



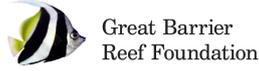
Great Barrier
Reef Foundation



Reef Trust Partnership Communications Plan

Fitzroy Water Quality Program

November 2020



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Version Control

Version	Name	Changes	Date
V1	Barbara McKechnie	New Communication Plan	04/06/2020
V2	Ebony Battersby	Communications Plan revised	28/07/2020
V3	Ebony Battersby	Revised	17/11/2020

Introduction and Background

The Great Barrier Reef Foundation (GBRF) has entered into a partnership with the Australian Government, centred on an investment of \$443.3 million to build the resilience of the Great Barrier Reef (GBR). Commencing in July 2018 and running over six years, this investment will support delivery of the Reef Trust Partnership (RTP) (the Partnership).

The Partnership includes an investment of \$201 million to address water quality improvement targets impacting the Great Barrier Reef World Heritage Area (the Water Quality Component). This plan is specific to the Fitzroy Water Quality program and supports the overarching Reef Trust Partnership [RTP Engagement and Communication Plan](#) developed by the Great Barrier Reef foundation.

The Water Quality Program aims to achieve several key outcomes, including:

- achieving an enduring reduction in the long-term end-of-catchment pollutant loads (based on the modelled average);
- innovative solutions for system change – ensuring the availability of innovative solutions for water quality improvement, including with respect to the planning, management, and funding of water quality improvement activities;
- the maintenance of water quality in less disturbed catchments; and
- increasing Traditional Owner-led water quality improvement projects.

The approach to investing the \$201 million is identified in the RTP Annual Work Plan 2019-2020, including allocation of \$141 million for regionally focussed on-ground actions.

Purpose

This Communications Plan is a guide to inform planning and execution of communications activities for the Fitzroy Water Quality Program. The Plan should be used to guide the communications of individual projects under the FWQ Program. The proposed communication also aligns with the messaging that more broadly relates to the Reef Trust Partnership (RTP) that funds the Fitzroy Water Quality Program.

This plan builds on the Water Quality Indicative Engagement Framework on page 30 and 31 of the [RTP Engagement and Communication plan](#). The framework ([see Annexure 2](#)) identifies the Context, Partnership Objectives, Focus, Engagement Approach, Engagement Tools and processes and Key Partners and stakeholders. For this plan we have used this information to guide and inform this RTP Communication Plan, Fitzroy Water Quality Program.

Goals

- **Goal 1** Increase public awareness of factors impacting water quality and reef health in the Fitzroy region
- **Goal 2** Increase public support for and appreciation of landholders implementing land management practices that safeguard waterway and reef health
- **Goal 3** Encourage regional interest in the Fitzroy Water Quality Program and work that program participants are undertaking
- **Goal 4** Increase landholder awareness and adoption of land management and remedial practices that improve soil health and retention in the Lower Fitzroy and Mackenzie subcatchments
- **Goal 5** Share program challenges, learnings and successes to facilitate continuous improvement in land management practices across and beyond the Fitzroy region

Target Audience

The Fitzroy region is the industry epicenter within Queensland. Approximately 80% of the 156,000km² region is managed by landholders. The principal commodities operating within the Fitzroy include beef, liquified natural gas (LNG), coal and defence.

1.1 Land and Sea Managers

With the vast amount of country managed by graziers, FBA invests considerable resources in supporting their journey towards sustainable actions on their properties. These include streambank remediation, gully remediation, pasture management, building soil health and grazing land management technical advice.

FBA works with a variety of stakeholders managing country including commercial entities, Traditional Custodians and governmental departments including local councils and Queensland Parks and Wildlife Service (QPWS).

1.2 Education sector

Collaboration with all levels of education providers including primary, secondary and tertiary facilities within the region enables FBA to extend our reach in empowering reef stewards.

Concurrently we are able to implement the best available science onground surfacing from research institutions, while actively facilitating research trials.

Our networks with the local education sector allows us to communicate about FBA's portfolio of environmental management solutions. These solutions are permanently showcased within FBA's Flow Centre, attracting an average of 6,000 students to the principles of natural resource management annually.

1.3 Community

From the general public to dedicated volunteers, at the essence of environmental solutions is the opportunity and awareness that all individuals contribute and benefit from the work of natural resource management bodies. Creating pathways for the community to participate in



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environmental activities and opportunities, including citizen science initiatives such as marine debris collection days, data retrieval, turtle monitoring and water quality reports.

1.4 Government

At all levels, government forms an audience and partner in project delivery. Through communications materials, the Partnership recognises the contribution of funding bodies, brings greater awareness to the project and its achievements through cross-promotion and demonstrates the ongoing return-on-investment within the project.

1.5 Partners

The network of delivery partners within this project demands consistent, immediate and frequent communication regarding project updates, obstacles, achievements and opportunities. Modernising communication channels to Base Camp and other digital platforms nurtures a network of proactive and responsive participants who are agile in their approach. These may include but are not limited to delivery partners, Fitzroy Regional Extension Network (FREN), Fitzroy Women in Grazing (FWIG), Landcare groups, other natural resource management bodies, regional representative bodies etc.

1.6 Industry

Across the breadth and length of the Fitzroy region, industry forms an influential role in the community from demographics, the economy and the environment. As a key target audience, industry encompasses lobby groups, peak industry bodies, mining and exploration, project proponents etc. This group form an integral target audience due to their role in environmental management, offset programs, diversification opportunities for landholders and a holistic and cohesive approach to natural resource management.

Key Messages

Key messages are the main points you want your target audience to hear and remember. They create meaning and headline the issues we want to discuss. They allow an organisation to have a level of assurance and quality control in regards to communications, enhance relationships with our target audiences and are an important feature of any project.

RTP Water Quality Program Key Messages

The Reef Trust Partnership (RTP) has six key messages identified in the overarching [RTP Engagement and Communication Plan](#) that relate to:

1. Climate Change
2. GBRF Role
3. Reef Trust Partnership
4. Collective impact
5. Everyone has a role to play
6. Economic impact

Key Messages for Fitzroy Water Quality Program

Building on the RTP Water Quality Program Key Messages mentioned above, the following key messages have been contextualised and framed specifically for Fitzroy Region audiences. They also take into consideration the broader Water Quality Indicative Engagement Framework on [page 30 and 31](#) of the [RTP Engagement and Communication plan \(annexure 2\)](#). The 3 key program messages and their supporting sub-messages provide the framework for all Fitzroy Water Quality Program communications, including project-specific messaging.

1. The Fitzroy Water Quality Program is helping reduce one of the most significant threats to the Great Barrier Reef, by tackling poor water quality caused by catchment run-off
 - 1.1. Poor water quality from catchment run-off lowers the health of the Reef by introducing sediment and nutrients that corals and other marine plants and animals cannot cope with.
 - 1.2. Overall, the Fitzroy Water Quality Program aims to stop 50,000 tonnes of sediment (enough to fill over 308 rail carriages or 20 Olympic sized swimming pools) from entering our waterways, which will reduce pressure on the Reef and enable it to better withstand climate changes.
 - 1.3. The Fitzroy Water Quality Program is targeting areas that contribute the highest load of sediment to our section of the Reef – the Lower Fitzroy and Mackenzie sub-catchments.
 - *Under the Fitzroy Water Quality Program, Project X will achieve... x, y, z.*
2. Reducing sediment run-off is a long-term commitment and requires the coordination, support and input of many different people – particularly graziers.
 - 2.1. Sediment run-off has worsened over successive generations through land-use changes, changing weather patterns and land management practices.
 - 2.2. Advancements in science, land management practices and technology have provided better insight, knowledge, techniques and equipment that can help reduce or avoid sediment run-off.
 - 2.3. Graziers manage vast areas of land and have often inherited it along with land management practices and sediment run-off problems that require money, time and support to change.
 - 2.4. The Fitzroy Water Quality Program provides funding and technical support to graziers to help them implement land management practices that will reduce sediment run-off from their property.
 - *Specifically, Project X will help achieve this by doing/implementing... x, y, z*
3. Graziers who reduce sediment run-off to improve waterway and reef health are ensuring long-term benefits for everyone in the Fitzroy region.
 - 3.1. Retaining soil on property helps support productive landscapes and maintain property values, as well as maintaining healthy waterways for all downstream users.



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- 3.2. Healthy waterways and a healthy Great Barrier Reef support our regional lifestyles, industries and the Queensland economy; looking after them helps look after us.
- 3.3. Long-term, improved land management practices deliver sediment savings that have trickle-down benefits to all taxpayers; because less funding is required to look after our land, waterways and Reef.
 - *The objectives of Project X aim to provide the following benefits to the region... x, y, z...*

Acknowledging the role of the Great Barrier Reef Foundation in delivering the Reef Trust Partnership Program is a key communications deliverable within this Partnership. Therefore, funding acknowledgements and logos will be used in printed materials as per RTP Communication Protocol. In verbal delivery of key messages relating to the Fitzroy Water Quality Program, GBRF and RTP will be acknowledged in a way that is considered most appropriate for the audience at that time.

