

FACILITATOR MANUAL

NORTHERN BEEF BUSINESS (NB2)



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ABOUT THE AUTHORS

Jeanette Long and Beck Burgess are both seasoned experts in facilitation training and peer-to-peer learning



JEANETTE LONG

Jeanette is currently serving as the Master Facilitator for the NB2 program, where she has led to positive outcomes and high levels of engagement reported in 2024. With extensive experience, she has delivered the Lead Facilitator Program for the Red Meat Profit Partnership in New Zealand and led the Adaptive Management Program for Grain and Graze, training and supporting facilitators. Jeanette has also co-facilitated extension training for Dairy Australia and provided peer-to-peer training for the QDAF Reef program. Alongside her husband Bill, she has facilitated Peer Profit Groups for Warakirri Cropping, significantly improving investment performance. Active in mentoring, Jeanette is part of Coo-ee Collective and volunteers for the Australasian Pacific Extension Network. Jeanette farms with her husband, Bill, and son, Will on Eyre Peninsula in South Australia.



BECK BURGESS

Beck is currently playing a pivotal role in the NB2 pilot by coaching and mentoring action group coordinators and facilitators. With over eight years of experience, Beck has facilitated producer discussion and action groups for Dairy Australia/DairySA, mentored new extension entrants, and led workshops on peer-to-peer group recovery from natural disasters at the APEN Conference 2023. Known for building trust and rapport, Beck has facilitated diverse programs like Our Farm Our Plan with Dairy Australia, and the Adelaide University Agricultural Student Association Mentoring Program. Her extensive client base includes Landscape Board SA, Regional Development Board SA, AgriS-illience Program, and Coo-ee Collective, focusing on extension practices, farm profitability, and financial literacy, while consistently providing constructive feedback and meeting project milestones.

WHAT IS NB2?



Northern Breeding Business (NB2) is a strategic RD&A partnership which aims to improve the long-term viability and sustainability of the northern Australian beef industry by:

01

Reducing calf wastage in breeding herds

02

Improving the financial viability of northern beef enterprises

03

Increasing the adoption of proven management practices and technologies

Working in groups of up to eight businesses, with the support of a trained facilitator and producer coordinator, NB2 will support northern beef businesses to:

Collect standardised beef business records which will be analysed against similar enterprises to establish baselines for herd productivity, feedbase resilience and business profitability.

Within a peer group discuss areas for improvement, learn from what others are doing, and identify learning and development opportunities to focus on together.

Identify potential interventions and repeat annual data collection for measurable improvements to business performance.

ABOUT THIS MANUAL

This Manual aims to support the Facilitators of NB2 to facilitate their groups effectively to meet the objectives set out by the NB2 Program. The role of the facilitator is critical to the success of peer to peer groups.

For more information [visit MLA's website.](#)

WHAT IS PEER-TO-PEER (P2P) LEARNING?

A peer-to-peer farmer group is a group of farmers that come together to work on a common goal or focus with an interest in learning. The group is made up of farmers who consider those in the group to be peers or equals. This doesn't mean they have the same sized farms or run their business the same way, but that they have respect for their experience, ideas, and opinions.

In this instance, P2P refers to the exchange of knowledge, skills and information from producer to producer that enhances and strengthens both individual and group business'. Peer to Peer learning relies on facilitation and discussion techniques rather than the traditional 'deliver to' approach. It is often described as people helping each other to learn. An environment of trust, where participants feel safe to share information and ask great questions of each other and experts enriches peer to peer learning. In reference to the NB2; groups are "closed" or set to a defined number of businesses. The Producers are accountable to each other to follow through on their goals.

For more information about peer-to-peer refer to the [Peer-to-Peer start up kit](#).



WHAT IS FACILIATION?

The origins of facilitation come from the Latin word 'facilis' which means 'the act of making something easier'. Your role as a facilitator is to make it easier for a group of producers to learn, share and implement and make changes within their businesses.

Facilitation is different from delivery of information in the traditional sense we are used to doing as advisors or Subject Matter Experts.

Facilitators have a critical role in developing the group members' relationships based on trust and respect. Facilitation starts with uncovering the knowledge within the group and the issues they face within their businesses. Information flows in a number of directions between the facilitator and individual group members and introduced Subject Matter Experts identified as a valuable resource by the group. The Facilitator encourages discussion and values different points of views. The Facilitator is "with the group" and is considered as an equal. Their role is as a guide for the group - think of the facilitator roles as the conductor of the orchestra, the group do the thinking and the work they provide the process.

