1 to 7) the strength of their motivations for completing BMP.

As presented in Figure 6 the leading motivation for participation in Grazing BMP was to improve their management practices (80%) followed by a comparison as to where they sat against industry standards (68%), which is the essence of an industry benchmarking process. Fifty percent indicated that they wanted to learn more about the program whilst 32% were interested to see how they could access funding.

One notable theme in the 'other' responses was the five-time mentioned comment where participants said they were motivated to complete Grazing BMP so they did not want to return to Environmental Risk Management Plans (ERMP). ERMPs are a regulatory requirement which required graziers managing over 2000 hectares in the Burdekin catchment to prepare a detailed plan. Whilst the legislation is still in place it has not been applied since 2012.

Figure 6 Motivation for participation in Grazing BMP



Several examples of participant's comments about their motivations included:

*To keep up to date with management recommendations.....*

*To sustain the land for my kids to take it over and for me to produce from it as well.....*

*So didn't have to do an ERMP.....*

*BMRG are amazing! The stuff they do is really valuable!*

*To keep up to date with management recommendations.....*

*Workshops provide learning - puts the information in our heads so we can work with what we learnt.*

In the second part of the question participants rated the level of strength of their motivation. For the first one of improving management practices it rated an average of 5.5 whilst the following three rated 4.8 out of the scale of 7.

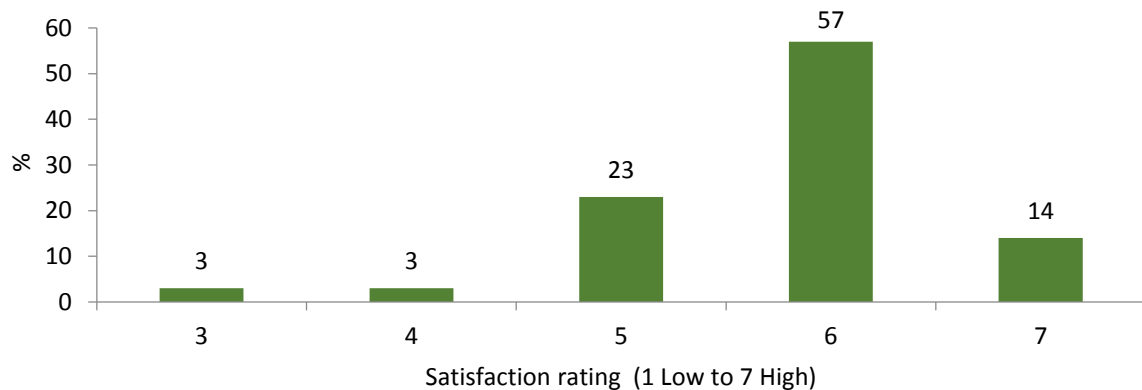
#### Highlights and or learnings

- 80% of participants were motivated to undertake Grazing BMP to improve their management practices with 68% indicated they wanted to benchmark or compare their practices with best industry standards
- The results of question five reflects the strategic nature of the program with 157 standards covering all aspects of a grazing business
- There is a clear opportunity to refine the project's promotional material communicating the message that there are opportunities for graziers to improve their grazing business management through participation in Grazing BMP including benchmarking against industry best practice

**6. Given your experience of completing modules (group, one on one) on a scale from 1 – 7 how happy/satisfied were you in the process completing Grazing BMP module/s (reactions)?**

Participants were quite positive about their experience of completing a module with an over average of 5.8 out across a 1 to 7 scale refer figure 5. Over 90% of participants rated their experience at 5, 6 and 7 of a maximum score of 7.

Figure 7 Satisfaction with process of completing Grazing BMP modules



In the qualitative section of this question, participants were asked *Any areas of delivery to change or improve?* There was limited improvement suggestions other than comments on timing of delivery and the number of modules offered in workshops. The following are a number of feedback themes:

- The majority reported that the project staff and presenters were good, helpful and delivery worked well;
- Working in a group environment with discussion was considered beneficial, shared ideas and contacts from others and reinforced the learnings from the process; and
- Grazing BMP provided an understanding and confidence to complete the remainder on line.

Several examples of participant's comments about their experience included:

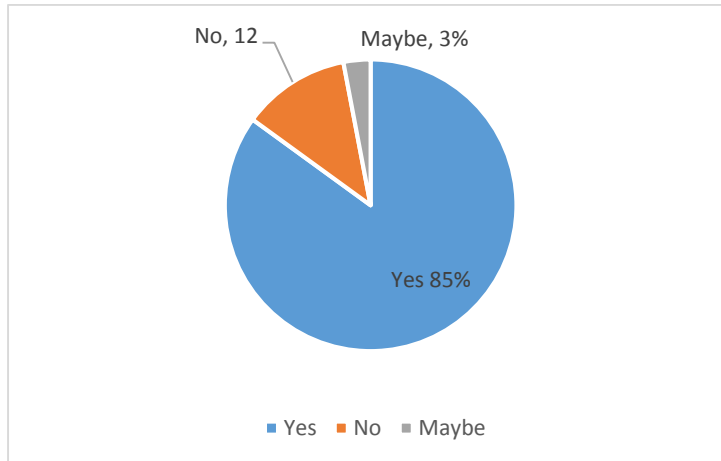
*A group is the only way to do it! There is a lot of value in hearing what others are doing.  
I do have experience with presenters and presenters were all good, some more so.....  
Computers were good and guest speakers also.....  
Well organised and run.  
Very satisfied - worked by ourselves and people could ask for assistance.....  
It would have been beneficial to have all family members present.*

**Highlights and or learnings**

- Participants rated the experience of completing modules highly with an average of 5.8
- A range of specific comments were provided with a consistent theme of the enhanced learning within a group delivery environment stimulated by the speakers, presenters and contributions from fellow graziers

**7. When completing Grazing BMP did you identify any changes (grazing practices, livestock management, business management etc) that you are considering implementing in the next 12 months (attitude shift)?**