Program Linkages

Linking between projects and programs in the region.

The approach to increasing program awareness and capture linkages between other programs will be through

1. The delivery partners working group and its terms of reference, see appendix 2 Fitzroy Work Group Terms of Reference, 2. Purpose and Role, (e) Linking to Other Programs: Identifying linkages and synergies with other existing or proposed programs related to improving water quality in the Great Barrier Reef.
2. Fitzroy Regional Extension Network (FREN)
The FREN has been established as a regional extension coordination group. With a dedicated position here at FBA, the Regional Extension Coordinator (REC) has a *Basecamp* platform established where information can be shared, including events happening within the region. Since the establishment of the FREN, regional coordination and collaboration has increased the effectiveness and efficiency of various extension programs and increased information-sharing within our regional communities and industry representatives. The Plans and strategies for the FREN are a great resource to support external connections within the region. See appendix 3 Collaboration Strategy for a detailed list of the stakeholder connections within the region.
3. Regional Agricultural Landcare Facilitator (RALF)
The RALF connects FBA and its programs with regional stakeholders, particularly landholder representative groups such as Landcare organisations, as well as to peer reference groups.
4. Stakeholder meetings across the region are also held regularly with local government. There is a strong benefit in sharing science and project learnings with officers within local government to encourage practice change and to identify where our datasets and knowledge can come together to better preserve landscape health and resilience.

Project Communication Activities and Monitoring

The below list of activities is for projects that the Fitzroy WQ program delivers, and forms the minimum requirements for Fitzroy delivery partners. The activities below also form part of the Monitoring and Evaluation Plans developed. Table 1 below documents the activities and monitoring to support this.

The Fitzroy Water Quality Program will:

- (i) Undertake public communication of project progress and performance, including through websites and social media, as they relate to the delivery of Projects;
- (ii) Prepare communications products for the Foundation to use to communicate project achievements, and progress towards water quality;
- (iii) Seek the Foundation’s approval prior to issue of media releases and social media notices and other communication products as required under the Services Agreement;
- (iv) Build awareness about opportunities that support communities and industry organisations to deliver water quality activities that align with Project Outcomes, and assist them to gain access to these opportunities; and
- (v) Develop, implement and maintain this Communications Plan, or specific project-based Communication Plans as required

Table 1 - Activities and Monitoring

Key Action	Purpose	Objectives
Website	Embedded into the www.fba.org.au website	<ul style="list-style-type: none"> - Project updates and achievements - Portal for project participants to access resources and information
Media release	Distributed amongst local and intrastate media networks and delivery partners	<ul style="list-style-type: none"> - Project announcement - Project achievements / highlights - Project conclusion
Social media	Content (images, video, case studies)	<ul style="list-style-type: none"> - Visual supports for project progression - Stakeholder involvement and recognition - Project achievements/ highlights
E-newsletter	Link to website, more information, pathways to participation	<ul style="list-style-type: none"> - Project promotion (events, participation)

Case Study	Developing project participant stories through a variety of mediums	<ul style="list-style-type: none"> - Curated stories of project involvement from the perspective of all stakeholders - Project achievements/ highlights
Video	Animation (1 min)	Concisely illustrate the relationship between land management and water quality
Factsheet	A graphically represented catchment diagram	Supporting document examining the relationship between land management and water quality in further detail
Event (Forum / webinar etc.)	Annual event	<ul style="list-style-type: none"> - Celebrate science behind the project - Faciliate networking opportunities for project participant - Showcase project progression

FBA existing digital communication channels are documented in Table 2 below. Showing the platforms and potential reach of each.

Table 2 - FBA existing digital communication channels

Platform	URL	Reach (potential)	Frequency
Website	www.fba.org.au	Av. 1500 users/month	Content uploaded weekly
Newsletter	https://www.fba.org.au/connect-with-fba/	404	Bi-monthly
Facebook	www.facebook.com/fitzroybasin	7,376 followers	Several times weekly
Instagram	www.instagram.com/fitzroybasinassociation	140 followers	Weekly
Twitter	www.twitter.com/FBAupdate	780 followers	Weekly
LinkedIn	https://au.linkedin.com/company/fitzroy-basinassociation	99 followers	Weekly



YouTube	https://www.youtube.com/channel/UC9y4a1GpSb0i5IiUZsDcLA	188 subscribers	Bi-monthly
		Total 10,487	

As per the RTP Engagement and Communication Requirements and Guidelines for Delivery Partners document, Table 3 identifies the checklist that will be applied to ensure correct acknowledgement is provided upon all communication material.

Table 3 - Communication Checklist

	Have the correct logos been used?
	Have the logos been applied correctly?
	Has the correct funding acknowledgement statement been used?
	Have the right acknowledgement, tags and handles been used in a social media post?
	Have the materials been submitted to FBA and GBRF and other relevant program managers for approval?
	Have the materials submitted for approval aligned with the prescribed turnaround times?
	Has the item got a clear message or call to action?



Communication activities and targets document in Table 4 below will assist FBA and delivery partners our approach.

Table 4 - Communication Activities and Targets

Communication Method	Objective	Message	Target Audience(s)	Frequency of communication	Target (Total)
Video (animation)	Increase public understanding that land based action impacts Great Barrier Reef ecosystem health	FWQP messages: 1.1, 3.1	1.1 1.2 1.3	Midway through Program	250 views
		Sediment and nutrient run-off from the catchment impacts upon GBR ecosystem health	1.5		
Infographic factsheet detailing specific agricultural practices of mutual benefit to the landholder and GBR	Increased adoption by the agricultural industry of specific land management practices to reduce sediment run-off	FWQP messages: 1.2	1.1 1.2 1.3 1.5	Monthly	Increased engagement with 500 landholders within the Fitzroy region
		Specific land practices on agricultural properties have proven impact on sediment run-off reduction with mutually beneficial outcomes for landholders		Property visits as they occur Forum Relevant school engagement with FBA	
Targeted promotion (social media, mailbox drop, rural supply stores) to postcodes within the Lower Fitzroy and Mackenzie subcatchments	Increased participation in land management practices from landholders and community within the Lower Fitzroy and Mackenzie sub-catchments.	FWQP messages: 1.3	1.1 1.3	Quarterly	250 landholders
		Landholders within the Lower Fitzroy and Mackenzie subcatchments have the ability to make a large impact with small changes.			



A3 self-assessment property tool and additional resources to identify land condition	With more knowledge about their properties, landholders will be more inclined to make sustainable and environmentally friendly choices in land management.	FWQP messages: 2.1, 2.3	1.1 1.3 1.5	Ongoing	250 landholders 50 extension staff
		A more intricate understanding of property profiles holds the key to reducing sediment run-off			
Forum/ webinar	Connecting landholders with technical practioners and creating pathways for information in avoiding sediment run-off	FWQP messages: 2.2, 2.4	1.1 1.2 1.3 1.4 1.5 1.6	Annually	100 participants
		Science and technology are advancing within this space and FBA through the Fitzroy Water Quality Program, provides a reputable and trusted avenue to source the latest information			
Media Release Media coverage Web article Social media E-newsletter feature Case Study	Fitzroy landholders have an increased understanding of their importance within the catchment, and their influence in Queensland	FWQP messages: 3.1, 3.2, 3.3 Graziers who reduce sediment run-off to improve waterway and reef health are ensuring long-term benefits for Queensland.	1.1 1.2 1.3 1.4 1.5 1.6	Ongoing	Audience of 2000



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Measuring Success

Knowledge, attitude, skills and aspirations – referred to as KASA – are accepted as key indicators necessary to facilitate adoption of new practices. According to Bennet (1975), practice change is said to occur when people apply new KASA acquired as a result of extension programs or activities. In the standardised survey, participants are asked to rate changes in their knowledge, confidence, skills and aspirations as a result of participating in the event. Confidence, as a construct related to attitude, has been chosen in this case as it is considered more predictive of behaviour change than attitude alone.

For the purpose of measuring success of events, surveys will be developed using KASA questions. See appendix 4 – Template – Survey 2020, for consideration and as a guide.



Roles and Responsibilities

Table 4 below documents the roles and responsibilities of the funders, Program manager, coordinator and the project delivery partners.

Table 5 - Roles and Responsibilities.