Subject Matter experts bring their own knowledge to the room. They often use formal Powerpoint presentations with information flowing in one direction - from them to their Producer audience.

The facilitators role is important for identifying the topics to focus on (as a group and as individual business) and to help facilitate the workshops/meetings. Facilitators are integral to supporting adoption, aiding producers to identify what is needed to help make the changes on property.

The facilitators role includes planning, communicating and managing relationships and supporting adoption within the group.



The skills and knowledge required to be an effective facilitator include:

01 Use of Define the process to effectively facilitate the producer sessions (either face to face or online)

02 Two-way rapport with group members, building trust within the group, (and amongst group members), whilst establishing the group norms and how the group will work together

03 Asking the right questions to help the group members articulate the issues that are affecting the performance of their business.

04 Define the objectives of the group and ensure these are addressed and supported..

05 Gauge the level of knowledge within the group and assist in finding the subject matter experts to "top up" as required

06 Include everyone in the room

07 React appropriately to group discussion and adjust the meeting content and format accordingly

08 Create objective discussion, whereby facilitators are self-aware and not - facilitators should not providing expert input or bias decisions.

09 Lead discussion about the template benchmarks and how this information can be used by the group and the individual businesses



NB2 Groups

01 Producer led - the group determine the structure of the group (eg when they'll meet, how they will meet and relevance of topics) and how the funds will be spent

02 Understanding of the templates to support producer adoption and harness discussion between group members. Undertake the templates...

03 Draw of expertise by bringing in the relevant experts and information at the right time (on an as needs basis), that suits the needs of the group

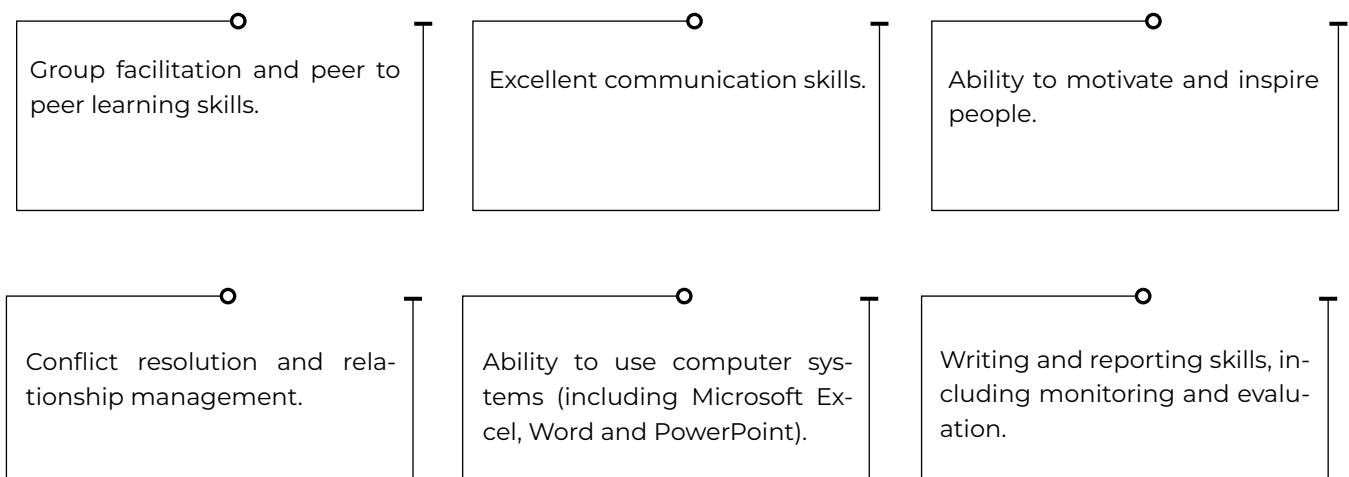
KEY ROLES

GROUP FACILITATORS

Key selection criteria for selection as a group facilitator are:

- 01 Ability to bring together and work with a group of up to 8 producers.
- 02 Skills in working with people in small groups (peer to peer learning).
- 03 Commitment and participation in NB2 facilitation training and NB2 facilitator network.
- 04 Established network in the north Australian beef industry
- 05 A track record of achievement and leadership.
- 06 Willingness to travel and attend project meetings (online and in person).
- 07 Ability to capture feedback and data, report on progress and meet project milestones.