Figure 8 Identification of changes to your businesses

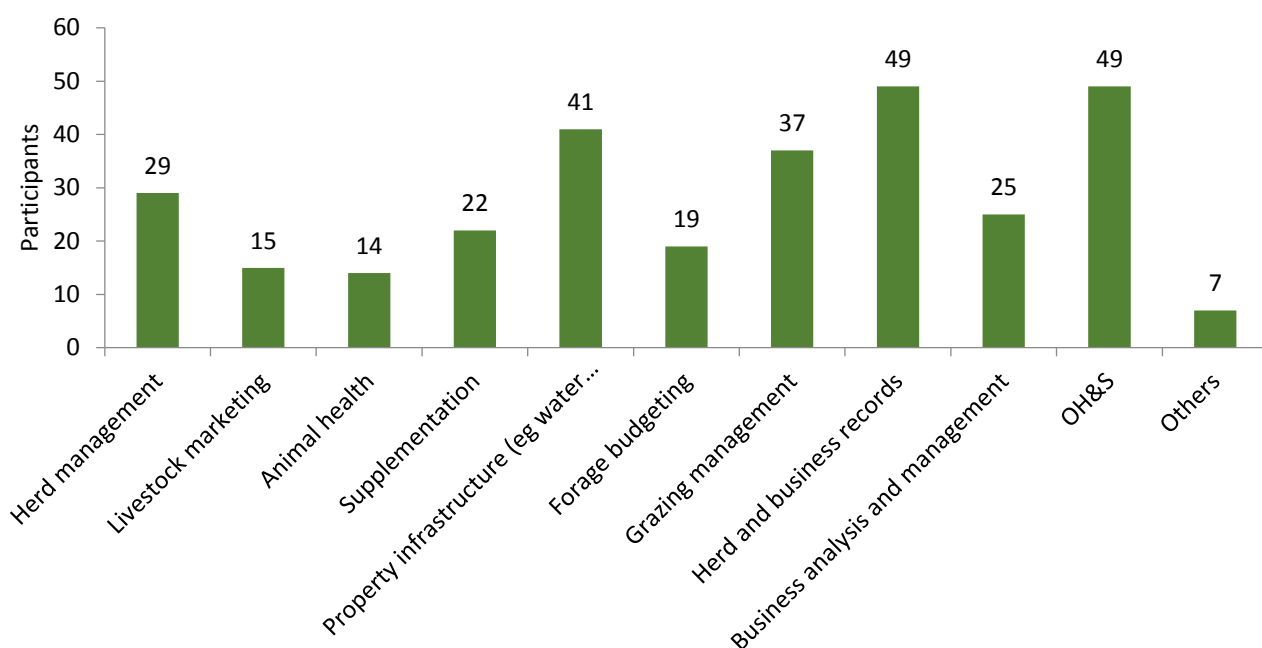


A significant majority of participants said they identified a change or improvement they wanted to make in the next 12 months which is consistent with the participant's attitude identified in question 4 where 80% said they were motivated to complete Grazing BMP to improve their practices. The second part of the question asked what area of change they were considering. The results identified in figure 9 reflect the strategic nature of Grazing BMP which benchmarks all aspects of a grazing business. The 'other' areas included: not to overstock, planning to undertake forage budgeting, complete succession planning, shift breeds and reinforced what they are currently doing.

Several examples of participant's comments about changes to their business include:

*A key message is not to overstock. We intend to do forage budgeting in the future.  
Communication e.g. family succession.....  
Triggered alerts in most of these areas about things that can be improved.....  
It also confirmed and reinforced other things we are doing are appropriate.*

Figure 9 Proposed changes and improvements\*

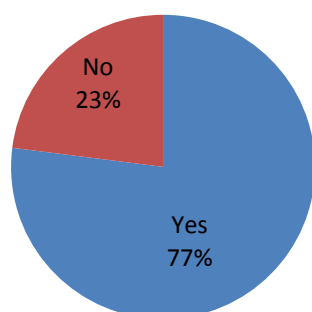


\*Participants could identify more than one area of change

Highlights and or learnings
<ul style="list-style-type: none"> <li>The vast majority of participants reported that Grazing BMP prompted them to plan a change to their grazing business</li> <li>The leading four proposed changes of are: herd and business records, OH&amp;S, grazing management and infrastructure both water and fencing</li> </ul>

**8. Further information and research follow-up (reactions): Have you undertaken any further research or made any enquiries (talk to DAF/NRM officer/consultant/other grazier) about the changes or improvements?**

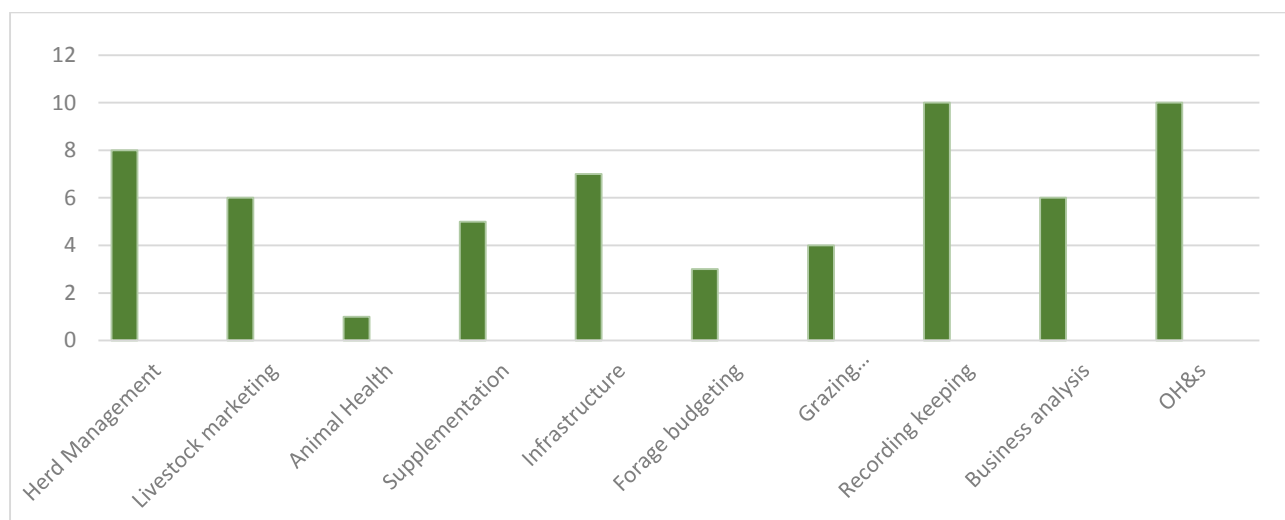
Figure 10 Percentage who indicated they had sought additional information following Grazing BMP



The second part of the question ('if so' what?) was designed to identify what topics participants sought additional information and advice on. Many participants had sought additional information on multiple topics.



Figure 11 Topics participants had sought out additional information and advice following Grazing BMP



#### Highlights and or learnings

- The majority of participants reported that they not only planned a change but sought out additional information and or undertook research
- Many sought out information/research on multiple topics
- The data further reinforces the benefit of providing follow-up support including training tailored to the needs of the grazier and changes they may be motivated to implement

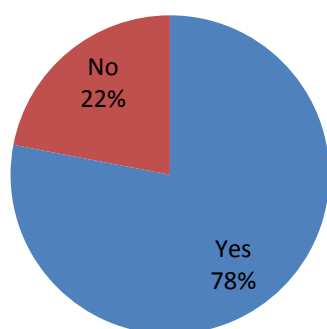
Questions 9 and 11 were similar and are reported and discussed as one.

**9. As a result of completing BMP modules have you identified training you want to increase your management skills and knowledge (including attending a field day or workshop)?**

**And**

**11. To make the most of you Grazing BMP modules is there any other training topics you would like to undertake (reactions)?**

Figure 12 Participants seeking additional training



As identified the majority identified they are still seeking training and support. The second part of the question was 'if so what training is required?' the top four were grazing management,

supplementation, business records and OH&S. As might be expected there is a strong relationship with the topics that participants identified and what they are seeking to change.

Figure 13 Training topics identified by participants and training completed\*



\*Participants could identify more than one topic.