Role	Description
GBRF	<ul style="list-style-type: none"> • Oversee contractual obligations for delivery partners • Oversee and approve the Program Manager and Coordinator's delivery • Fitzroy program planning and implementation • Program monitoring and evaluation
GBRF – M&E Manager	<ul style="list-style-type: none"> • Provide M&E support to the Delivery Partners
GBRF – Communication Team	<ul style="list-style-type: none"> • Give final approval on communication products developed by the Delivery partners • Providing design and graphics for delivery partners' use if required.
Partnership Coordinator (FBA)	<ul style="list-style-type: none"> • Develop and implement the communications plan • Ensure regular events to engage the community and provide on the ground communication about the program • Ensure the communications products and protocols for the program comply with any requirements set by GBRF
Delivery Partners	<ul style="list-style-type: none"> • Identify and facilitate events to promote their project • Develop communication products as identified in their specific engagement and communication plan (see annexure for relevant plan) • Collect and supply communications and impact data to FBA as identified in their specific engagement and communication plan (see annexure for relevant plan)

Appendix

1. Fitzroy Water Quality Program Stakeholder Register
2. Fitzroy WQP Working Group – Terms of Reference
3. Regional Extension Plan – Attachment_Collaboration Strategy v10 (Draft)
4. Template – FBA Survey 2020

To be provided

5. Delivery Partners Communication and Engagement Plans
Fitzroy Basin Association
 - Fitzroy Soil Conservation on Cropping Lands
 - FBA Sediment Reduction in the FitzroyVerterra
Greening Australia
Catchment Solutions

Annexure

RTP – Water Quality – Indicative Engagement Framework

Context	Poor water quality from catchment run-off is one of the most significant threats to the Great Barrier Reef. The water quality space is crowded and complex. There are many stakeholder groups, often with competing interests. Multiple programs are underway across the catchment underpinned by significant government and industry investment. Improving water quality requires increased and sustained efforts due to the scale of improvements required and timeframes to translate positive actions in the catchment into positive outcomes for Reef health.
Partnership objective	Build on and accelerate efforts to achieve water quality targets and outcomes in the Reef 2050 Plan and Reef 2050 Water Quality Improvement Plan.
Focus	Cost-effective technologies and approaches to drive reductions in sediments, nutrients and pesticides, innovation in delivery models, new approaches to accelerate behaviour change, piloting on-ground approaches and new technologies, and innovative financing.
Engagement approach	<ul style="list-style-type: none"> • Build on lessons learnt from previous programs and reviews and seek guidance from Traditional Owners and stakeholders on the design of participatory processes • Clearly communicate component objectives, focus areas and engagement processes • Maximise use of existing engagement processes, forums and partner networks to ensure activities build on and complement current programs and maximise opportunities to leverage knowledge and resources across all parties • Collaborate with partners to identify and prioritise projects based on robust scientific evidence, expert knowledge and cost-effective approaches • Engage early and regularly check in and consult with partners to identify and consider issues of concern during concept, planning and implementation phases of programs • Work with delivery partners and investors to scale proven strategies and accelerate positive outcomes • Bring new expertise to the table to collaboratively develop new technologies and methods to cost-effectively drive reductions in sediments, nutrients and pesticides • Adopt inclusive, tailored and integrated approaches to ensure programs succeed and maximise opportunities for win-win outcomes and delivery of multiple benefits across Reef 2050 themes • Promote strategic collaborations across partners to improve mutual understanding of issues, identify gaps in knowledge, barriers to success, avoid duplication of effort and to pool expertise and resources to address challenges • Collaboratively design and where practical involve partners in monitoring and evaluation processes and the collection of data for models to build confidence in program design and reporting processes and drive change • Integrate opportunities to build capacity and capability across critical areas in the design and delivery of engagement activities • Provide regular updates of activities and promote opportunities for information exchange and shared learnings.

<p>Engagement tools & processes</p>	<ul style="list-style-type: none"> • Issue specific and/or place-based meetings, workshops, briefings and presentations • Focus groups and surveys • Public meetings, events and roadshows • Round-table forums and field days showcasing pilot programs • Established advisory committees, reference and working groups • Mentoring, partnering, peer-to-peer learning and leadership programs • Education and extension activities • Websites, newsletters, factsheets, infographics, social media and videos • Story telling • Online knowledge and engagement platforms and interactive forums (including webinars) • Knowledge hubs, expert forums and information exchanges • Conferences • Collaborative and participatory decision-making forums • Delegated decision making
<p>Key partners & stakeholders</p>	<ul style="list-style-type: none"> • Australian Government led by the Department of the Environment and Energy, Queensland Government led by Office of the Great Barrier Reef, and Local Government, including Reef Guardian Councils • Reef 2050 Plan (including Reef 2050 Water Quality Improvement Plan) advisory committees and technical working groups • Reef Alliance, led by Queensland Farmers' Federation with members from industry, natural resource and conservation sector • Regional Natural Resource Management (NRM) bodies • Agriculture sector including peak bodies and regional organisations – Canegrowers, graziers, Australian Banana Growers' Council, horticulture, QFF, Agforce • Other industry including ports • Science and research sector including NESP Tropical Water Quality hub and research organisations including CSIRO, Australian Institute of Marine Science (AIMS), James Cook University (JCU) – TropWATER, Central Queensland University and citizen scientists • Traditional Owners including Prescribed Body Corporates, other Aboriginal and Torres Strait Islander peoples' representative bodies including Aboriginal Corporations, advisory committees and reference groups • NGOs and conservation sector including Greening Australia, World Wildlife Fund (WWF), Green Collar, The Nature Conservancy (TNC), the Australian Committee for the International Union for the Conservation of Nature (ACIUCN) • Healthy Waterways Regional Partnerships • R&D and corporate partners • Investment and finance sector



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Appendix I - Stakeholder Register

Last Updated: 17 November 2020

GBRF FITZROY WATER QUALITY PROGRAM- STAKEHOLDER REGISTER

Department /Organisation	Name	Role / Position Title	GBRF Role	E-mail	Phone Numbers	Mobile	Address	Town	Work Hours	Preferred method of communication
GBRF										
	Robert Speed	Senior Program Manager	Program Manager	aperez@barrierreef.org		0420 235 512	Level 11, 300 Ann St	Brisbane	Mon-Thur	
	Ana Perez	Program Manager - Water Quality	M & E Manager	mgongora@barrierreef.org		0448 856 297	Level 11, 300 Ann St	Brisbane		
	Milena Gongora									
Fitzroy Basin Association										
Partnership Coordinator Team	Barbara McKechnie	Business Systems Leader	Partnership Coordinator	barbara.mckechnie@fba.org.au	07 4999 2833	0429 877 735	1/80 East St	Rockhampton	Mon-Thur(Working 2 fridays/mnth)	
	Ebony Battersby	Communications Coordinator	Communication coordinator	ebony.battersby@fba.org.au	0 74999 2843	0423 338 224	1/80 East St	Rockhampton	Mon-Thur(Working 2 fridays/mnth)	
	Hayley Young	Indigenous Engagement Coordinator	Indigenous Engagement Coordinator	hayley.young@fba.org.au	07 4999 2815		1/80 East St	Rockhampton	Mon-Thur	
	Katie Crozier	Regional Extension Coordinator	FREN	katie.crozier@fba.org.au		0429 992 820	64 The Boulevard	Theodore	Mon-Thur(Working 2 fridays/mnth)	
	Vicki Horstman	RALF	RALF Network	vicki.horstman@fba.org.au	07 4999 2842	0419 160 537	1/80 East St	Rockhampton	Mon-Thur	
Project/s	Jeff Krause	NRM Manager		jeff.krause@fba.org.au	07 4999 2834	0407 700 131	1/80 East St	Rockhampton	Tue-Thur	
	Charisse Anderson	Delivery Leader		charisse.anderson@fba.org.au	07 4993 1004	0437 490 514	64 The Boulevard	Theodore	Mon-Thur	
	Rachel Bryan	Systems Repair Coordinator		rachel.bryan@fba.org.au	07 4975 6555	0428 734 865	Shop 4, 136 Goonoon St	Gladstone	Mon-Thur	
	Reece Brooks	Grazing Coordinator		Reece.brooks@fba.org.au	07 4999 2805	0447 992 800	1/80 East St	Rockhampton	Mon-Thur(Working 2 fridays/mnth)	
	Andrew Lewis	Extension Leader		andrew.lewis@fba.org.au		0419 654 289	Emerald Agricultural College, Emerald	Emerald	Mon-Thur	
Verterra										
	Glenn Dale	Managing Director and Chief Technical Officer	Project Director	glenn.dale@verterra.com.au	07 3221 1102	0427 331 111	Level 14, 97 Creek St	Brisbane	Mon-Fri	E-mail
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	Neil Halpin	Operations Manager	Principal Project manager - Operations	neil.halpin@verterra.com.au	07 3221 1102	0428 757 018	Level 14, 97 Creek St	Brisbane	Mon-Fri	E-mail
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	David Waterson	Land Rehabilitation Specialist	Project manager - operations	dave.waterson@verterra.com.au	07 3221 1102	0438 087 775	1/80 East St	Rockhampton	Mon-Fri	E-mail
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Greening Australia										
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	Lynise Wearne	Director-Reef Aid		lwearne@greeningaustralia.org.au		0466 283 439				
	Sean Hoobin	Science and Planning Manager - Reef Aid		shoobin@greeningaustralia.org.au		0424 142 840				
	Scott Foden									
Catchment Solutions										
	Phil Jeston	Snr Environmental Scientist & Project Coordinator		pjeston@catchmentsolutions.com.au	07 4968 4230	0488 765 106				
	Melanie Downton			mdownton@catchmentsolutions.com.au						
P2R Team										
P2R Questions	Adam Northey	Senior Project Officer, Paddock to Reef		Adam.Northey@daf.qld.gov.au	07 48086847	0475835049	25 Yeppoon Rd,	Parkhurst	Mon-Fri	E-mail
P2R Questions	Emily Barbi	Senior Project Officer, Paddock to Reef		emily.barbi@daf.qld.gov.au	07 48432626	0434075037	25 Yeppoon Rd,	Parkhurst	Mon-Fri	E-mail
Gully & Streambank Toolbox App	Paul Humphries	Project Officer - Evaluation		paul.humphreys@daf.qld.gov.au	07 48432610	0436 927 206	25 Yeppoon Rd,	Parkhurst	Mon-Fri	E-mail
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Last Updated: Nov 2020										