KEY SKILLS REQUIRED:



GROUP FACILITATORS ARE RESPONSIBLE FOR:

- 01 Establishing a group of up to 8 beef businesses with a nominated producer coordinator.
- 02 With the producer coordinator, supporting participating producers to collect data throughout the year using standardised templates for livestock schedules, feed budgets and financial budgets.
- 03 Working with the producer coordinator and producer members to interpret reports generated from the analysed data.
- 04 Facilitating group discussions on the baseline data collection and results (while maintaining individual business confidentiality) to highlight the value of the information collected and identify key areas to focus on.
- 05 Assisting but not directing producers with the evaluation of potential interventions or management practice changes for possible implementation.
- 06 With the producer coordinator, facilitating discussion to identify training/skill building needs required and organise the appropriate training package(s).
- 07 With the producer coordinator, manage invoicing and finance for group funds. This will include invoicing group members annually, receiving matched MDC funds, and managing the group's account for group activities. More information about the MDC program can be found at <https://www.mla.com.au/about-mla/what-we-do/mla-donor-company/>
- 08 Providing feedback to MLA regarding the peer-to-peer learning process, the templates used for data collection, R&D priorities, and the Monitoring, Evaluation and Reporting (MER) framework via annual milestone reports and a final report at the conclusion of two years.



GROUP PRODUCER COORDINATORS

WHY THIS ROLE IS IMPORTANT

We want the producer group to be driven by participants, so they identify their own needs, not someone else prescribing what they need. To achieve this, embedding a peer (as a coordinator) to assist running the project is critical to the success of NB2. The producer coordinator model will be critical to achieve producer ownership and, in effect, they will be the group's leader and direct link to the facilitator.

KEY SKILLS REQUIRED

Leadership, mentoring and co-ordination skills.

Develop trust and respect the confidential nature of producer data.

Conflict resolution and relationship management.

Ideally, the group producer co-ordinators are selected from within the group by the members to provide a measure of leadership, mentoring and co-ordination of the group's activities. The group producer coordinator roles will be funded by a separate contract, not the groups contract. The producer coordinator role for group activities is estimated to take up to 4 days per month plus expenses.

COORDINATOR ROLES INCLUDE

- 01 Being the centre of contact for the group
- 02 Leading communication within the group and with the group facilitator
- 03 Leading the co-ordination of the group's activities, (such as venue booking, catering, booking subject matter expert as required etc)
- 04 Mentoring and up-skilling producer group members with their data collection using worked examples without being privy to the data
- 05 Provide feedback on data collection activities
- 06 Determining training needs of the group and liaising with the group facilitator with addressing those needs
- 07 Managing the group's MDC budget in association with the group facilitator and the NB2 Coordinator.

BENEFITS

- 01 Coordinators will be remunerated for their time and expenses.
- 02 Professional development and training in group facilitation and peer to peer learning, as well as being part of a professionally managed support network of other NB2 coordinators and facilitators.
- 03 Be part of an annual NB2 update workshop to discuss findings and hear new research updates.



GETTING THE GROUP STARTED

The Peer-to peer start up kit is a great resource to assist with some of the concepts about peer to peer and how to get a group underway. It can be found by following [this link](#).

Getting the group together and underway can often take time and can be a challenge as many producers are not accustomed to this approach.

Groups are often brought together by connectors. Connectors can be a rural professional, a facilitator or producer who sees the benefits of being part of a group and they encourage other businesses to join. They normally have a high level of credibility and people trust them.

Cast the net wide. You can advertise in local newspapers or newsletters, use social media groups or speak to local producers who may then tap another producer on the shoulder.

Hold a preliminary meeting to provide the overview and objectives of NB2 and use this opportunity to generate interest in the program. This could be done either face to face or in the online environment. Often an informal gathering over a meal is a good way to get started.

Outline the NB2 program and the opportunities being in a peer-to-peer group would provide to the businesses. Follow up with those who are keen promptly and see if they have other businesses in their networks who might also be interested.