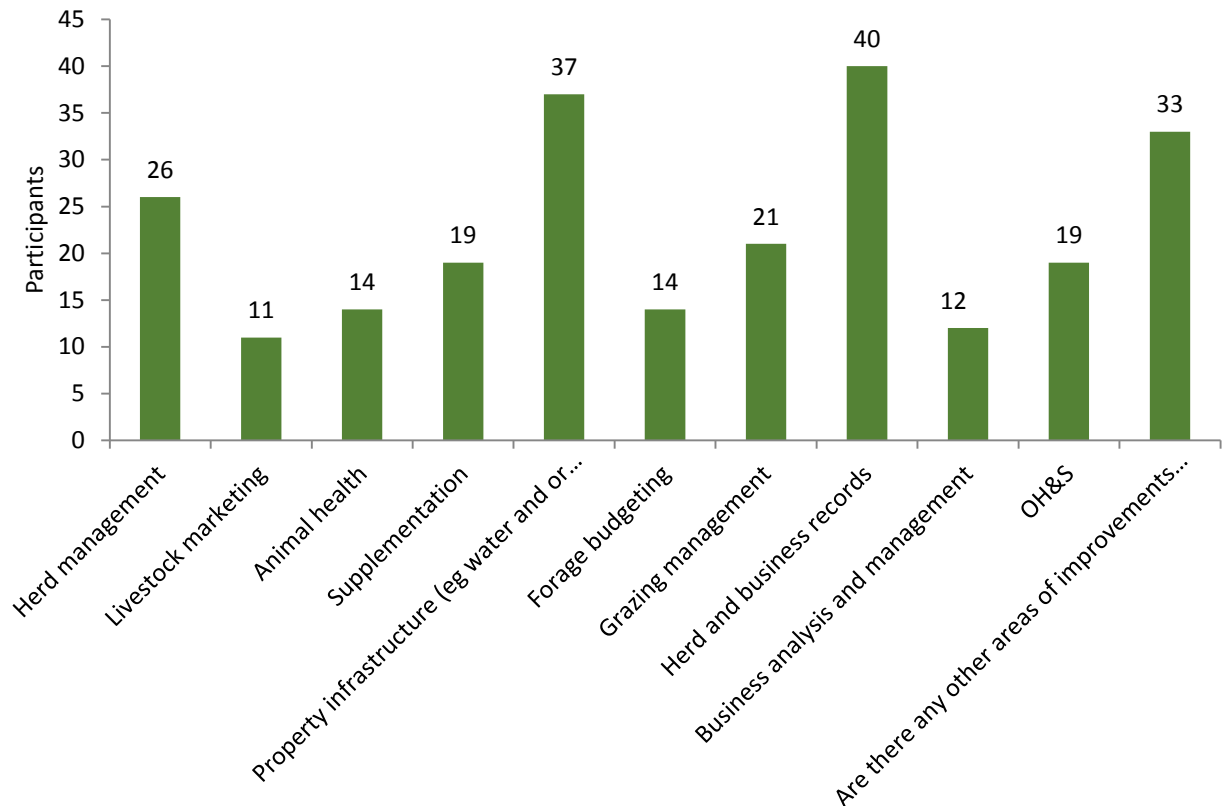
The third part of the question was 'had they completed training?' with 40% indicating they had participated in training and the topics and participant numbers are detailed in figure 13.

#### Highlights and or learnings

- Following on from the previous question the majority of participants reported that they were still seeking further information, training and/or advice for other topics on which they had already obtained information themselves
- The top four are grazing management, supplementation, business records and OH&S
- Many of the participants indicated they were seeking training in a range of multiple topics
- The results present consistent evidence that participants had attended training or sought advice post completing Grazing BMP modules
- This demonstrates the value of follow-up with graziers and support them obtaining the training, information and advice that they identified they needed as a result of completing Grazing BMP. Importantly this would maximise the likelihood of a change being implemented

**10. Completed improvements: Have you commenced or completed any changes or improvements in the following areas?**

Figure 14 Implementation of changes identified through Grazing BMP



Of the total of 59 participants 57 reported that they had made at least one management change post completing Grazing BMP and many had commenced and or completed several changes in management. This result together with the high percentages who reported being stimulated to plan a change (86%), had sought out information and advice (77%) and are seeking further training (68%) reflect the positive influence Grazing BMP in the three focus catchments. Further, the diversity of areas in which participants are planning and have made changes reflects the strategic and comprehensive nature of the Grazing BMP program.

Several examples of participant's other areas of improvement include:

*Take photos of much of what goes on in management and include site or topic of photo - is a record.....*

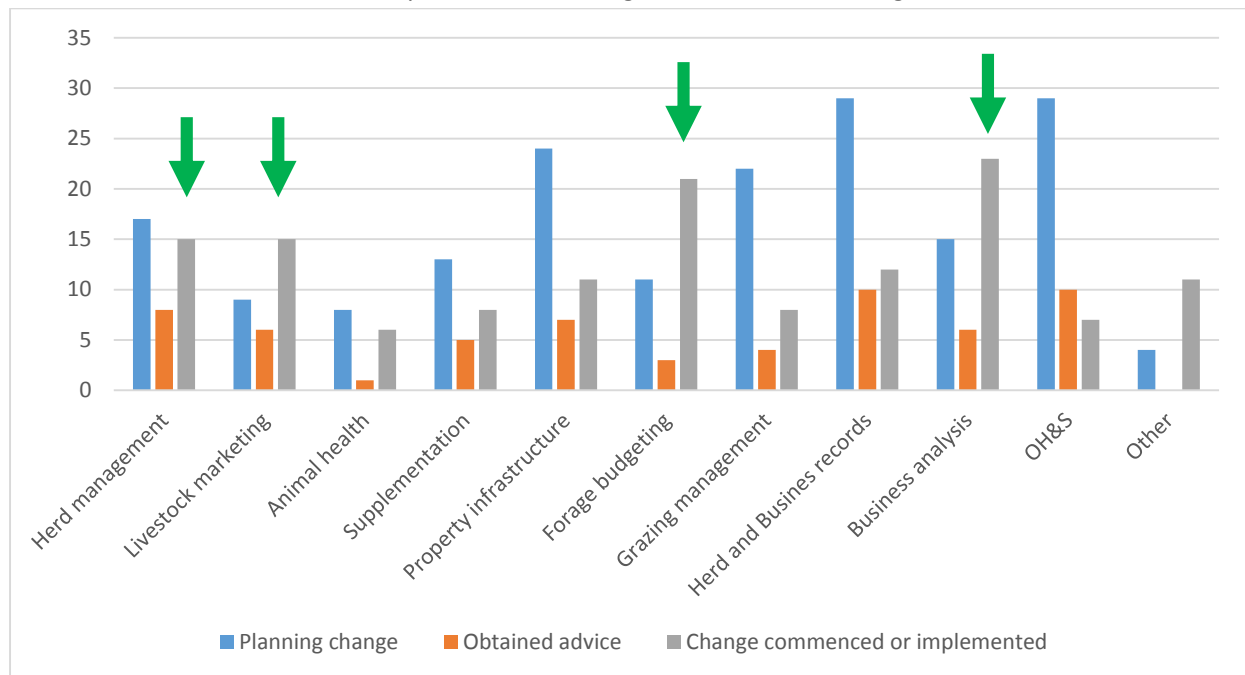
*Have started property mapping.....*

*Now spreading troughs so cattle don't have to walk so far to water and to improve utilisation of available feed.*

*Have soil tested in one paddock and want to do more paddocks to decide how to improve the soil.....*

*Grazing management - am now doing more with rotational grazing that is planned.....*

Figure 15 Comparison of participants planned changes, those that obtained information/advice and those that had commenced or implemented a change as a result of Grazing BMP



#Participants could nominate more than one topic area

Figure 15 combines participant's responses to:

- changes they are planning by topic;
- areas in which they have sought advice (follow-up and training) by topic; and
- topics where they have made changes

For all topics participants indicated they are planning changes with a smaller number seeking additional information and advice. Looking topic by topic a similar number or more participants have indicated they have commenced or completed a change then planned a change (green arrows):

- herd management
- livestock marketing
- forage budgeting
- business analysis

The results further reflect the continuum or journey that graziers take in that they may see a need to make changes and make improvements in their business or are stimulated to plan a change (in this case by Grazing BMP), they then may seek out additional information and advice prior to implementing that change. These results will influence the development and planning of follow-up support by Grazing BMP project partners.