Fitzroy Water Quality Program Working Group

Fitzroy Water Quality Program Working Group Terms of Reference

1. Background

- (a) GBRF has appointed Fitzroy Basin Association to the role of **Regional Partnership Coordinator** to oversee coordination of the Fitzroy Water Quality Program ('the program').
- (b) As part of the Partnership Coordinator's role, we agreed to undertake a range of activities for the benefit of the Fitzroy Water Quality Program.
- (c) FBA will establish the Fitzroy Water Quality Program Working Group (the **FWQP Working Group**) in September 2020 to provide support to the program.

2. Purpose and Role

- 2.1 The purpose of the FWQP Working Group is to assist delivery partners with their planning and implementation of the Program.
- 2.2 The role of the Partnership Coordinator will aim to support the Working Group:
 - (a) **Communication:** Ensure all delivery partners are provided with the clear and consistent information and communication.
 - (b) **Communication Activities:** The Working Group is aware of communication activities being actioned by the Partnership Coordinator and the delivery partners.
 - (c) **Meetings and Regional Delivery Forum:** All contribute to the Working Group meetings and the regional forum/s over the life of the program. Provide input and suggestions to improve these events.
 - (d) **Project updates:** Provide updates to the Working Group on their projects and how they are progressing, identify any issues or support required from other delivery partners within the Working Group
 - (e) **Linking to other programs:** Identifying linkages and synergies with other existing or proposed programs related to improving water quality in the Great Barrier Reef.
 - (f) **Technical Advisory Group:** Providing update from the advisory Group when and as needed.
 - (g) **Collaboration:** Collectively working together to achieve the common goal of reduced sediment savings through a sharing approach

Fitzroy Water Quality Program Working Group

- 2.3 The Working Group may make recommendations to the GBRF but is not a decision-making body.

3. Membership

3.1 Composition

The members of the FWQP Working Group are:

- Ana Perez – Senior Program Manager (GBRF)
- Barbara McKechnie – Partnership Coordinator (FBA)
- Ebony Battersby – Communication Coordinator (FBA)
- Jeff Krause – Program Oversee (FBA)
- Maryanne Smith - Greening Australia Project Manager
- Glenn Dale - Verterra Project Manager
- Charisse Anderson - FBA Project Manager
- Phil Jeston – Catchment Solutions Project Manager

Partnership Coordinator will provide secretariat support to the FWQP Working Group.

4. Meetings

4.1 Frequency

The Working Group shall meet as often as is necessary to carry out the responsibilities of the Group. It is anticipated that the FWQP Working Group will initially meet on a monthly basis, but likely revert to meeting every three months once the program is established.

4.2 Attendance

- (a) Members of the Working Group are entitled to invite other relevant attendees to the Working Group meetings.
- (b) Proxies will be permitted through invitation from any of the delivery partners.
- (c) Attendance can be in person or via tele or video-conference.
- (d) External presenters may be in attendance from time to time and is to be approved by the Group.

4.3 Minutes

- (a) The secretariat will keep minutes of proceedings of all Working Group meetings.

Fitzroy Water Quality Program Working Group

- (b) Minutes of Working Group meetings shall be circulated to all members of the FWQP Working Group.
- (c) Minutes shall be approved by the Working Group.

5. Confidentiality and conflicts of interest

- 5.1 Confidential information provided by any member to the Working Group is provided solely for the purpose of the Working Group and must not be shared beyond the Group without the express approval of the person who has provided the information. Confidential Information in this context means information that would not otherwise be available to the recipient.
- 5.2 Despite clauses 5.1 and unless otherwise provided, confidential information and Working Group discussions may be shared:
 - (a) With employees or contractors of FWQP delivery partners involved in the ‘the program’, or
- 5.3 Working Group members must fully and promptly disclose to the Partnership Coordinator any matter which may lead to potential or actual conflicts of interest.
- 5.4 The secretariat will maintain a record of conflicts of interest.

6. Expenses

Unless otherwise agreed, each member of the Working Group will bear their own costs of participating in Working Group activities.

7. Issues and Complaints

- 7.1 All arising issues or complaints are to be directed to the Partnership Coordinator.
- 7.2 Issues or complaints regarding the Partnership Coordinator, are to be discussed with GBRF Program Manager.
- 7.3 Delivery partner issues are to be followed up with GBRF’s senior program manager.

8. Term

The Working Group was established in September 2020 to support the Fitzroy Water Quality Program and will be ongoing until the end of the GBRF partnership. However, the purpose, role and composition of the Working Group will be reviewed every year.



ATTACHMENT
Fitzroy Regional Extension Plan

2020/2021 Collaboration Strategy

August 2020



Fitzroy Regional Collaboration Strategy July 2020

Prepared by Katie Crozier, Regional Extension Coordinator Fitzroy Region

Please cite as:

FBA (2020), *Fitzroy Regional Collaboration Strategy*. Prepared as part of the Enhanced Extension Coordination in GBR project, Department of Agriculture and Fisheries, Townsville. Version 1.0 September 2020, 20 pp.



**Queensland
Government**



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Definitions

CoP - Community of Practice

EEC - Enhanced Extension Coordination in GBR

EPM - Extension Provider Matrix

FBA - Fitzroy Basin Association

FF - Flexible Funds

FREN - Fitzroy Regional Extension Network

FREN WG - Fitzroy Regional Extension Network Working Group

FREP - Fitzroy Regional Extension Plan

GBR - Great Barrier Reef

NRM - Natural Resource Management

PtP - Peer-to-Peer

REC - Regional Extension Coordinator

Reef Plan - Great Barrier Reef 2050 Water Quality Improvement Plan

The Taskforce - Great Barrier Reef Water Science Taskforce

Executive Summary

Major change has occurred in the Fitzroy region as a result of the Enhanced Extension Coordination in GBR (EEC) program being delivered since July 2017. Employing a Regional Extension Coordinator (REC), mobilising flexible (FF) and peer-to-peer (PtP) funds and formalising regional extension networks has enhanced the effectiveness and efficiency of extension programs/projects through improved coordination and collaboration.

The following changes/activities in the Fitzroy region can be directly attributed to this program.

- The Regional Collaboration Workshop was delivered by collaboration experts and launched the Fitzroy Regional Extension Network (FREN).
- The Fitzroy Regional Extension Network Working Group (FREN WG) was established and meet bi-monthly to plan and support collaboration activities.
- The Extension Provider Matrix (EPM) was formed and published online. The interactive, online tool maps regional extension providers, their capacity to deliver and their areas of expertise. The EPM is able to be accessed by landholders and extension providers alike.
- The BaseCamp online collaboration portal was established and used by FREN stakeholders to share a calendar of events, post regionally specific updates/questions and other general information.
- These days, two or more FREN stakeholders collaborating and cooperating to deliver a project is common. Extension providers are also spending more time planning how they can work together to benefit the landholder, rather than focusing on outcompeting their peers.

The points above highlight the improvements made from this program with a noticeable positive impact on extension in the Fitzroy. There are still ongoing challenges remaining, for example, the Fitzroy Regional Extension Plan (FREP) situation analysis noted that before the EEC program commenced there was considerable fragmentation of the extension effort in the Fitzroy region.