SESSION ONE

The first meeting is critical. As the group intends to continue working together over a 3 year period it's important to get to know each other, build trust and to agree on the purpose of the group. Ground rules on how the group will operate will ensure the group has a solid foundation from which to build on.

An example runsheet is provided in the appendix - this is provided as a guide/ resources for you to change to suit your own style.

FACILITATORS SHOULD CONSIDER THE FOLLOWING

Get to know each other

One of the best ways to build trust and get to know each other is through personal stories. Facilitate a session where individual members of the group introduce themselves and share something about their business.

Establish the ground rules

Facilitate a discussion about "How the Group will work together".

Key questions are "What do you expect from each other?" "What are some of the practical agreements we need to make?" "How will we interact with one another?"

Topics for discussion can include; how often the group meets, where they meet, time of day etc as well as respect, being non-judgemental, listening to each other, confidentiality etc.

Agree on how the group will communicate between sessions - for example they could have a Messenger Group, WhatsApp group or agree to use email.

Write these up on a flip chart and bring it back to each workshop so the group can be reminded of the rules they collectively set.

Respect difference

Remember the group members all come along with very different experiences and beliefs. There will also be a range of personality types and learning styles. As a facilitator our role is to be non judgemental and inclusive of everyone. Also be mindful of your own biases and acknowledge these with the group if this does present itself.

Allow time for ideas to be heard, allow space for reflection and check in with the quieter members.

Start with purpose

Outline the process of NB2 including the requirement around the templates and the benefits of these. Provide clarity around what the group can expect from the Facilitator and the Producer Coordinator.

Get people moving

Start exploring the focus of the NB2 group. Break the members into smaller groups and get them brainstorming ideas and thoughts on goals and objectives that would make a difference on their property; then collectively as a group. It is very important at this stage the ideas are producer-led – this ensures ownership over the direction of the group.

Use some of the facilitation tools you have in your toolkit - for example the bus stop or walk and talk.

Close with purpose

Finish the day with a debrief/review and checking in on the commitments of each business. An ORID is a great facilitation tool to use so the group can review and debrief themselves.

Finish the day with a call to action - What will each person do as a result of attending the session. Additionally noting to the group what you (facilitator) and coordinator are going to do. Eg what are your next steps.



STAGES OF GROUP (TEAM) FORMATION

STAGE 1: FORMING

FEELINGS

- Excitement, anticipation, optimism
- Pride in being chosen
- Tentative attachment to the team
- Suspicion, fear and anxiety

BEHAVIOURS

- Attempts to define needed tasks and methods
- Attempts to determine acceptable group behaviour and how to deal with group problems
- Decisions on what information needs to be gathered
- Lofty, abstract discussions of concepts and issues
- Discussions of symptoms or problems not relevant to the task
- Complaints about the organisation and barriers to the task

FACILITATOR TO FOCUS ON

- Setting ground rules
- Defining individual roles within group
- Defining goals, actions and performance measures
- Reflecting on past experience
- Big picture conversations – “where are we at now and where do we want to be?”
- Communicating openly and honestly
- Building trust

STAGE 2: STORMING

FEELINGS

- Resistance to the task and quality improvement approaches
- Sharp fluctuations in attitudes

BEHAVIOURS

- Arguing among members even when they agree on the real issue
- Defensiveness and competition; factions and “choosing sides”
- Questioning the wisdom of those who selected the problem and appointed other team members
- Establishing unrealistic goals; concern about excessive work
- A perceived “pecking order”, disunity, increased tension and maybe jealousy

FACILITATOR TO FOCUS ON

- Listening to each other
- Seeking acceptable resolutions
- Reinforcing ground rules
- Revisiting individual goals and purpose/opportunity in being part of the group
- Reinforcing group goals

STAGE 3: NORMING

FEELINGS

- A new ability to express criticism constructively
- Acceptance of membership in the team
- Belief that it seems everything is going to work out

BEHAVIOURS

- An attempt to achieve harmony by avoiding conflict
- More friendliness, confiding in each other, sharing of personal problems
- Sense of team cohesion; common spirit and goals
- Establishing and maintaining “norms”

FACILITATOR TO FOCUS ON

- Further clarifying positive norms and roles
- Building ‘team spirit’
- Group decision-making
- Developing criteria/key actions to achieve goals