Several examples of participant's other areas of training include:

*Property mapping*

*Want us to attend a GLM course*

*Information about succession - something to portray how to work between the generations - e.g. personality type MBTI to explain why people do what they do*  
*Learnt in GBMP that the choice of type of supplement is important so will be finding out more about the lick we feed stock in the dry.....*

#### Highlights and or learnings

- There is a significant variation in the continuum between planned change, advice obtained and changes commenced and or implemented as illustrated in figure 13
- The majority of participants reported they had made at least one change upon completing Grazing BMP and many had commenced and or implemented several changes in management
- The significant level of management changes reported by survey participants may be taken as indicative of the wider population of Grazing BMP participants as the survey was representative of the population of all participants across the 3 catchments who had completed Grazing BMP
- The results indicate that Grazing BMP has contributed to the majority of participants planning and implementing changes in management upon completion of grazing BMP

## 12. Is there any assistance you want to help you make any change?

The vast majority (80%) of the participants answered positively to this question and the topics requested reflected their planned changes as presented in Figure 7. The assistance requests are presented in Table 7, with the majority being workshops and field days. However there is assistance requested in the form of one on ones and skills training such as AI and pregnancy testing. The level of requests for workshops and field days as the preferred delivery mode for assistance shows landholders are choosing a less intensive form of delivery (refer table 6). This is aligned with the stronger preference for Grazing BMP to be delivered in a group workshop setting because of the value they identify with that mode. In other questions participants reported that their learnings were enhanced in a group environment.

Table 5 Topics that participants were seeking further information and advice

Area of Improvement	Additional training requested
Grazing management	10
Forage budgeting	7
Business analysis	7
Supplementation	6
OH&S	6
Record keeping	5
Herd management	3
Livestock marketing	3
Infrastructure	2
Animal health	1

Table 6 Delivery modes requested for additional information

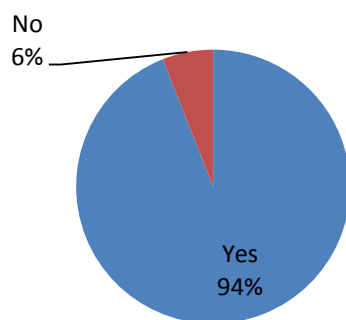
Mode of assistance	Number
Workshops	34
One on one	13
Field days	6
Skills training	4
Videos	3
Personal development	1
Publications	2
On line material	1

#### Highlights and or learnings

- Logically and consistently the topics that participants were seeking additional information reflected the area of change that were planning
- The level of requests for workshops and field days as the preferred delivery mode for assistance shows landholders are choosing a less intensive form of delivery

### 13. Have you or would you recommend Grazing BMP to other graziers?

Figure 16 Grazing BMP endorsement



Some examples of why participants would recommend Grazing BMP:

*Informative, practical and most beneficial.....*

*Because it is good to get a benchmark of where you are at compared to the industry.*

*Because it makes you think of the things that you need to do.....*

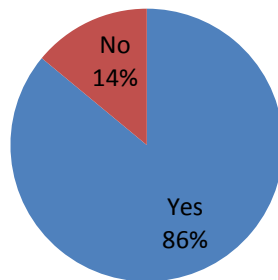
*Because most don't know how to manage at a landscape level.....*

*Because we know it improves management.....*

*It can make you really aware of business weaknesses and where you sit in the industry benchmark.*

#### 14. Do you think you will complete another Grazing BMP module/reassessment?

Figure 17 Do you think you will complete another Grazing BMP module/reassessment



The following are quotes from participants about reassessment:

*We lead complex lives and we need to remind ourselves of what needs doing.....*  
*We would include other family members.*  
*To see what the changes we have made against what we said we would do.....*  
*It can reinforce the direction you are heading.....*  
*It is good to take a refresher and about 18 months would be a good timeframe.*

The Program has set two years as the period prior to undertaking a reassessment. The results of question 13 and 14 present a positive endorsement of the program and its delivery as well as a desire to return in the future and undertake a reassessment.

#### General and summary observations by GR Consulting

- Project staff well regarded
- Presenters good and well qualified and listened to feedback
- They valued the workshop, it was grounded, knowledgeable and creditable
- There has a regional difference – Fitzroy and Burnett Mary similar, a difference in approach and influences on graziers in the Burdekin
- ERMPs not 'loved' message was clear, feedback included we don't need ERMPs, sort out those that are not doing the right thing
- Benefit in more time at the workshop and time to hear from peers and presenters (one person said that their workshop was too small)
- A sense that participants would redo BMP after 2 years which matches our 'life' of a module
- No survey fatigue , only one or two refusals, several unavailable, this response was in many ways influenced by positive organisation reputations and perceived value of Grazing BMP
- Suggestion of a standard related for alternative grazer management in non-main stream eg biodynamic (more in the Burnett Mary)
- Need to ensure the handout material aligns with the workshop presentations

## Section 2 Grazing BMP workshop participant feedback results

### *Findings Summary*

The majority of grazier businesses complete Grazing BMP modules in a workshop environment although this varies across catchments. As part of the program's monitoring and evaluation workshop participants were requested to complete a feedback survey at the end of each workshop (refer appendix 2). This section presents findings from those completing five modules at a one day workshop or completing five modules on consecutive days.

The majority of five module workshop participants considered they were better informed as a result of completing Grazing BMP with 95% of participants indicating they had plans to make changes and or review their action plan (where they had identified changes).

Two significant areas for planned changes noted in the workshop feedback and the survey are: record keeping and OH&S. Both are key areas in the People and Business module. Grazing BMP as a whole and specifically, for a range of standards, prompts participants to consider and plan a more businesslike approach and to better address their responsibilities for farm safety.

There is a need to maintain the collection of data to identify what participants request by way of training and follow-up as there is strong evidence that participants desire additional information and skills to implement and complete changes in their grazing businesses (that have been prompted by Grazing BMP participation). These results reinforce the findings of the survey presented in section 1.

There is a need to better align the survey and feedback forms to ensure there is consistency of topics for areas of change and training needs.

### *Introduction*

Graziers complete Grazing BMP modules in a number of delivery modes and formats. In summary participants can complete Grazing BMP modules in three different modes:

- In a workshop environment with facilitator support;
- In a one on one environment with facilitator support; and
- Independently on-line with the offer of phone support.

Driven by local need and grazier demand workshops are designed to have participants complete any number of modules. In the Burdekin where graziers come together for a workshop they typically complete all five in a day, this is driven by participants need to travel extended distances and the current adverse seasonal conditions.

Whilst in the Fitzroy and Burnett Mary the workshops have, until recent times, offered the completion of two by two modules/day workshops followed by a single module workshop to complete People and Business. More recently through the 'accelerated' series of Grazing BMP saw two modules completed in day one of the workshop with three modules on day two. The workshops are held on consecutive days. In the majority of workshops module completion is complemented by



speakers providing technical knowledge and research findings as well as facilitated discussion. Table 7 details the number of modules completed under each mode of delivery.