Overall, the program has been well worth the investment in the Fitzroy region. To date, major progress has been made to address regional barriers and provide more targeted and coordinated extension to support large-scale land management practice change that will result in improved water quality outcomes for the Great Barrier Reef (GBR) and accelerate achieving the objectives of the Great Barrier Reef 2050 Water Quality Improvement Plan (Reef Plan).

The regional fragmentation has lessened. However, the remaining regional challenges are complex and multifaceted and cannot be resolved without continued effort. This strategy will outline activities and efforts that will be employed between July 2020 and June 2021 in an effort to build upon improved coordination and collaboration progress made to date.

Introduction

The Great Barrier Reef Water Science Taskforce (the Taskforce) recommended that the Queensland Government invest in more targeted and coordinated extension to support large-scale land management practice change that will result in improved water quality outcomes for the GBR and accelerate achieving the objectives of the Reef Plan.

Project TF3.5 EEC, through a network of regional coordinators and regional extension coordination groups was established to formalise regional extension networks so they have clear and transparent structures, systems and processes to coordinate and prioritise extension projects at a regional and subregional scale and improve the effectiveness and efficiency of extension programs through improved coordination and collaboration.

The EEC project, funded by the Queensland Government Reef Water Quality Program, was established to build capacity with regard to better coordinating extension services, including collaboration, in response to the Coutts J&R Review, 2017. Coutts J&R identified a range of issues and made 65 recommendations on the education and extension systems to build on extension capacity in GBR catchments under the following themes:

- Improved coordination and collaboration of extension projects,
- Skills gaps and the need for training and capacity building, and
- More effective monitoring and evaluation of the extension effort and outcomes.

A foundational element of the Coutts J&R Review was the appointment of RECs in each of the six GBR NRM regions to provide support for regional coordination groups, consisting of local extension providers, and with these groups develop Regional Extension Plans to guide and coordinate the roll out of on-ground extension programs.



A peer-to-peer group of landholders have increased yields and profits and improved soil health thanks to applying regenerative agriculture practices.

Purpose of this Collaboration Strategy

The key objective of this strategy is to recommend actions to facilitate the stated goal of: “improved effectiveness and efficiency of extension service delivery through improved collaboration and coordination” to augment the development of the FREP. There is an expanding discipline developing strategies to build collaborative behaviours, but these are yet to be applied to agricultural extension. This depends on factors such as levels of trust, information sharing, voluntary assistance, mutual respect, ability to compromise, and flexibility; all of which form a set of behaviours and values that underpin collaboration as an approach to business.

The strategy has been designed to address challenges around building the capacity to collaborate in the delivery of extension services in the Fitzroy Basin (Hardy, 2019). This strategy is based on the collective learnings across the GBR regions but focuses on the specific issues identified at the FREN regional collaboration workshop and through consulting with the REC. The strategy recognises the challenges extension services face trying to engage landholders in Reef Water Quality programs and how these contribute to challenges around coordination and collaborating in providing extension services.

Stakeholder Classification

To improve effectiveness and efficiency of extension service delivery, the REC identified relevant stakeholders and analysed their power or influence over local outcomes. Figure 1 illustrates the model used by the REC in that classification process.

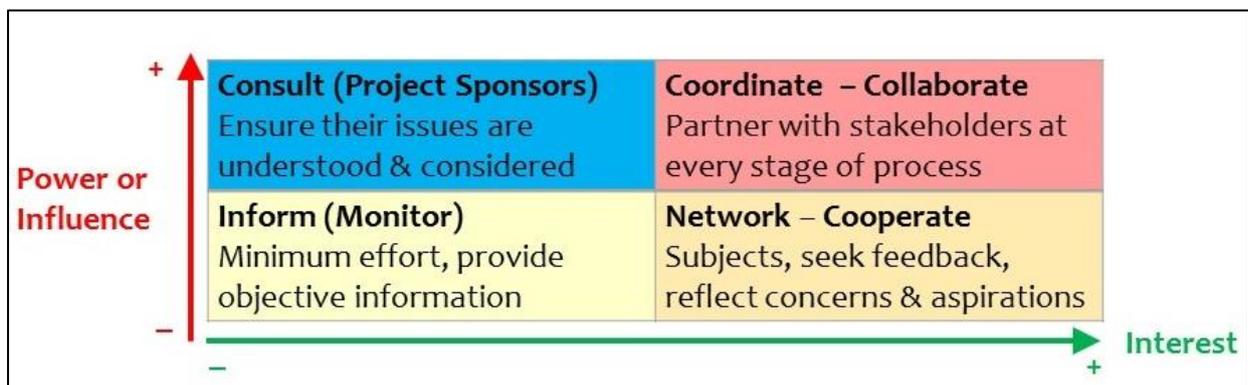


Figure 1 Classifying stakeholders according to their Power and Interest in your project (modified from Sargent, 2019)

Collaboration Continuum

A Collaboration Continuum framework (Figure 2) was used by the REC to analyse and measure the effectiveness and efficiency of extension service delivery, to target, not only communications, but other activities to support the different ways for stakeholders to work together.

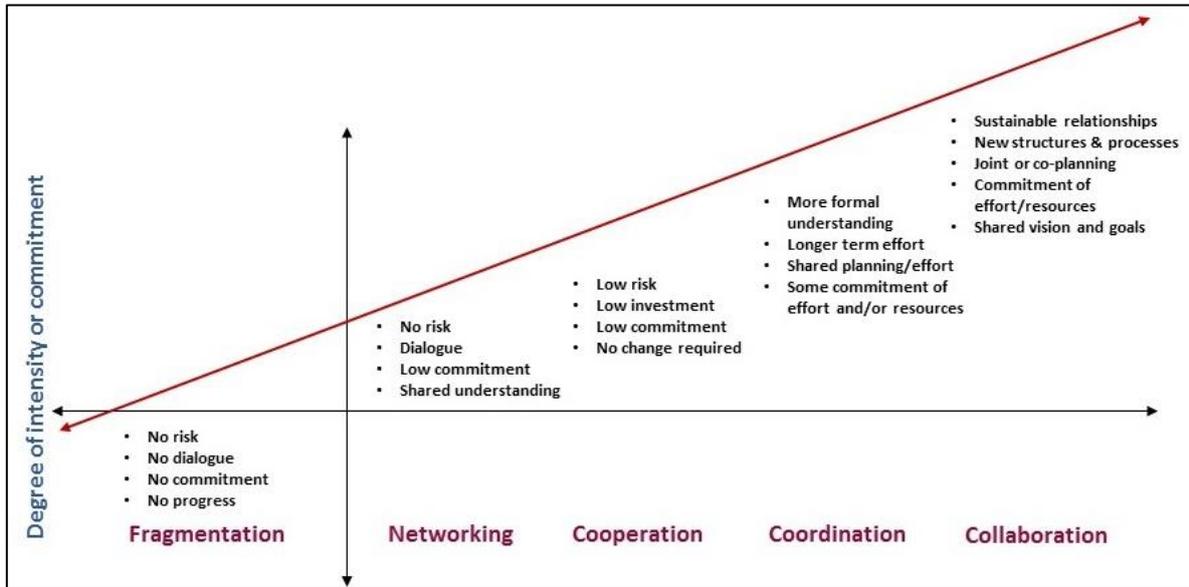


Figure 2 The Collaboration Continuum [Adapted from: Success Works, Putting Partnerships into Practice, final report (Department of Human Resources, 2004)].



Fitzroy Women in Grazing peer-to-peer group.

Stakeholder Engagement

As can be seen in Table 1, the yellow ticks (✓) demonstrate that a few key FREN stakeholders made a significant shift along the collaboration continuum over the life of this program. These stakeholders include DAF, CQU, RCS and Grow Agribusiness and Financial. In response, the FREN WG was formed to nurture these stakeholders and further facilitate effective collaboration. On average, this working group met informally every two months to discuss and plan relevant collaboration activities such as funding applications/proposals, regional events and training, extension project progress, upcoming collaboration opportunities, and available resources/expertise. Feedback from FREN WG stakeholders suggest that this format worked very well as it allowed collaboration to occur organically and on an 'as needed' basis.

Table 1: Stakeholders that are part (directly and in-directly) of the Fitzroy Region extension network and an indication of how actively they are currently participating to work together. * indicates stakeholders that are members of the BCEG. ✓ = some; ✓✓ = moderate, and ✓✓✓ = high.