STAGE 5: ADJOURNING

FEELINGS

- Relief that the end is near, or sadness that it is time to move on

BEHAVIOURS

- Focused on completing the remaining tasks
- Lacking in focus and energy
- Disruptive

FACILITATOR TO FOCUS ON

- Agreeing on the relevant/high priority tasks to be completed
- Meeting all key goals
- Reinforcing we need to stay focused within the team
- Exploring options for the future of the group

STAGE 4: PERFORMING

FEELINGS

- Members have insights into personal and group processes, and better understand each other's strengths and weaknesses
- Satisfaction at the team's progress

BEHAVIOURS

- Constructive self-change
- Ability to prevent or work through group problems
- Close attachment to the team

FACILITATOR TO FOCUS ON

- Quality of work
- Positive relationships
- Nurturing team cohesiveness and spirit
- Utilise each member's strengths



DEVELOPING THE GROUP PLAN

01

Ask everyone to do a quiet brainstorm - what the issues they currently face in their businesses - then prioritise their ideas with their top three ideas

02

Collect one idea from each person on a post it note or A5 piece of paper - ask them to write it with a texta/sharpie in large writing

03

One person at a time to speak to their comment - this is to gain context and understanding. The facilitator can ask to add notes if required. If there are several the same group them together and leave them all on the wall (don't remove any)

04

Check in to see if anyone has any further ideas missing and add these.

05

Ideas can be themed if required ie under headings of business, production etc

06

Ask everyone to vote - using three coloured dots - if you were to focus on three things which would make the biggest difference to your business

07

Following the voting - collect the top 3 or 4 ideas. Put each idea on the top of a flip chart.

08

Use a "bus stop" and ask groups to write down - what would they like to know/what questions do they have around each of these topics. Identify who they may know in their networks both professionals or other producers who may be able to assist with these topics.

09

Use a show of hands / or more dots to decide which topic is the one they would like to start with and if they have a preference for a Subject Matter Expert.

SUBJECT MATTER EXPERTS

Bringing in a Subject Matter Expert (SME's)/ Scientist to provide information to the group is an important part of your role. As the facilitator it is important we are able to brief the SME's extremely well. To do this we need to have a good understanding of the current knowledge of the group on the topic and what the gaps in knowledge or skills are. Our aim is for the SME to TOP UP NOT TIP IN.

FACILITATING WITH AN SME

SME's are generally not facilitators so your role is still critical when bringing them into your group. Your role is to facilitate, ensure there is discussion and questions - to get the most out of the SME for the benefit of your group.

Before the session spend some time talking with them about

- 01 The group demographics and dynamics
- 02 What the group already know and what they would like to learn
- 03 What you would like presented and the methodology for this
- 04 Assisting but not directing producers with the evaluation of potential interventions or management practice changes for possible implementation,
- 05 How the session will run and how you will work with them - go through a runsheet with them and advise the SME you will be facilitating the session.
- 06 Time frame
- 07 Technology AV etc
- 03 Ask for a copy of their Power Point so you can redirect them if required.

Plan time for setting up the group as you normally would. Allow time for introductions and sharing of achievements prior to the SME. Limit powerpoint presentations to 20 min blocks with plenty of discussion time. Use techniques such as Think Pair Share before asking for questions

FACILITATION TIPS AND TOOLS

The role of the facilitator is to use process to enable everyone to contribute and develop their skills. They are experts in engagement. It is important when using tools you are comfortable with them. You don't need to use them all at once, but pick a few and become comfortable with them.

SIMPLE FACILITATION TOOLS

THINK PAIR SHARE

Members have a quiet minute to jot down their ideas or thoughts, they then share with one person, the facilitator then collects the ideas from one member of the pair by name, finally going back around the room collecting an idea from the other member of the pair.

BUS STOP

Flip chart papers with questions/ topics around the room, members form small groups and move around the room adding ideas.