Table 7 Process of completion for Grazing BMP modules

Workshops (one day)	One on one	On-line self-directed
One module	Five modules	Between one and five modules
Two modules		
Three modules		
Five modules		

### *Workshop Feedback*

As a program Grazing BMP has the mantra of continual improvement both in the program and delivery as well as for graziers to foster practice change. To this end the project gathers feedback from participants in a number of ways. In section one of this report the independent follow-up survey was described with results presented. The project also monitors through the collection of feedback at workshops. Feedback sheets are requested to be completed by Grazing BMP workshop participants as well as those completing through facilitator supported one on one delivery.

The feedback has a threefold purpose. Firstly to refine delivery including venues, speakers, delivery modes and the Website. The second is to understand how completion of the module/s and the workshop increased participant's knowledge and skills. Thirdly and most importantly to better understand the impact of module completion on participants (where they prompted to plan changes). Through the workshop feedback and independent surveys the project seeks to quantify what management changes participants may have been motivated to plan, implement and complete change in practice in their business together with any training and extension support they are seeking. This section of the report presents data on the immediate responses to module completion by participants and any further assistance and the training that graziers identify.

### *Methodology*

Feedback sheets are tailored to the specific delivery mode with an example of the feedback sheet for the five module workshop attached in Appendix 2. All feedback sheets gather the same core data but are formatted to reflect the modules completed and delivery mode. DAF takes the lead for the feedback sheet design, coordination of data collection and presentation. The forms can either be completed on line (as part of a workshop) or by hard copy.

The forms, data and summary report are managed and stored on the YourData/QualData site which is part of the Grazing BMP Project Management site (<https://grazingbmp.teamwork.com/dashboard>). All project partners have access to this site and it have been tailored to the needs of the project and the project staff.

### *Results*

The following feedback data has been aggregation from the five module workshops completed in 2014/15 (Phase 2). For the 12 months data has been summarised from 70 workshop participants who completed five modules in a one workshop and or completing five modules over two consecutive days in a workshop (accelerated series). Results are also presented for one on one

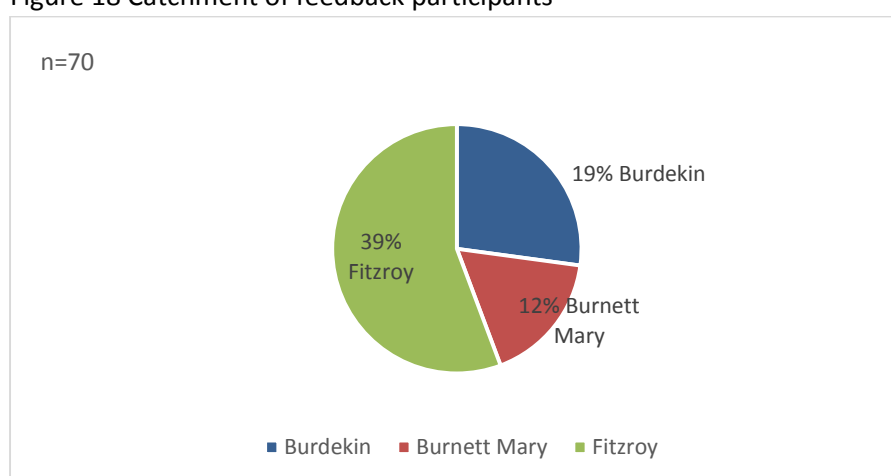
delivery and each of the five modules and are available at <http://qualdata.net.au/surveys/grazing-bmp/>.

Not all workshop participants provided responses for each question, accordingly the number of responses varies across the data sets (n=).

### *Participant Numbers and Catchment*

The results are drawn for 13 workshops across the three focus catchments that Grazing BMP was delivered in (Burdekin, Fitzroy and Burnett Mary). The workshops all delivered five modules, refer figure 18. Of the 70 participants 56 were grazer business participants and the balance workshop participants from the agriculture supply chain (eg banks, resource company representatives etc).

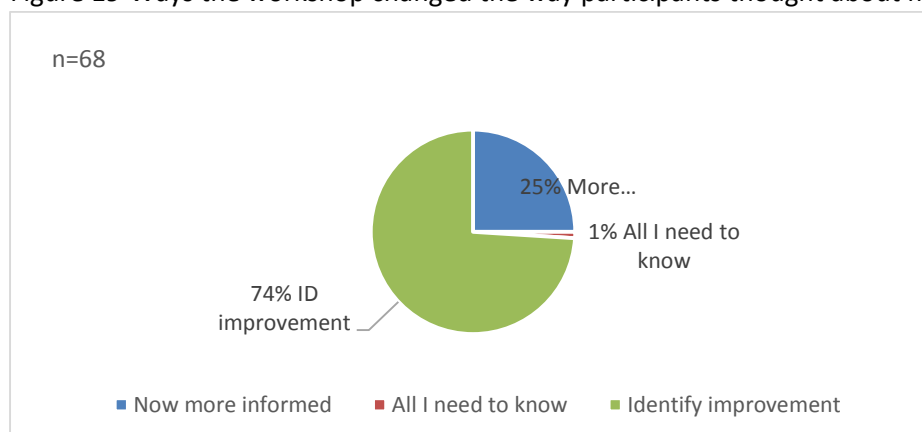
Figure 18 Catchment of feedback participants



### *Has Grazing BMP changed your view of your business?*

A Grazing BMP workshop's primary purpose is to allow participants to benchmark their practices across their grazing business. To support and compliment this the workshops are facilitated to allow peer discussion and inter-action and presentation of technical information. Figure 19 presents' data that demonstrates the majority of participants are more informed and have identified room for improvement or change of practice in their grazing business.

Figure 19 Ways the workshop changed the way participants thought about managing their business



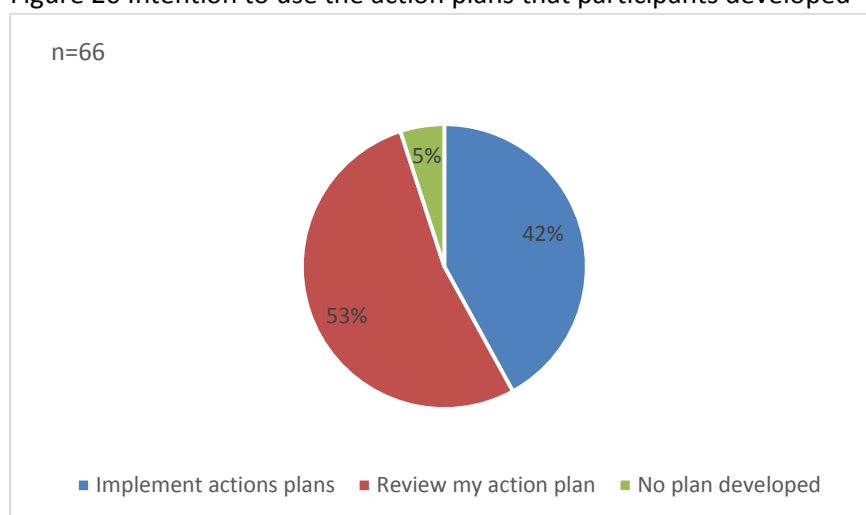
#### Highlights and or learnings

- The majority of five module workshop participants considered they were better informed as a result of completing Grazing BMP
- At the end of the workshop 25% identified that the workshop helped them identify areas to explore to improve their business

#### Use of Action Plans

Grazing BMP provides an opportunity for graziers to benchmark their practices against industry standards and identify whether their practices are below, at or above industry standard. Beyond this initial benchmarking exercise the underlying purpose of module completion is to prompt graziers to plan and implement changes in their management practices where there is room for improvement. The Web site has an 'action plan' prompt if they indicate if they are below industry standard. To compliment individual considerations about the need for change workshop facilitators encourage group discussion on opportunities for improvement and change. The summary of responses in figure 18 indicate how participants responded to this opportunity with only a very small minority not making plans for change or developing an action plan.