Stakeholder	Location	Primary Funding	Primary Extension Activities	Number of Members	Networking	Cooperation / Coordination	Collaboration
Norther AgriServices	Rockhampton	Rural supplier. Agents fees.	<ul style="list-style-type: none"> Rural supplier and advisor. Stock and Station agents. Property marketing and sales. 	3	✓	✓	
Gallagher	CQ Region	Product sales.	<ul style="list-style-type: none"> Innovation and marketing of animal management, security, fuel systems and manufacturing solutions. Sales and instillation of animal management products. 	1	✓	✓	
Central Qld University (CQU)	Rockhampton	Government. Grants.	<ul style="list-style-type: none"> Research and development projects. Scholarships, training and degrees. Community involvement. 	3	✓✓✓	✓✓	✓
Department of Agriculture	Rockhampton	Government.	<ul style="list-style-type: none"> Provide animal production and agronomic advice around. best management practices. 	3	✓✓	✓✓✓	✓✓

Stakeholder	Location	Primary Funding	Primary Extension Activities	Number of Members	Networking	Cooperation / Coordination	Collaboration
and Fisheries (DAF)			<ul style="list-style-type: none"> Extension workshops. 				
AgForce	CQ Region	Membership fees.	<ul style="list-style-type: none"> Organisation representing rural producers. Member engagement and support. Lobbying industry and government on behalf of members. 	2	✓	✓	
Teys Australia	Rockhampton	Product sales.	<ul style="list-style-type: none"> Meat processing plant. Customer/producer education and feedback. Technology innovation workshops. 	2	✓	✓	
Fitzroy Basin Association	Fitzroy Region	Government.	<ul style="list-style-type: none"> Provide landholder education and extension. Extension workshops. Manage government funded projects. 	10	✓✓✓	✓✓✓	✓✓
CHRRUP	Central Highlands	Government.	<ul style="list-style-type: none"> Provide landholder education and extension. Manage government funded projects. 	2	✓	✓✓	✓
Resource Consulting Services (RCS)	Australia wide	Fee for service. Product sales. Government.	<ul style="list-style-type: none"> Provide consultation and advice to landholders. Extension workshops and intensive landholder education. Manage government funded projects. 	2	✓✓✓	✓✓✓	✓✓✓
Bos C Agri	Rolleston	Fee for service.	<ul style="list-style-type: none"> Private consultant. Provide consultation and advice to landholders. 	2	✓	✓	
Peter Long Consulting	Rockhampton	Fee for service.	<ul style="list-style-type: none"> Private consultant. Provide consultation and advice to extension providers. Training, extension evaluation. 	1	✓	✓	✓
CQG Consulting	Rockhampton	Fee for service.	<ul style="list-style-type: none"> Private consultant. Planning, development, environmental engineering. 	1	✓	✓	

Stakeholder	Location	Primary Funding	Primary Extension Activities	Number of Members	Networking	Cooperation / Coordination	Collaboration
Herron Todd White	Queensland	Fee for service.	<ul style="list-style-type: none"> Property valuation. Property advisory. 	3	✓	✓	
Ray White	Queensland	Fee for service.	<ul style="list-style-type: none"> Property valuation. Property purchases. Property marketing. 	1	✓	✓	
Grow Agribusiness and Financial	CQ Region	Fee for service.	<ul style="list-style-type: none"> Home, equipment finance and car Loans. Extension events for landholders. Commercial and agri finance advice. 	1	✓✓	✓	✓✓

Challenges, Solution and Progress

Table 2 summarises the challenges identified by the FREN and the REC, progress in resolving those challenges and potential solutions to rectify, if challenges have not progressed or been resolved.

Table 2: Challenges identified in delivering coordinated and collaborative extension services, progress to July 2020 and solutions to ensure the situation progresses where needed.

Challenge	Suggested Solutions	Progress Made Over the Life of the Program (Jul 17 - Jun 20)
Lack of Trust/Opportunities to Collaborate		
Organisations tend to keep information to themselves, lack of a sharing/ collaborative culture.	Use a collaborative project as a case study to demonstrate benefits of collaboration.	Three cross-regional projects successfully demonstrated that collaboration across regions increased uptake of extension staff training and forged new peer-to-peer learning groups. Other benefits to come as a result of collaborative projects included improved value for money when contracting expert mentors, greater commitment shown by project participants (landholders or extension staff) and additional stakeholder partnering opportunities.
	Host regular FREN meetings to keep all partners informed and engaged.	<p>Collaboration/Coordination meetings were held bi-monthly with FREN WG.</p> <ul style="list-style-type: none"> – Feedback after the FREN launch meeting was positive and stakeholders said they were willing to join a more formal regional group. However, when the time came to attend the second FREN meeting, the REC was met with some hesitation/resistance from the group. – Even though the benefits of collaboration were outlined in the FREN launch meeting, it was observed that regional stakeholders may not have seen value in meeting regularly due to the nature of pre-existing stakeholder relationships and networks. For example, many individual stakeholders already had personal networks that they believed were working effectively at providing extension to landholders. These stakeholders were somewhat closed off to the idea of extending their networks and collaborating outside of their regular groups. – Another reason regular FREN meetings were not supported could be due to the relative simplicity of stakeholder networks in the Fitzroy region. Unlike other regions that may have complex and somewhat dysfunctional stakeholder networks/interactions across different industries, the Fitzroy stakeholder networks were already rather streamlined across the grazing and grains industries. There is still room for improvement, however collaboration and coordination already occur quite organically and on an ‘as needed’ basis within this broad group.

Challenge	Suggested Solutions	Progress Made Over the Life of the Program (Jul 17 - Jun 20)
Lack of Trust/Opportunities to Collaborate		
		<p>Although regular FREN meetings (involving large group of stakeholders) were not supported, bi-monthly, informal FREN WG meetings went ahead and were successful at engaging key stakeholders to collaborate in the areas of funding applications/proposals, regional events and training, extension project progress, upcoming collaboration opportunities, and available resources/expertise. This outcome aligned with Hardy's idea that collaboration need not cover every activity, include all stakeholders and occur at all times.</p> <p>– Here the term 'key stakeholders' refers to those select few who were willing to actively collaborate and coordinate with the Fitzroy REC and deliver activities/priorities outlines in the FREP. These stakeholders were present at the FREN launch meeting and, with the support and encouragement of the REC, proactively worked with other likeminded stakeholders to create change in the region. In the last year of the program, this group was labelled the FREN WG and aimed to meet every two months.</p>
Duplicating expertise within organisations that is already available in the region.	Develop an Extension Action Plan	<p>The idea of the Extension Action Plan was to highlight organisations with specific expertise and outline their capacity to deliver extension activities. Rather than an Extension Action Plan, the EPM, an interactive, online matrix of extension providers was created to connect those delivering on-farm advisory services with landholders looking to change their practices. Content for the EPM was collected at the initial FREN meeting during a mapping activity and also tendered by extension providers as part of their application to become a preferred supplier. The EPM has been used by landholders and extension staff alike to match extension supply and demand appropriately.</p>
Competition, control, credit.	Develop a Code of Conduct and Terms of Reference for FREN.	<p>As mention above, regular meetings of the large FREN did not progress as planned. As a result, a Code of Conduct and Terms of Reference were not developed as was suggested at the start of the program. See above for more information. Although these suggested solutions were not implemented, other EEC program activities assisted in reducing competition, control, and credit issues amongst stakeholders.</p> <p>– The EPM, an interactive, online matrix of extension providers, was created to connect stakeholders delivering on-farm advisory services with landholders looking to change their practices. Stakeholders used this platform to publish their events on the shared calendar. This not only reduced competition between stakeholders but also streamlined event locations and topics allowing landholders to more easily select which event was right for them to attend.</p>

Challenge	Suggested Solutions	Progress Made Over the Life of the Program (Jul 17 - Jun 20)
Lack of Trust/Opportunities to Collaborate		
		– Competition between stakeholders also decreased as stakeholders were more frequently partnering to deliver extension activities.
Funding Delivery/Resources		
Top down approach to where \$ spent (lack of consultation with landholders and other stakeholders).	Regular FREN meetings	See above.
	Promote FREN + willingness for stakeholders to be consulted.	Regional stakeholders were given the opportunity to be involved in a state-wide, cross industry project - Developing an Extension Model for Practice. The project involves bringing together the core components (fundamentals) to guide the extension and/or advisory space when working with farmers and directly influences outcomes including practice change and adoption. Involvement in this project (30 regional stakeholders) demonstrates stakeholder willingness to be consulted and guide the extension and/or advisory space from the bottom up.
Privately owned, or NFP financially restricts some partner's participation in FREN activities.	Promote the benefits of collaboration to the FREN and what that means for their business.	Actioned at initial FREN meeting and delivered by Dr. Jerry Roberts and Max Hardy. FREN stakeholders were receptive and seemed to understand the benefits of collaboration. However, when it came time to initiate widespread collaboration, progress was slow to begin with. – See above.
Common Vision/Priorities		
Multiple competing interests and perceived differences in goals/visions.	Develop a FREN Terms of Reference.	See above
	Develop an Extension Action Plan.	See above

Monitoring and Evaluation on the Collaboration Continuum

To monitor and evaluate progress towards more coordinated and collaborative working relationships it was important to monitor how the Fitzroy Regional Extension Network was operating currently and use this to set objectives and plan for how the group could operate in the future. This has required benchmarking where the network currently sits on the Collaboration Continuum (Figure 2) using the rubric or Collaboration Matrix developed in Hardy 2019 (Table 4). The matrix describes examples and indicators for the different levels of working together, with four levels to represent the maturity of the interactions:

1. Do not occur
2. Occur but infrequently (Lead indicators)
3. Occur more often (Intermediate indicators)
4. Occur frequently and regularly (Possible longer-term indicators (outcomes/ impacts))

Table 3: Collaboration Matrix - Examples and indicators for the different levels of working together in a collaboration continuum (Hardy, 2019).