WALK AND TALK

Send the members off outside for a walk with a focus question / topic and debrief to their return

BRAINSTORM

Use post it notes to gather single ideas from each person, post it notes can be sorted into common themes

ORID DISCUSSION METHOD

A method for asking questions

- O - Objective or factual
- R - Reflective or reactive
- I - Interpretive
- D - Decisional

APPENDIX

These templates are here as prompts to assist you in designing your own runsheets

APPENDIX 1: PEER TO PEER WORKSHOP SESSION ONE

TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/WHO
Before start time		Tea/coffee; food depending on start time Name tags	
45-60 minutes	Introductions	H&S briefing, including appropriate biosecurity instructions Include an ice breaker Make sure you introduce yourself as part of this process	
	Agenda	Run through	
	How we will work together	Ground rules session Question to ask: How are we going to work together as a group? (Prompt: How will we treat each other?)	Flip chart to record ground rules
	Expectations	What do you hope to get out of being a member of this NB2 Group? Get them to write down what they are thinking Depending on group, can report back and record this or collect paper for follow-up	Post-it notes or sheets of paper Collect post-it notes; or write on a flip chart
	Q&A	Questions on how NB2 works Think, Pair, Share (from the Lead Facilitator course) Ask them to think about questions they have, and jot them down; Then pair and share with the person beside them Any unanswered questions work through as a whole group	See notes on Think, Pair, Share from Lead Facilitator course Record then answer on flip chart









TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/WHO
60 minutes	Deciding on a group focus	<p>Deciding on a group focus – sticky wall exercise</p> <ol style="list-style-type: none"> 1. First question (LHS): What are the challenges for beef producers? <ul style="list-style-type: none"> • One answer per sheet of paper • Put onto the wall • Facilitator might recap; but only briefly 2. Second question (RHS): Where would I like to be (ideal world)? <ul style="list-style-type: none"> • One answer per sheet of paper • Put onto the wall • Facilitator goes through each of the ideal world responses to pull together what it looks like 3. Third question (middle): What can you do on-farm to bridge this gap? <ul style="list-style-type: none"> • Focus is on the practical things you could do on the farm to address the gap • One answer per sheet • Put onto the wall • Spend time going over these, checking if there are responses that are similar • Do not remove any ideas, but clump in themes • Get the group up in front of the sticky wall and ask them to move ideas into groups <p>Outcome: grouped topics of interest, with some indication of priority (which to tackle first)</p>	<p>Sticky wall</p> <p>A5 sheets of paper (cut up A4 sheets as needed)</p> <p>Pens/markers</p>

TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/WHO
Optional – depends on group & time ~30 minutes	Expanding the topic selected	<p>Digging into the first topic (a KASA exercise)</p> <p>Key questions are: What do we need to know? What skills do we need? How do we feel about this? What is stopping us? Then, what tools/technology might be needed (given the above)?</p> <p>Five flip charts – write one questions on each Use a bus stop to dig into these questions Split producers into 5 groups – spend 10 min at first flip chart, then 5 min at next, 2 min at next, 2 min at next, 2 min at last flip chart/question Send group back to original slip chart and get them to jot down some activities that might be useful to address these ideas (5 min) Quick report back (Need to drill down to the ‘real’ issues; so ‘keep kicking the dog’ to get to that point)</p> <p>[From this you could then ask about outcomes and practice change, depending on time]</p>	Flip charts – one per question Markers
30 minutes	Activity ideas	<p>Brainstorm ideas for activities</p> <p>In small groups ask them to jot down ideas – no discussion just recording ideas (5 – 10 min) Then get them to discuss and highlight two they think would really meet the groups focus Record these, making sure you challenge think- ing about experts – what are ways of topping up information?</p>	Flip chart or post-it notes
20 minutes	Agree on a few activities	<p>Map out 3 – 6 activities that will go into the fund- ing Plan</p> <p>Use the list from the previous exercise</p> <p>Everyone has 2 votes – get them to tick or sticky dot the two they want to do</p> <p>Summarise votes and conclude – these will be the first things to go into the funding plan</p>	Flip chart
30-60 minutes	Farmer Action Plans	What ideas do they have to focus on now?	goal setting tem- plate
20 minutes	Share with oth- ers in the group	<p>Think, Pair, Share</p> <p>Between now and next time we will...</p> <p>Go around whole group and hear what each farm- ers talked about</p>	

TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/WHO
20+ minutes	Close	<p>Debrief with the following questions (ORID process) to review and get an idea of the 'feel' of the day</p> <ul style="list-style-type: none"> • O What are three things you will remember from today? • R What are you feeling most excited about going away from today's session? • I What does all this mean for your farm business? • D What will you do as a result of today? <p>Capture these on flipcharts – if you want to as part of the evaluation</p>	Flipcharts



APPENDIX 2: RESOURCE CHECKLIST

-  **STICKY WALL**
-  **SPRAYED TABLECLOTH**
-  **A5 PAPER**
-  **MARKERS**
-  **FLIPCHARTS/PAPER**
-  **POST-IT NOTES**
-  **BLU-TACK**
-  **MASKING TAPE**

APPENDIX 3: PEER TO PEER WORKSHOP SESSION TWO AND BEYOND

TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/WHO
Before start time		Tea/coffee; food depending on start time Name tags	
30 minutes	Welcome	Icebreaker – something relevant (maybe not technical- something everyone can answer) to the group and linked to pre-work Overview of agenda Review Ground Rules Hopes/expectations for today – capture these on post it notes (or some other way)	Post it notes Ground Rules
60 minutes (depending on group size)	Review session	Share what has been achieved since the group last met <ul style="list-style-type: none"> Each business to provide an update on progress towards their action plan Other group members provide ideas, insights and questions Larger groups could be divided into two This is an important part of accountability and sharing of knowledge amongst the group members. The group “trust” is important New content or activity – ideally this has been agreed upon at the previous session and builds on actions plans of the group and individuals Activities could include: <ul style="list-style-type: none"> Subject matter expert presentation (topping up not tipping in) On farm tour Visit to a trial site Include facilitation tools such as Think Pair Share, Walk and Talk as appropriate Review this activity – ORID to make meaning of the new content and what this means in their context. Possible ORID <ul style="list-style-type: none"> What facts did we hear? What challenged our thinking? What does this mean to your project/ farm/ business? What can you do? Allow time to work on business action plans	

TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/WHO
30 minutes	Next steps	Group discussion -Think Pair share What are the next steps – what do we need to do as a group at our next session?	
30 minutes	Commitment	All members share the next steps – what will they do between now and the next session Check in with group hopes/ expectations – how well were they met? Brief evaluation process – What worked well to-day? What could be done differently?	



APPENDIX 4: PEER-TO-PEER WORKSHOP REVIEWING THE BENCHMARKING DATA

Objectives / Producer Outcomes

- Understanding their own benchmarking data.
- Understanding and sharing insights of data peer: peer & what management strategies resulted in the data
- Build knowledge on understanding the data and its usability and practice change within business.

For this session it is important that the Facilitator has access to the data PRIOR to the workshop. This ensures during the discussion sessions you can draw on the information to create questions that will prompt discussion and encourage P2P sharing / learning. It is prudent to be mindful and check within the group they are open to sharing their individual data sets due to confidentiality.

To gain the most out of this benchmarking session, please review the 'producer group resources' available [here](#). Additionally, going through the glossary of terms can be beneficial, as it will help you craft insightful questions for data analysis and engage in deeper discussions about the factors influencing individual data. Understanding the glossary will provide clarity on the drivers behind the numbers, allowing you to create more indepth questions to the producers.

TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/ WHO
30 minutes	Welcome & Ice Breakers	Icebreaker – something relevant (maybe not technical- something everyone can answer) to the group and linked to pre-work Overview of agenda Revisit and Review Ground Rules Hopes/concerns for today – capture these on post it notes (or some other way)	Ground Rules
30-40 minutes	Overview of Benchmarking Data Discuss the methodology used for data collection and analysis	SME to Share an overview of benchmarking data related to key performance indicators (KPIs) along with have average markers for group Its important in this session to ensure all producers understand the jargon and drivers to equate each KPI (this will create improved discussion and P2P sharing), with this we need to test their knowledge. Think / Pair / Share to identify what each KPI is and how these are determined. Bring back as a group to discuss. Use of SME to “top up” any knowledge gaps that may become apparent. After discussion – hand participants KPI sheet that provides a guide to benchmarking data	Printed participant data. SME will likely provide an overview of the data results Top up Sheet – Data KPI (an explanation)

TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/ WHO
40 minutes	Reviewing their own Data	<p>Its important that everyone understands their data and is given an opportunity to reflect and discuss what may be the drivers behind their data (eg management strategies and decisions etc).</p> <p>Walk & Talk. In business groups, have participants Walk & Talk to chat about their data (no doubt they may wish to focus on their outliers), what was a highlight and what management strategies they felt caused the result.</p> <p>Bring the group back together to share their thoughts and facilitate open discussion amongst members. Ensure each business group does share. Suggested questions below</p> <ul style="list-style-type: none"> - How does your data compare to the groups average? - What are the areas within your farm's performance that is above the group average - What are the areas within your farm's performance that is below the group average - From the benchmarking data results, what areas have surprised you? <p>Do note strategies and further understanding of their results will be focused on next.</p>	

TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/ WHO
40 minutes	Discussing their data, strategies and management practices	<p>This areas is where we begin to understand and share what has driven the outcome of the data (eg management strategies, practices) along with gaining support from the P2P members to problem solve / improve practices. Here we are wanting to encourage participants to share their experiences, challenges, and lessons learned.</p> <p>TIPS - Ask different businesses to join with another business and identify x2 areas from the data they wish to focus on (i.e. one area they have performed well, and 1 area that may need improvement).</p> <p>Discuss in pairs why the data has presented that way and what management strategies they have undertaken that caused this result (as an example it could be improved in-calf identification)</p> <p>Have the businesses share back to the group what they have discussed. Open the room to group discussion by asking questions such as:</p> <ul style="list-style-type: none"> • What is others experience with this? • Has any other business had similar results? If so what you're your strategies? • How would other businesses approach this? Be mindful the SME is available to "top up" on these strategies. <p>You may also choose at this time to draw into the discussion other businesses you know have either similar data results or more improved results. You can utilise this to draw on their experience. An example prompt may be "X farmer, I noted your results for mortality calf rates is quite well below the group average, if would be great if you can share your insights into how you operate in achieving this" - this is why it is important for the facilitator to see that data PRIOR to this discussion</p> <p>It's really important to let the conversation flow, but also ensure all businesses get the opportunity to share their focus areas.</p> <p>Facilitate knowledge exchange and collaboration among peers.</p>	

TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/ WHO
30 minutes	Action Planning & Commitment	<p>Based on the information received and discussed, it is important that we are providing an opportunity for producers to walk away and implement change.</p> <p>Within the action sheet post 3 questions.</p> <ul style="list-style-type: none"> - What area do I want to focus on. - What resources or information do I need to achieve this (eg call one of the P2P members, specialist advice, put in place a strategy etc) - When am I going to commence this <p>It's important producers only focus on max of 4 focus areas; any more than this and they are likely not to implement any change.</p> <p>Be mindful for those not wanting to write it down – they can have this discussion and someone else can notes take for them.</p>	Action sheet
	Reflection & Evaluation	<p>Overview of what was discussed / learned during the day</p> <p>Revisit the outcomes set by group. Have these been met – check in with each individual.</p> <p>Brief Evaluation - What worked well today? What could be done differently?</p>	

Note the above is on the presumption groups are open in sharing their data. If the group doesn't want to share their data openly your questioning may need to be more generic and the data sets de-identified. Your question as such will need to reflect this, yet still be open to create discussions.

APPENDIX 5: PEER-TO-PEER WORKSHOPS WRAP UP SESSION

Times are approximate- they depend on group size

TIME	TOPIC	ACTIVITY/KEY POINTS	RESOURCES/WHO
30 minutes	Welcome	Icebreaker – something relevant (maybe not technical- something everyone can answer) to the group and linked to pre-work Overview of agenda Review Ground Rules Hopes/expectations for today – capture these on post it notes (or some other way)	Post it notes Ground Rules
60 minutes	Review session - individual businesses	Share what has been achieved since the group last met <ul style="list-style-type: none"> • Each business to provide an update on progress towards their action plan • Other group members provide ideas, insights and questions <p>Larger groups could be divided into two</p> <p>This is an important part of accountability and sharing of knowledge amongst the group members.</p>	
60 minutes	Review session – group focus	Review the group goals/ focus that was established in session 1 This could be done as a bus stop and then review the highlights of the groups – suggested questions below <ul style="list-style-type: none"> • What have we done during our sessions as a group? • What are we proud of? • What changes have we made? • What challenges have we faced? • What are our biggest achievements/learnings? <p>All members share the next steps – where to now for their business/ self?</p>	
	Celebration	Celebration – enjoy lunch / BBQ etc to celebrate the success of the group	