Figure 20 Intention to use the action plans that participants developed



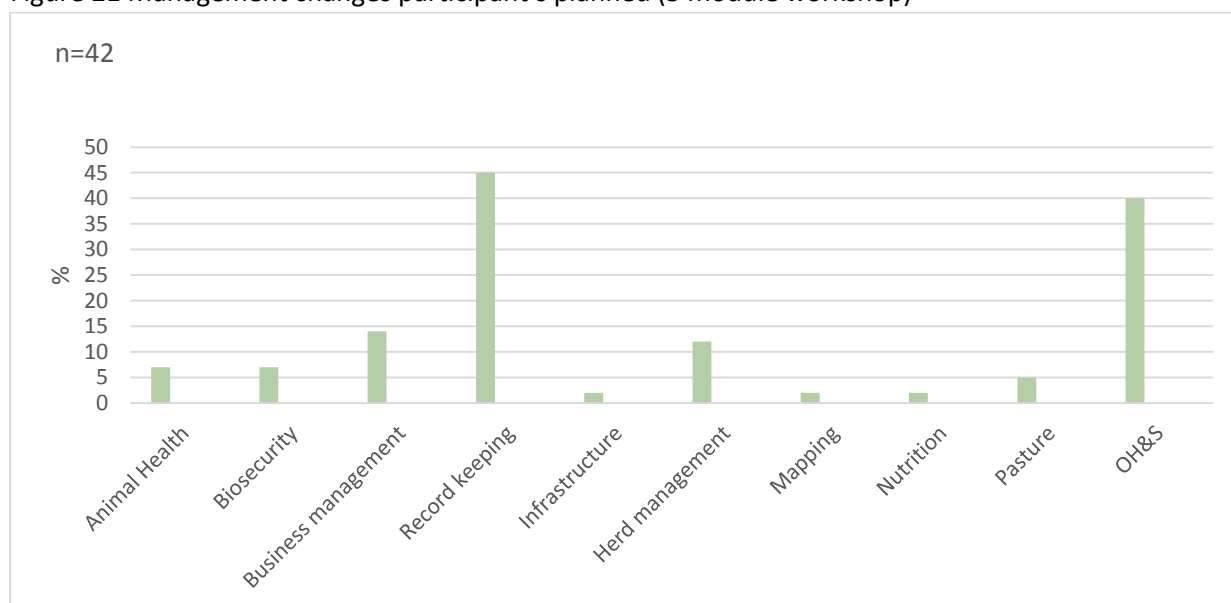
#### Highlights and or learnings

- 95% of participants had plans to make changes and or review their action plan (where they had identified changes)
- The data presented clear evidence that workshop participants were prompted to review their business, plan changes and implement the changes

#### Planned management changes

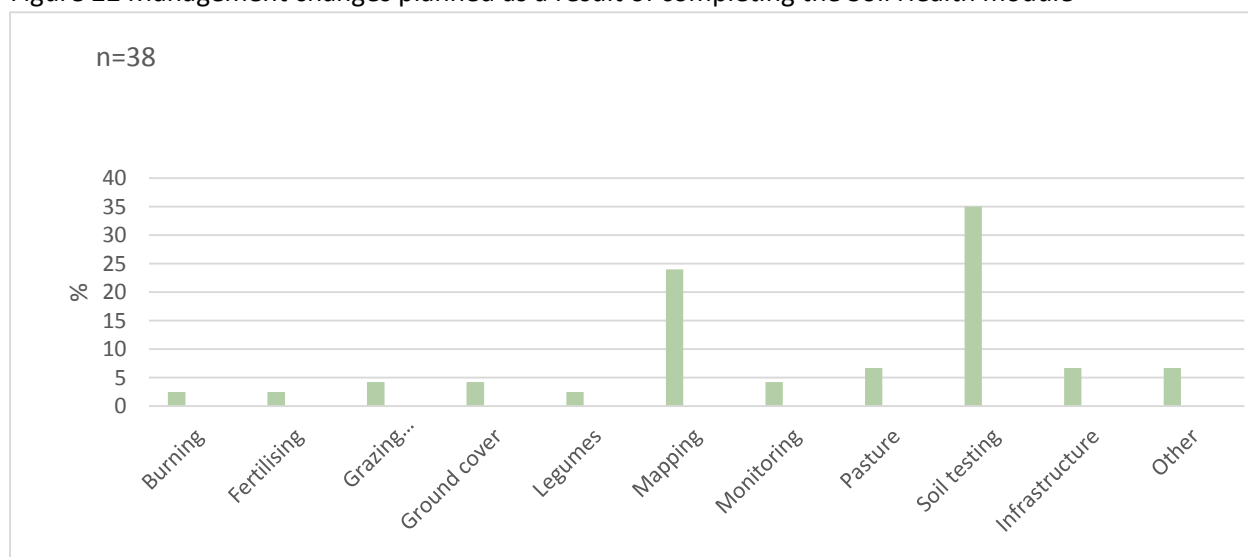
Grazing BMP is made up of 5 modules and 157 standards and is a strategic review across all aspects of a grazing business. Accordingly when graziers complete all five modules they may identify a very wide range of topic areas they plan to make changes in. Figure 21 presents the topic for planned changes identified by the participants. In the feedback sheet participants can identify more than one area for change. The top two are record keeping (both herd and business records) and OH&S which matches two of the top four identified in the independent survey presented in section 1, figure 9.

Figure 21 Management changes participant's planned (5 module workshop)



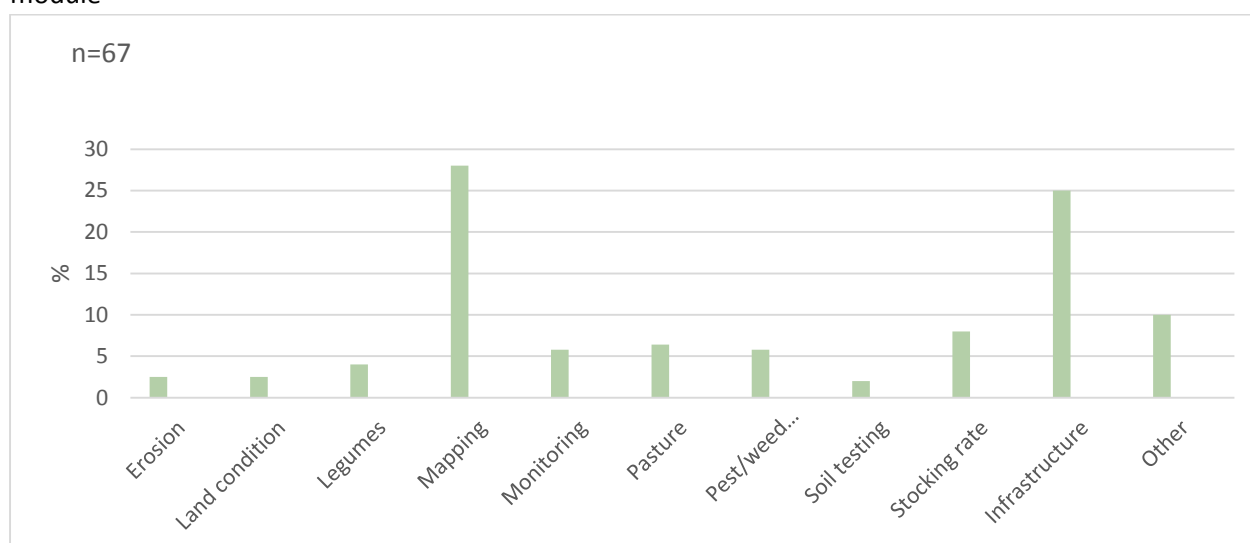
To assist in better understanding what participants were prompted to change through the Grazing BMP process the additional results are presented from three individual module workshops. Figures 22, 23 and 24 present the results of proposed changes from the feedback sheets from the Soil Health (SH), Grazing Land Management (GM) and People and Business (PB) modules workshops respectively. Again the number of participants is presented in each graph. These results were derived from participants for the same period 2014/15.