	Fragmentation	Networking	Cooperation	Coordination	Collaboration
Level 1	Participants do not liaise or meet Participants may view other organisations as competitors Participants do not share resources or events	Participants come together socially or informally Participants exchange or are happy to exchange information or contact details	Participants attend a Regional Extension Coordination Network Meeting Participants attend a flexible funding or peer-to-peer learning event	Participants assist with the delivery of a network activity or event (organise catering, venue, take minutes etc) Participation in a shared planning activity and meeting action list shared by 2 or more partners	Participants are taking a lead or contributing to new activities (outside the meetings or funded activities) 2 or more partners that previously didn't work together are now working together on new projects or activities
Level 2 Lead Indicators		Participants happy to attend network meetings Participants interact with each other	Participants come along to meeting with a shared agenda Participation in the meeting	Participants share in a joint planning process (development of agenda or approval of projects for example) Participants contribute resources to planning meetings	Participants are working towards a shared goal Participants are volunteering suggestions Participants are offering to lead new activities
Level 3 Intermediate Indicators		Participants happy to come along to a second meeting Participants tell others about the benefits Participants invite others to the network	Follow up phone calls or emails from participants after meeting	Participants agree on a decision (or with the decision made) Participant(s) other than the REC take a lead on an action	Participants commit resources (time and/or funding) for joint activities Participants are starting to work with other network members on other initiatives

	Fragmentation	Networking	Cooperation	Coordination	Collaboration
Level 4 Longer-term Indicators		A higher level of trust is reported among networkers. Evidence of networkers being willing to actively explore working at higher levels (i.e., cooperation, coordination, and collaboration). Evidence of organisations being more willing to share information about achieving practice improvements, or lessons learned.	Evidence of producers being referred to other extension services where more appropriate. Evidence of sharing resources between organisations providing extension services. Messaging about practice improvement is more consistent between different providers.	Feedback from producers of significantly less duplication of surveys and events. Feedback from producers of improved scheduling. Greater clarity about which services organisations are providing	Applications for funding jointly prepared by multiple organisations. Extension events jointly organised by multiple organisations. Producers express greater confidence in the relevance and effectiveness of the extension system. Evidence of more attempts at innovating through joint planning and delivery.



Early career extension officers, led by expert mentors, learning valuable soil conservation theory that they will go on to practice in the paddock.

Levels of Working Together

A graded colour coding (Figure 4) has been used in Figure 5 to describe the indicator levels and how the Fitzroy Regional Extension Network has operated since the inception of the EEC.

Extent of interaction	2018	2019	2020	2021
Does not occur				
Occurs but infrequently				
Occurs more often				
Occurs frequently and regularly				

Figure 3: Graded colour coding to describe the indicator levels (Table 2).

		Fragmentation	Networking	Cooperation	Coordination	Collaboration
17/18	Level 1					
	Level 2					
	Level 3					
	Level 4					
18/19	Level 1					
	Level 2					
	Level 3					
	Level 4					
19/20	Level 1					
	Level 2					
	Level 3					
	Level 4					
20/21 FREN	Level 1					
	Level 2					
	Level 3					
	Level 4					
20/21 FREN WG	Level 1					
	Level 2					
	Level 3					
	Level 4					

Figure 4: How collaboration has progressed with stakeholders in the Fitzroy Regional Extension Network (FREN) and wider network..

Recommended Actions to 2021

To assist in the meeting of 2021 targets (Figure 4), challenges in Table 2 were analysed and activities designed by the REC. These activities were categorised using the indicators in the Collaboration Matrix (Table 4) to address challenges where practical and possible. Some of the challenges identified in Table 2, will require a government response to address or expertise outside of the REC's.

Table 4: Activities for the REC to implement to June 2021 and the current status of those activities as at July 2020.

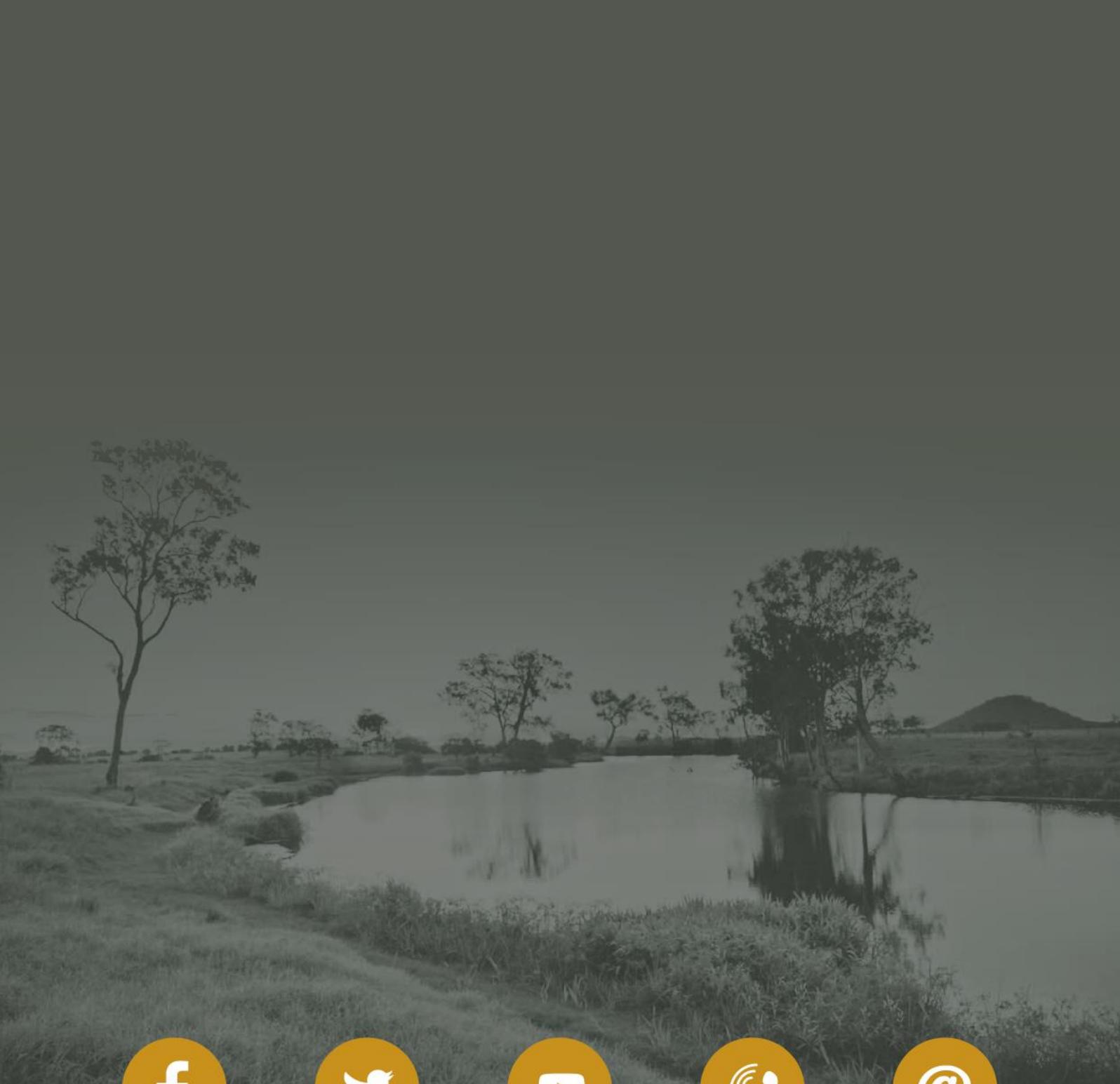
Recommended Activities		Current Status of the Activity	Jul 2020 - Jun 2021 Activities
Networking	<p>Host quarterly FREN meetings.</p> <ul style="list-style-type: none"> Propose new projects Coordinate regional events Networking between partners Celebrate progress Discuss extension delivery 	<p>Despite best efforts by the REC, regular FREN meetings were not supported by regional stakeholders. However, bi-monthly, informal FREN WG meetings were successful at engaging key stakeholders to collaborate in the areas of funding applications/proposals, regional events and training, extension project progress, upcoming collaboration opportunities, and available resources/expertise.</p>	<p>Informal FREN WG meetings will continue bi-monthly. Time will be spent discussing ways key stakeholders can continue to collaborate with a focus on upcoming funding opportunities. FREN BaseCamp platform will continue to allow stakeholders every opportunity to collaborate and coordinate.</p>
Cooperation	<p>Sharing field days to collectively promote extension services (cooperation).</p>	<p>Two large shared field days were delivered as a result of cooperation between a few key stakeholders. The field days attracted over 50 landholders each and were very well received.</p> <p>In addition, two key stakeholders partnered to deliver a major, multi-year extension program to landholders in the region.</p>	<p>Following the success of these shared field days, the FREN WG has decided to deliver the event annually. The next event will be delivered subject to funding and COVID-19 restrictions.</p>
Coordination	<p>Host a shared calendar of regional events.</p>	<p>A shared calendar of regional events was hosted through the BaseCamp platform which was facilitated and moderated by the REC.</p>	<p>FREN BaseCamp platform will continue to allow stakeholders every opportunity to collaborate and coordinate.</p>
	<p>A brochure or other communication product that highlights all the extension providers and how landholders and others can access their expertise.</p>	<p>The EMP was created to connect those delivering on-farm advisory services with landholders looking to change their practices. Content for the EMP was collected at the initial FREN meeting during a mapping activity and also tendered by extension providers as part of their application to become a preferred supplier.</p>	<p>The EMP will continue to be supported and updated accordingly. New extension providers will be encouraged to become a preferred supplier and have their information added into the EPM.</p>
Collaboration	<p>Mapping agendas of all organisations and begin exploring common ground and potential for collaboration (early stages of collaboration/codesign pathway).</p>	<p>Mapping agendas and exploring common ground of organisations and extension providers began at the initial FREN meeting. This continued through FREN WG meetings. This supported a codesign pathway for both the shared field days and partnered extension programs.</p>	<p>This will continue to be built upon in FREN WG meetings.</p>