Figure 22 Management changes planned as a result of completing the Soil Health module



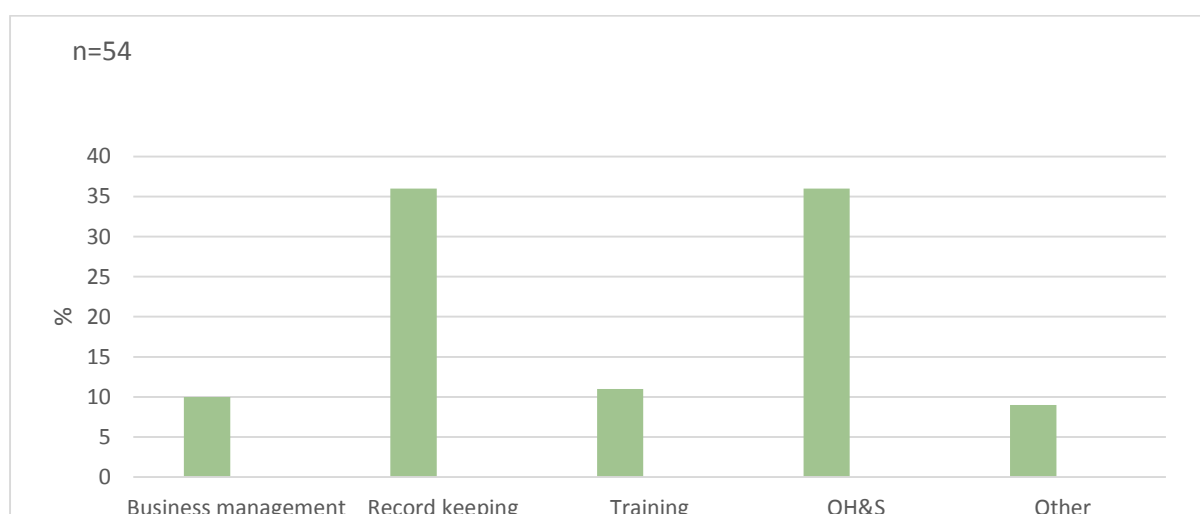
Mapping is prominent as an identified change in the results from both SH and GM module workshops (refer figures 22 and 23). There are a number of standards across the two modules that relate to mapping which are: property mapping, land type and soil type mapping as well as a better understanding paddock sizes.

Figure 23 Management changes planned as a result of completing the Grazing Land Management module



Given that record keeping and OH&S standards are in the PB module the results of PB reflect results presented in the aggregated data for all five modules (refer figure 21) where they were the two dominate topics for change. Further these two areas of management are two of the top four identified in the external survey presented in section 1 in figure 9.

Figure 24 Management changes planned as a result of completing the People and Business module



#### Highlights and or learnings

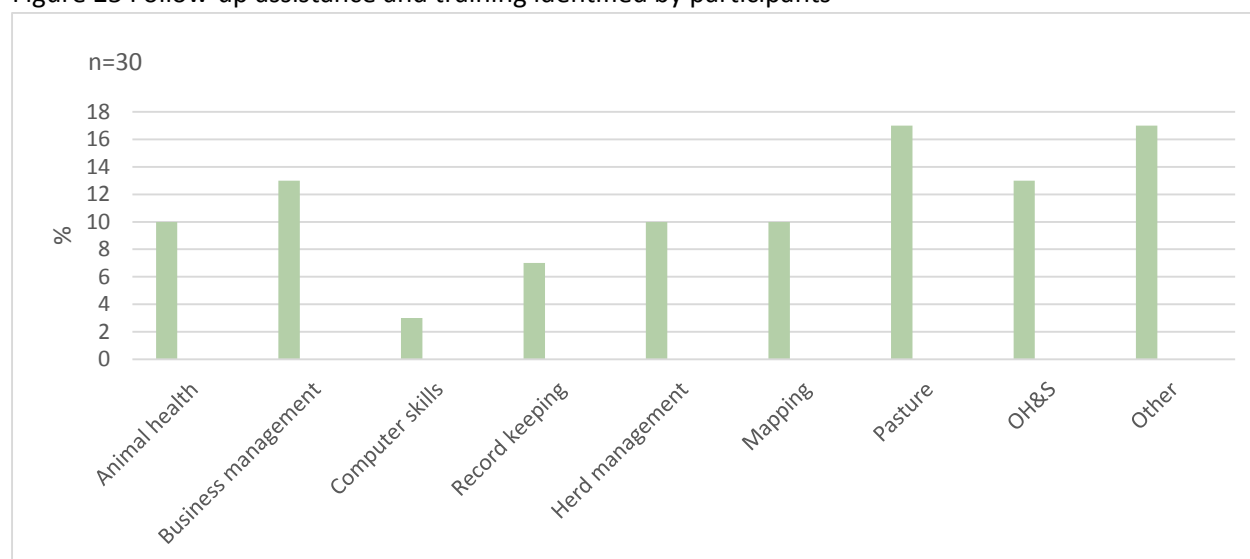
- There is a degree of alinement between participant feedback from the all five module results and three of the individual module results
- Two areas for planned and implement changes widely noted in this feedback and the survey are record keeping and OH&S both are key areas in the People and Business module which reflects Grazing BMP prompting participants to plan a more businesslike approach and better address their responsibilities for farm safety

### Further assistance identified

There was a broad spread of identified assistance and training topics identified (figure 23) with business management, pasture and OH&S being the top three. There is some alignment with the results from the external survey presented in section 1, figure 13.

A second form that workshop participants are requested to complete is an *Expression of Interest* (Eoi) form which lists 23 training activities as well as a request for a follow-up call from a DAF or NRM group officer. The results are aggregated quarterly and distributed to project team members to prioritise the design and delivery of follow-up training.

Figure 25 Follow-up assistance and training identified by participants



#### Highlights and or learnings

- There is a need to maintain the collection of data indicating what participants request by of training and follow-up as there is strong evidence that participants desire additional information and skills to implement and complete changes in their grazing businesses
- The alignment of the topic terms used for follow-up training and support needs to be improved and this will be rectified in subsequence surveys and workshop feedback sheets

## References

Bennett, Claude (1975) *Up the hierarchy*, Journal of Extension, March April 1975

Bennett, C.F. (1979) Analysing impacts of extension programs, Washington, DC, U.S. Department of Agriculture

Grazing BMP Project (2015) Grazing BMP and FBA Training Monitoring and Evaluation Survey Results – Summary Report

Roberts Evaluation Pty Ltd (2014) Grazing BMP Evaluation for FBA, August 2014

## Appendix 1

### Grazier Monitoring and Evaluation Survey 2015

#### Part A: Grazing BMP

Date.....

Producer's name/s.....

Property/properties represented.....

Who recorded the survey data.....

Who uploaded the data .....Date.....

#### Q1 What catchment are you located in?

- ☐ Burdekin
- ☐ Fitzroy
- ☐ Burnett Mary
- ☐ SE Qld
- ☐ Other (specify)

#### Q2 Which Grazing BMP Modules have you completed and when (involvement)? columns

*Make the point the BMP records are private and we don't have a public record*

- ☐ Animal health and welfare
- ☐ Animal production
- ☐ People and business
- ☐ Grazing land management
- ☐ Soil health

When did you last complete a module?

Approximate month and year:

#### Q3 Awareness raising

How did you hear about Grazing BMP?

- ☐ Do not recall
- ☐ Newsletter
- ☐ Email
- ☐ Internet



- ☐ Newspaper
- ☐ DAF officer
- ☐ NRM group officer
- ☐ AgForce
- ☐ Rural supply agents
- ☐ Private consultants
- ☐ Other graziers
- ☐ Other (specify)

#### Q 4 How did you complete you Grazing BMP assessment (involvement)?

- ☐ One on one with a local facilitator
- ☐ Group
- ☐ Online, self-directed

#### Q5 Why did you undertake the Grazing BMP Program (involvement)?

(you can choose more than one)

- ☐ To improve my management practices
- ☐ To learn more about the program
- ☐ To see where I sit against industry standards
- ☐ To see if I could access funding
- ☐ Other (short explanation below)

#### Q5 A) Of the reasons for completing BMP can you rate their importance (involvement)?

	Low						High
	1	2	3	4	5	6	7
To improve my management practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To learn more about the program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To see where I sit against industry standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To see if I could access funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other 1 (as above)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other 2							
Q 6 Given your experience of completing modules (group, one on one) on a scale from 1 – 7 how happy/satisfied where you in the process completing Grazing BMP module/s (reactions)?							
<b>Low</b>							<b>High</b>
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any areas of delivery to change or improve?							
Q 7 When completing Grazing BMP did you identify any changes (grazing practices, livestock management, business management etc) that <b>you are considering implementing in the next 12 months</b> (attitude shift)?							
<div style="margin-bottom: 10px;"> <input type="checkbox"/> Yes         <input type="checkbox"/> No         <input type="checkbox"/> Maybe       </div> <p>If yes, what activities do the changes or improvements relate to?</p> <div style="margin-bottom: 10px;"> <input type="checkbox"/> Herd management  <input type="checkbox"/> Livestock marketing  <input type="checkbox"/> Animal health  <input type="checkbox"/> Supplementation  <input type="checkbox"/> Property infrastructure (eg water and or fencing)  <input type="checkbox"/> Forage budgeting  <input type="checkbox"/> Grazing management  <input type="checkbox"/> Herd and business records  <input type="checkbox"/> Business analysis and management  <input type="checkbox"/> OH&amp;S  <input type="checkbox"/> Others         </div> <p>Please list:</p>							
Q 8 Further information and research follow-up (reactions)							
<p>Have you undertaken any further research or made any enquiries (talk to DAF/NRM officer/ consultant/other grazier) about the changes or improvements?</p> <div style="margin-bottom: 10px;"> <input type="checkbox"/> Yes         <input type="checkbox"/> No       </div> <p>If yes, what?</p>							

**Q 9 Training completed as a result of completing BMP (reactions)**

As a result of completing BMP modules have you identified training you want to increase your management skills and knowledge (including attending a field day or workshop)?

☐ Yes

☐ No

If yes, what?

Have you attended any training for this yet?

☐ Yes

☐ No

If yes, what?

**Q 10 Completed improvements (practice shift)**

Have you commenced or completed any changes or improvements in the following areas?

☐ Herd management

☐ Livestock marketing

☐ Animal health

☐ Supplementation

☐ Property infrastructure (eg water and or fencing)

☐ Forage budgeting

☐ Grazing management

☐ Herd and business records

☐ Business analysis and management

☐ OH&S

☐ Are there any other areas of improvements you have commenced or completed?

Please list:

**Q 11 To make the most of you Grazing BMP modules is there any other training topics you would like to undertake (reactions)?**

☐ Yes

☐ No

What topic? (Mark each topic mentioned)

- ☐ Herd management
- ☐ Livestock marketing
- ☐ Animal health
- ☐ Supplementation
- ☐ Property infrastructure (eg water and or fencing)
- ☐ Forage budgeting
- ☐ Grazing management
- ☐ Herd and business records
- ☐ Business analysis and management
- ☐ OH&S
- ☐ Others

Comments:

Q 12 Is there any assistance you want to help you make any change?

☐ Yes

☐ No

If yes,

What aspect of management do you want assistance in?

- ☐ Herd management
- ☐ Livestock marketing
- ☐ Animal health
- ☐ Supplementation
- ☐ Property infrastructure (eg water and or fencing)
- ☐ Forage budgeting
- ☐ Grazing management

- ☐ Herd and business records
- ☐ Business analysis and management
- ☐ OH&S
- ☐ Others

List any others.

What type of assistance would you need?

Offer examples, [e.g. Visit to your site by someone who's made a similar change; A video of how to do it, additional information]

Q 13 Have you or would you recommend Grazing BMP to other graziers?

- ☐ Yes
- ☐ No

Reasons if any?

Q 13 A) Do you think you will complete another Grazing BMP module/re assessment?

- ☐ Yes
- ☐ No

Reasons if any?

## Appendix 2

### Grazier Monitoring and Evaluation Survey 2015

#### Grazing BMP Participant Feedback Form (Completion of all 5 Modules)

1. Workshop Date \_\_\_\_\_

2. Workshop Location: River Basin \_\_\_\_\_

Sub Basin \_\_\_\_\_

#### 2. Please tick your participant category

☐ Beef producer

☐ Other – please specify \_\_\_\_\_

#### 3. Overall, how useful did you find this workshop for your business?

1	2	3	4	5	6	7
Not at all useful			Average			Extremely useful

#### 4. How would you rate the following aspects of the workshop?

	1	2	3	4	5	6	7
	Poor			Average			Excellent
Self assessment process							
Module content:							
<b>Soil health</b>							
<b>Grazing land management</b>							
<b>Animal welfare</b>							
<b>Animal production</b>							
<b>People and business</b>							
Action plans developed							

Website appearance							
Website use							
Guest speaker (if applicable)							
Presenter/s							
Venue							
Catering							
Comments							

**6. In what way (if any) has this workshop changed the way you view or think about managing your business? (Please tick only one)**

- ☐ I believe I can now make more informed decisions managing my business
- Or** ☐ It has helped me identify areas that I can explore further to improve my management
- Or** ☐ I believe what I am doing now is all I need to do to manage my business

**7. In what ways do you plan on using the information in your situation?**

- ☐ I intend to implement the action plans that I have developed for my business
- Or** ☐ I intend to review the action plans that were developed for my business
- Or** ☐ No action plans were developed for my business

**8. If you plan to take some actions, please provide an example of what this might include.**

**Action**

**9. What further assistance and training would be beneficial to assist in completing the action plans you have created?**

**Comment**

**10. How could this workshop have been modified to make it more useful/or interesting to you?**

**Comment**

***Thank you for your time and feedback***