Looking Forward

Major change has occurred in the Fitzroy region because of the EEC program. Improved regional coordination and collaboration has increased the effectiveness and efficiency of extension programs/projects and improved the rate of adoption of practices that has led to better water quality outcomes. Employing a REC, mobilising flexible and peer-to-peer funds and formalising regional extension networks has effectively provided support to existing programs/projects, extension providers and landholders alike.

Although this program has been successful, there is still room for improvement. It is recommended that this program (or an iteration of) continues to be supported to ensure that the progress made over the last three years is maintained and built upon. Without the backbone support provided by EEC RECs, it is likely that some, if not all gains in relation to collaboration and coordination in the Fitzroy will regress. The sheer number of different programs of free or costed support available to landholders, or even yet to become available, and offered by disparate organisations, indicates that a coordination or 'go-to' point is a necessity. In an industry where trust is paramount, and any adjustment made to practice directly impacts a landholders' (and their family's) livelihood and legacy, an electronic, informal or sporadic engagement mechanism is simply not enough. With government agencies under continued budgetary pressure and with expansive geographic areas of responsibility there is no longer in-person and personalised support for landholders. In the absence of this support, a trusted and connected network, capable of sharing information, experiences and contacts (such as those established and supported under EEC) are the only means by which individuals can be empowered to act, willingly and with enthusiasm and optimism, in the interest of the greater collective of industry or enterprise.

FBA has recognised the value of this program and its achievements (e.g. FREN, FREN WG and other networks established) and has subsequently formally written these networks into many of the organisational strategies and work plans for programs that our staff deliver. Examples include and are certainly not limited to *FBA's Engagement Strategy*, the *Regional Engagement Implementation Plan* and the *Regional Agricultural Landcare Facilitator Workplan* - all key to supporting landholders across the Fitzroy region. FBA continues to see these networks as a vital tool for connecting with and communicating with potential project stakeholders, and in assessing varying trends and influences that impact on the livelihoods of producers and their potential for practice change. It is as much as a mechanism for change on ground, as it is a means for informing service providers and government agencies regarding more appropriate, relevant, accessible, and likely more successful program and policy design at government level.



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NAME OF EVENT/WORKSHOP/FIELD DAY/INFO SESSION

Participant Survey – Insert date or date range

Your responses help inform and guide the work of Fitzroy Basin Association. We use the answers you provide to help us identify and develop better events and projects for our region, apply for funding, meet our reporting requirements and promote our services.

All personal details are kept anonymous but by completing and returning this survey, you consent to your responses being used to support the aims outlined above.

There are 13 questions which should take no more than 5 - 10 minutes to complete.

Please note, FBA uses SurveyMonkey to store, collate and analyse survey responses which means the information collected will be transferred outside Australia and stored securely on SurveyMonkey's servers. By volunteering to complete this survey, you agree to this transfer.

We appreciate any and all feedback you provide.

THANK YOU!

1. In your opinion, what has been the biggest benefit of this **field day**?
2. What do you plan to do as a result of what you have learnt at this **field day**?
3. As a result of participating in this **field day**, please rate how likely you are to make practice changes (i.e. **changes to how you manage your property**)?

Not at all likely	Slightly likely	Moderately likely	Very likely	Extremely likely
<input type="radio"/>				

4. If you would like to make practice changes, how soon are you likely to make them?
 Straight away Within 5 years I'm undecided
 Within 2 years 5+ years N/A
5. What are the main challenges for you making these practice changes? (please select up to 3)
 Concerns about reduced production Lack of labour I don't think it will make a positive impact to water quality or the environment
 Concerns about reduced profitability Lack of confidence, knowledge or experience
 Lack of time Lack of family support
 Lack of equipment Weather or seasonal issues
 Lack of funds Have tried it before and it didn't work
 Other:

6. What additional support or service would be of assistance?



7. How likely is it that you would recommend this **field day to a friend or colleague?**

Not at all likely	Slightly likely	Moderately likely	Very likely	Extremely likely
<input type="radio"/>				

8. As a result of participating in this **field day, please rate how much your...**

	NOT AT ALL	SLIGHTLY	SOMEWHAT	A FAIR AMOUNT	A LOT!
Knowledge has changed	<input type="radio"/>				
Confidence has changed	<input type="radio"/>				
Skills have changed	<input type="radio"/>				
Aspirations (plans, intentions etc.) have changed	<input type="radio"/>				

9. What were your main motivations for registering for this **field day? (please select up to 3)**

- | | |
|--|--|
| <input type="checkbox"/> Increase knowledge and skills | <input type="checkbox"/> Improve property, productivity and/or profitability |
| <input type="checkbox"/> To save time and/or money | <input type="checkbox"/> Comply with regulations |
| <input type="checkbox"/> It was free/received a grant or incentive | <input type="checkbox"/> Do my bit for the environment |
| <input type="checkbox"/> Connect with others/build my network | <input type="checkbox"/> For my family |
| <input type="checkbox"/> It was recommended to me | <input type="checkbox"/> Other: |
| <input type="checkbox"/> I know others have adopted this practice | |

10. Do you identify as... (please tick all that apply)

- | | | |
|---|---|---|
| <input type="checkbox"/> Urban resident | <input type="checkbox"/> Grain and/or crop grower | <input type="checkbox"/> Community group member |
| <input type="checkbox"/> Landholder | <input type="checkbox"/> Cotton grower | <input type="checkbox"/> Educator |
| <input type="checkbox"/> Aboriginal and/or Torres Strait Islander | <input type="checkbox"/> Industry representative | <input type="checkbox"/> Student |
| <input type="checkbox"/> Volunteer | <input type="checkbox"/> Government worker | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Grazier | <input type="checkbox"/> Service provider | |
| <input type="checkbox"/> Horticulturist | <input type="checkbox"/> NRM worker | |

11. Which local government area do you operate from? (please tick all that apply)

- | | | |
|--------------------------------------|--|--|
| <input type="checkbox"/> Isaac | <input type="checkbox"/> Banana | <input type="checkbox"/> Central Highlands |
| <input type="checkbox"/> Woorabinda | <input type="checkbox"/> Gladstone | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Rockhampton | <input type="checkbox"/> Maranoa | |
| <input type="checkbox"/> Livingstone | <input type="checkbox"/> Western Downs | |

12. Please indicate your age group. (circle one)

- 15-19 20-24 25-29 30-34 35-39 40-44 45-49 50-54 55-59 60-64 65-69 70+

13. Please share any other comments or suggestions you have...

FBA may wish to publish your comments and name to promote the work of FBA and the value of events such as this. Promotion may include but is not limited to official reports for funders, FBA's website, printed products, social media etc. Please tick a box below to indicate your preference.

- I consent to the use of my comments but wish to remain anonymous.
- I do not consent to the use of my comments.
- I consent to the use of my comments with the following name. NAME: