Where it all began

The South Australian Sheep Industry Blueprint was initiated and driven by a group of industry leaders following the successful LambEx conference, held in Adelaide in 2014. At the post-conference debrief, discussion focused on how the SA sheep industry could capitalise on the knowledge and enthusiasm of the whole supply chain to work together, as was developed through the conference. This led to the idea of a Blueprint which would provide SA's 'call to action' on numerous strategic directions for the industry.

The development of the Blueprint began in 2015 with a scoping workshop coordinated by Livestock SA and the South Australian Sheep Advisory Group with facilitation and development experience from Primary Industries and Regions South Australia (PIRSA). This coincided with the University of Adelaide making key staff appointments that led to the establishment of the Davies Livestock Research Centre and Meat and Livestock Australia (MLA) reconvening the Southern Australian Meat Research Council, now the Southern Australia Livestock Research Council (SALRC).

The Blueprint was formed with the primary function and role to facilitate a culture of collaboration and cooperation to leverage co-investment within the SA sheep industry value chain. Following the scoping workshop, an expression of interest process for establishment of the Blueprint Working Group was progressed, with selection based on skill and ensuring participation of all sectors of the SA sheep industry. The working group then engaged a 50-person reference group, many of whom participated in the scoping workshop, to assist with the development and implementation of the Blueprint. Pivotal to the success was the clear terms of reference for the Blueprint Producer Chair, Executive, Manager and Working Group

The Blueprint was initially supported and co-funded by Sheep Industry Fund levies from the South Australian Sheep Advisory Group under the management of Livestock SA and the University of Adelaide's Davies Centre. This demonstrated strong industry support which opened doors for constructive discussions on collaboration and financial co-investment from the South Australian Government. At the same time, SALRC developed seven regional committees and, given the strong synergy, the Blueprint Working Group also functioned as the SA regional committee of SAMRC, the only state-based region.

The Blueprint was aligned with regional, state, and national industry plans, which at the time were operating to five-year phases, mostly 2015-20. There were numerous state-wide industry workshops, along with targeted meetings with key stakeholders which helped develop the priority areas, activities, and key performance indicators (KPIs, or measures of success) of the Blueprint. There is a unique, strong and passionate ownership of the Blueprint by many stakeholders of the SA sheep industry. Its alignment with national and state priorities has ensured a successful program which has engaged all facets of the value chain.

The achievements that have been made possible through the Blueprint to date have been professionally facilitated by the Blueprint Manager, who has been ably supported by his Producer Chairs, and Executive of key investors and Working Group.

Governance and financial support

The Blueprint working group acknowledges that the formation and funding of the Blueprint has been an industry-led initiative which included the whole value chain. The Blueprint's success is due to extensive industry collaboration and contribution of stakeholders from across the value chain.

Numerous funding streams have supported the Blueprint as well as its individual projects. PIRSA, the South Australian Sheep Industry Fund, the Australian Government's Building Better Regions Fund, University of Adelaide, MLA and Livestock SA have made contributions towards the continual support of the South Australian Sheep Industry Blueprint.

Objectives

The South Australian Sheep Industry Blueprint was established to foster a prosperous industry through all aspects of the value chain and to guide the sheep industry over a five-year period (2015-2020). The overall goal was to facilitate a 20% increase in productivity and value by the end of 2020. This goal was set in order to contribute to the growth of the SA economy and to provide a clear focus for the sheep industry.

Five main objectives were set for the Blueprint, including:

1. GROWING: Grow the SA sheep industry's production and value from $1.48 billion in 2015 to $1.80 billion in 2020 while maintaining international competitiveness.

2. UNITING: Develop a united value chain workforce plan from 2015 to 2020 that attracts new and energetic people to the industry.

3. ENGAGING: Support a 20% increase in the engagement of quality consultants and advisers with increased use of business decision-support tools.

4. INNOVATING: Act as a conduit for greater research, development and extension collaboration along the value chain at the regional, state and national level and develop a measure of greater adoption and uptake.

5. SHARING: Develop a proactive and progressive industry communication strategy that, through advocacy and champions, gives greater consumer confidence to increase their demand and engages the whole value chain.

This report discusses and assesses the activities and progress toward achieving these objectives.

Overview and Observations

The Blueprint has:

- Provided a benchmark for assessing growth in the industry as per objective 1.
- Provided an opportunity to grow the industry and to look at expanding and supporting business within the industry as per objective 2.
- Been a framework for fostering additional quality consultants, particularly with a focus of business decision support as per objective 3.
- Proved an effective mechanism to foster greater coordination and collaboration and attracting investments in research, development and extension/adoption as per objective 4
- Increased industry communication through modern platforms as per objective 5.

Achievements

This review recognises the industry's progress during the term of the Blueprint, with significant growth, improvement and support achieved.

The South Australian Sheep Industry Blueprint has:

- Helped align and support extensive data collection, which was not previously available through MLA, PIRSA and the National Livestock Identification System (NLIS).
- Helped achieve a 35% increase in Gross State Revenue, which was 15% higher than originally targeted.
- Established a single Sheep and Beef Working Group, which fills the dual role as regional committee of SALRC. This has coordinated:
    o Sheep Industry Fund collaborative project proposals
    o Increased R&D collaborative funding from MLA and novel sources
    o Bringing together whole-of-chain participants from wool, transport, agents, banks, live export, and processing for meat and wool production
- Become an influential framework which has been recognised and referenced by other industries, including:
    o Recognition by PIRSA, Natural Resource Management Boards (Landscape SA) and other SA government departments
    o National recognition of coordination and process in SA
    o Other industries recognising the success of the Blueprint and have used it as a guide for their industry, for example, the SA grain industry
- Facilitated a culture of cooperation, collaboration and co-investment among participants.
- Instigated reform of the SA Sheep Industry Fund and SA Cattle Industry Fund.
- Convened the first meeting between the South Australian Sheep Advisory Group, South Australian Cattle Advisory Group and Livestock SA.
- Provided an avenue for increased engagement with the SA Government. For example, Ministers have been involved with the Blueprint process and referenced the Blueprint in official communication.
- Facilitated the Blueprint and SALRC relationship which has provided an excellent avenue for SA priorities to be fed into national R,D,E & A priorities.
- Demonstrated that we have strong and coordinated livestock industry in SA that has a plan for the future.

Recommendations

In preparation for the next Blueprint, it is recommended that the following be considered:

1. Building on the strong foundation of existing the Blueprint Working Group.
2. Review the timeframe of the Blueprint, allowing for an extension from a five-year to a 10-year period, with a re-evaluation of objectives and goals annually and at five and 10 years.
3. Review the objectives to ensure they are 'SMART' – specific, measurable, achievable, realistic and time-bound.
4. Identify data sources to enable measurement of progress, in particular using a consistent database throughout the lifespan of the Blueprint to ensure coherence.
5. An initial focus on economic growth as SA recovers from recent setbacks due to drought, fires and COVID -19.
6. Ensuring transparency in order to help build stronger relationships throughout the value chain.

Growing: Grow the South Australian sheep industry's production and value from $1.48 billion in 2015 to $1.80 billion in 2020 while maintaining international competitiveness

Accomplishments:

- The Red Meat and Wool Growth Program brought $7.5 million of SA Government investment to grow the SA sheep industry.
    - The Sheep and Beef Industry Blueprint Working Group is ideally placed to form the reference group to provide feedback and input in the direction and delivery of this government program
- The Blueprint helped increased the contribution of the sheep industry to Gross State Revenue through 35% growth over five years.
- Sheep reproduction and lamb survival projects being led from SA have supported an investment more than $15 million.
- Provided the national model for utilising NLIS insights to help set and measure progress against targets (considering the Limestone Coast Red Meat Cluster regional model).
- Joint Sheep Industry Fund grants and leveraging funding across multiple sources.

The value of $1.80 billion was achieved two years into the implementation of the blueprint and continues to rise.

At the end of 2017 financial year, the Gross State Revenue for the sheep industry was $1.83 billion (Figure 1). Currently, the Gross State Revenue for the sheep industry has exceeded $2 billion, an increase of approximately 35% over the past five years.

Specifically:

- Sheep skin revenue has remained relatively stable over the five-year period.
- Sheep meat revenue has remained relatively stable over the five-year period, which is during a time of a major drought and fires.
- Wool revenue has been increasing since 2016 and has become the main driver of growth. The price of wool has increased from $12/kg in 2015 to $15/kg in 2020. With the impact of Coronavirus, the price has dropped to $11/kg from February/March 2020 (2,3).
- Sheep meat has increased in value from $5.24/kg in 2015 to $10.01/kg in 2020. In 2018, there was a major impact on SA's processing capacity, which has seen limited opportunities for further value in the lamb sector (2,3,4).
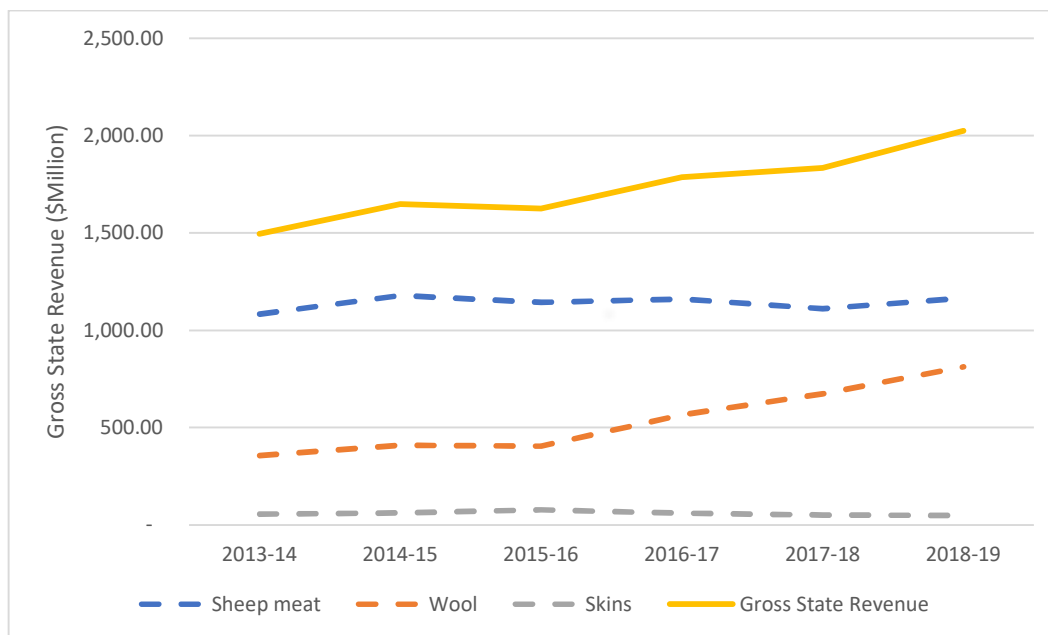
Figure 1: Gross State Revenue of sheep meat (blue), sheep fibre (orange), sheep skin (grey) with the total gross state revenue (sheep) represented in yellow. This demonstrates the industry has grown from $1.49 billion in 2013-14 to $2 billion in 2018-19 (5,6).

The SA sheep industry was able to increase international competitiveness. In 2015, the value of exports of sheep meat and wool were $642 million and $134 million respectively, increasing to $639 million and $239 million respectively by 2019.

The slight decrease in the value of sheep meat exports could be due to the harsh conditions that SA faced in relation to the drought. SA flocks numbers have remained relatively resilient (Figure 2) and the price of sheep meat has doubled in the past five years. Despite the increase, the total gross revenue for sheep meat was relatively stable (Figure 1) which was likely impacted by the major fire that occurred at SA's biggest abattoir Thomas Foods International at Murray Bridge in 2018. This limited SA's processing capacity leading to producers sending their stock interstate. Consequently, along with the processing capacity being heavily reduced, drought has impacted flock reproduction rates, therefore limiting the amount of lamb and sheep being produced (Figure 1).

The value of wool exports has almost doubled in the past five years, which correlates with the dramatic increase in wool revenue (Figure 1). Wool revenue has become one of the main drivers for the increasing gross state revenue of the sheep industry in recent years, due to an increase in price per kilogram.

Despite severe drought in some regions, SA's sheep flock has grown by 9% over the period of the Blueprint (Figure 1 and Table 1).

It had been assumed that farmers would have been destocking due to drought conditions in parts of the state. While that has been the case in the pastoral district, areas such as the Yorke Peninsula and Mid North have grown in stock numbers and value due to higher rainfall and less impact from the drought. Another factor leading to the decrease in sheep numbers in pastoral areas is wild dogs, which MLA estimates can destroy 10,000 sheep per year. The flow-on effect is that producers reduce sheep numbers to ensure that more are not killed while some may leave the industry completely.

In contrast to other areas, sheep numbers in the Yorke Peninsula and Mid North have risen.

There is evidence that SA's broadacre producers are increasingly transitioning to mixed enterprises. This could be due to the increase in wool and sheep prices, along with the uncertainty with cropping due to drought and lower grain prices.
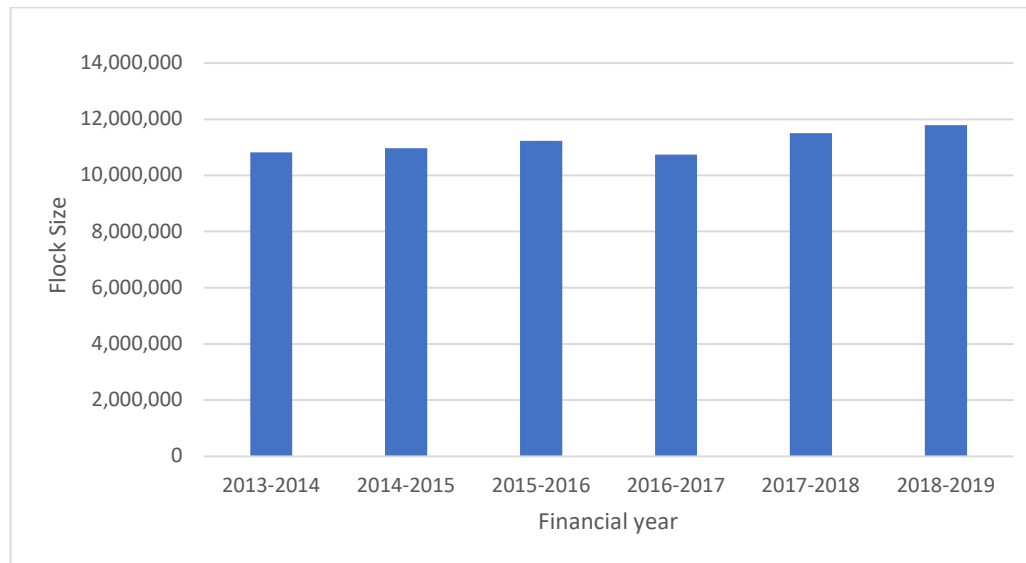

Figure 2: South Australian flock size for the financial years ending 2014 to 2019 (6).

Table 1: Sheep numbers in each region for the financial years spanning 2012 to 2018. (1,6)

Region	FY13	FY14	FY15	FY16	FY17	FY18
Adelaide and Mount Lofty Ranges	450,939	396,905	488,373	376,002	399,567	507,557
Alinytjara Wilurara	0	2,925	1,970	2,405	27,044	25,329
Eyre Peninsula	1,660,068	1,680,236	1,370,275	1,525,423	1,850,629	1,628,754
Kangaroo Island	590,306	547,427	598,864	597,194	598,889	599,553
Northern and Yorke	1,829,617	2,085,377	2,172,233	1,978,496	2,285,734	2,463,043
SA Arid Lands	763,726	999,098	1,138,963	934,383	1,032,760	833,993
SA Murray Darling Basin	1,807,373	1,760,977	1,811,617	1,797,198	2,000,168	1,889,117
South East	3,719,450	3,497,840	3,647,145	3,533,059	3,311,247	3,841,845
South Australia Total	10,821,479	10,970,783	11,229,441	10,744,162	11,506,038	11,789,190

The 'Growing' objective was delivered and surpassed within a short timeframe while still being able to maintain our international competitiveness.

Recommendations:

- Ensure we continue to align the SA Sheep Industry Blueprint with national industry growth plans
- Continue consultations along the whole value chain
- Establish a new 'stretch target' that is challenging, attainable and motivating.

Objective 2
Uniting: Develop a united value chain workforce plan from 2015 to 2020 that attracts new and energetic people to the industry

Accomplishments:

- The increased industry effort which led to the development of the Blueprint has enabled numerous collaborative opportunities to be pursued

- Increased demand for consultants, producers, on-farm workers, shearers and similar.
- Increased opportunities at universities and TAFE SA

By 2020, the sheep industry aspired to create a strong and united workforce plan that would engage all sectors of the value chain. The Blueprint will represent the sheep industry capabilities and enhance the outlook of the industry. There was a focus on enticing new and energetic people to the industry.

The employment rate of the industry has slightly increased which appears to be from workers being replaced more so than added. The following outlines what is known about the workforce at the production end of the value chain.

For the duration of the Blueprint, employment within the industry has risen, with majority of new workers being younger generations or farmers coming back into the industry. There are significant numbers of the next generation completing tertiary qualifications and returning to family operations to continue to grow the business. Along with younger people who have an agricultural background, the level of diversity with regard to age and sex has also increased.

Over the past five years in the wool industry:

- Up to 195 people per year complete SA learner courses for the sheep industry through TAFE SA.
- 30% of these had no prior contact with the industry.
- About 30-35% every year complete a Certificate 3 in shearing.
- 15-20% go on to other jobs such as wool handlers and classers instead of shearers.
- 40-50% of people within the sheep industry are female, comprising of wool handlers and wool classers.

Over the past five years in the sheep meat industry:

- Greater diversification in agriculture services such as agronomy.
- Increased salary and new technologies within agriculture has helped promote opportunities in the industry and enticed new generations.
- On-farm
    - Labour costs have increased, reducing the number of workers, although the industry is still male dominated.
    - Farming practices have evolved to accommodate fewer workers on more land area.
    - Farmers who were grain-only have made way for more mixed properties including livestock and cropping.
- Processing
    - Overseas workers comprise the majority of employees and it is increasingly harder to get Australian workers.
    - The kill floor is male-dominated while boning and packing rooms and quality assurance roles are female-dominated.

The employment of younger people comes with the retirement of the older farmers. As a result, employment numbers have not increased as much as the industry projected due to the changes resulting from replacement rather than growth, which is reflected in both the wool and sheep meat industries.

To focus on specific sectors for the wool industry:

1. There is a lack of good quality shearers but new training programs becoming readily available to improve this.
2. There is a lack of skill set in technical manufacturing for textile wool.
3. There are more people in wool classing, producing and processing than there are jobs.
4. Drought has decreased sheep numbers in some areas of SA, which has consequently decreased job opportunities.

To focus on specific sectors for the meat industry:

1. There are fewer opportunities for on-farm work, leading to less workers managing more land
2. The processing sector is highly dominated by overseas workers more so than Australians
3. There is a rapidly increasing interest in the sheep meat industry, but lack of available work.
4. The sheep meat industry in certain areas is highly dominated by women.

Better education and training programs are required to improve worker welfare and animal health, welfare and pain management. With the increase in social media use, and the requirement for transparency from the SA community, the industry is regularly under scrutiny from community members and particularly activists. There is a prime opportunity for the industry to be at the forefront of animal health and pain management, with advances in training programs, accredited personnel and products. Being a strong advocate for animal health and welfare will demonstrate to the public and the value chain that the industry is resilient and ethically sustainable.

Recommendations:

- Ensure the Blueprint implements a workforce plan that is inclusive of all sectors.
- Foster the uptake of training programs to raise the level of communication of best practice and recognised skills with focus on animal health and pain management.
- Foster a coordinated and flexible approach to programs and research for producers and researchers to be part of best practice in areas of technology, animal health and wellbeing.
- Encourage improved infrastructure, technologies and facilities for all aspects of the supply chain.

Objective 3
Engaging: Support a 20% increase in the engagement of quality consultants and advisers with increased use of business decision-support tools.

Accomplishments:

- Facilitated individual consultants coming together to work collectively as a group.
- Clear industry plan for growth and identification of opportunities and priorities.
- Increase in appropriately skilled, qualified and experienced consultants entering the industry.
- Increase of younger, energetic consultants by supporting the next generation.

The impact of the objective is difficult to measure due to the unclear baseline data. However, over the past five years, there has been a significant increase in the number of consultants and advisers that have entered the industry.

The Blueprint has provided a linkage along the value chain through research, development, extension and adoption. It has enabled the industry to reduce barriers between consultants and advisors with RDE&A programs and has provided for a more coordinated and collaborative industry that supports and works together.

Individual livestock consultants have established the SA Livestock Consultants (SALC) with over 15 members now having a significant impact within the industry. Through this new development, SALC created a capability statement with a job description and identified the clientele. With fewer extension staff in government departments resulting in fewer new industry entrantsthis group is bringing together a growing number of younger, energetic consultants and advisers who are excited about the industry.

There are a considerable number of projects that are well coordinated with the Blueprint and align with other industry plans such as the SA Government's Red Meat and Wool Growth Program. In the past five years, MLA, SALC, University of Adelaide, AWI, SALRC and Livestock SA have aligned their objectives resulting in numerous projects which directly link with the specific objectives and aims of the Blueprint. Frequent updates for service advisers, sale producers and merchandisers are pivotal to this as it broadens communication along the value chain in order to link objectives and projects. SALC has attracted funding from MLA and AWI and hosts these events which allows for all aspects of the value chain to be directly engaged with the ever-growing projects that are occurring as a result of the Blueprint.

Livestock consultants provide support and facilitation, and with the guidance of the Blueprint, they are attracting funds and conducting higher-end services. A focus on business decision-support tools enable consultants to provide an increased focus on innovative financial advice, electronic identification, carcass feedback, selective genetics, tools etc.

Recommendations:

- Work with SALC to determine numbers and trends of the number and focus of consultants and advisers

- Explore ways to support consultant organisations and training to produce adviser and industry champions

- Investigate ways to determine how many producers are seeking advice from consultants

- Encouraging livestock producers to access professional support across the whole state with a focus on rangelands SA

Objective 4
Innovating: Act as a conduit for greater research, development and extension collaboration along the value chain at the regional, state and national level and develop a measure of greater adoption and uptake.

Accomplishments:

- SA is heavily recognised as having a coordinated and collaborative approach to projects across RDE&A
    - This has provided a two-way forum with research and development corporations and other funding bodies to find out about opportunities and upcoming tenders, as well as being able to give industry representative feedback on the direction of industry projects for continuous improvement and enhanced industry adoption.
    - This has included an annual review of SALRC priorities by the Blueprint Working Group.
    - Consultation with producers across SA to set up priorities
- Number of sheep reproduction and lamb survival projects being led from SA with collective total cash and in-kind investment exceeding $15 million.
- Linkage of new technologies to the sheep industry.
- The Blueprint has been replicated by other commodity groups and is acknowledged by other R&D organisations as a good approach.
- The Blueprint has facilitated a great deal of collaboration and co-investment.
- Multiple collaborations have been delivered with the University of Adelaide, PIRSA/SARDI, TAFE SA for the sheep industry.

The Blueprint Working Group and SALRC SA regional committee has been recognised as a key conduit for collaboration between RDE&A groups to ensure that projects align with industry needs.

The Blueprint has attracted the development of funding and collaborative projects to the state. These projects have linked the supply chain, government, industry and university research organisations and service providers together. The Blueprint has distinct goals in which link to the Meat Industry Strategic Plan and the Sheep Industry Strategic Plan and other national strategic plans.

The biggest project that the Blueprint has helped facilitate is the Red Meat and Wool Growth Program through which the SA Government committed $7.5 million to grow the SA sheep industry. The Blueprint Working Group has provided direct input into the program's development.

SA research groups have been at the forefront of national research and development and these groups are continuously aligning project development with the Blueprint's objectives.

Lamb survival, sheep reproduction, artificial insemination and ewe management are all areas that have been thoroughly researched consistent with the Blueprint's four key objectives, with the focus on creating a resilient and profitable production system.

The Blueprint's impacts extend beyond SA. Projects are not only being researched here but have also been extended to high rainfall areas in Western Australia and Victoria. For example, SARDI is currently has a ewe management project based in WA and has ideas for more projects to be based in SA but extended into other states.

The Blueprint has fostered RDE&A projects which are exploring different aspects of the value chain. One such project is focusing on microbial prevention and carcase composition using DEXA objective measurement in abattoirs, a practice which is applied commercially in SA.

Improving genetics using data from abattoirs which is directly transferred to farmers via an app is the subject of another research project. Other projects are looking into consumer responses to packaging in retail outlets, using new imaging analysis technology for oocyte and embryo quality and animal welfare issues arising from on-farm, live export and transport practices. All of these projects are consistent with and guided by the Blueprint.

More can always be achieved, which is why the red meat industry needs to continually strive to attract investment with improved collaborative submissions and communication.

Recommendations:

- Continue leading RDE&A to improve the industry through increasing the number of sheep in SA, improving lamb survival, improving genetics and linking cattle and sheep research.
- Expand research which enables the size of the SA flock to be more resilient and adaptable to future changes.
- Implement application systems from mathematics, medical sciences and information technology fields to increase productivity and livestock wellbeing.
- Create opportunities for quality extension.
- Foster even greater collaboration and coordination between RDE&A.

Sharing: Develop a proactive and progressive industry communication strategy that, through advocacy and champions, gives greater consumer confidence to increase their demand and engages the whole value chain.

Accomplishments:

- Provided a two-way forum for extending new research findings in livestock R&D, as well as the opportunity for the Blueprint to provide input into the direction of university and industry-led research so that it is useful and practical to the livestock industry.
- Implemented a specific Blueprint Newsletter that enabled dissemination of information about new initiatives and projects as a result of the Blueprint.
- Use of media to convey information regarding the Blueprint to industry.
- Use of a 50-person reference group to gather critical feedback to establish priorities of the Blueprint, strengthening industry ownership.
- Enabling a direct conversations across the full value chain, from government to processors.

The Blueprint communication strategy targeted internally to the SA sheep industry was successful in raising awareness of the Blueprint and illustrated progress in achieving the Blueprint outcomes.

When first released, there was a lot of enthusiasm within the industry which led to opportunities to discuss the Blueprint. The avenues of dissemination were:

- A Blueprint newsletter periodically released to update stakeholders on the progress.
- The Livestock SA monthly newsletter which updated producer-members on progress.
- Regular Blueprint updates on the Livestock SA website.
- A regular feature in SA rural weekly the Stock Journal provided updates.
- Various meetings, discussions and collaborative projects allowed for discussion.

There was a deliberate decision of the Blueprint Working Group to shift focus from the 'sharing' objective and use resources in other objectives. This, subsequently, lead to a decrease of information being released specifically about the Blueprint itself and more on Blueprint aligned project outcomes.

However, with regard to communications targeted to the broader SA community, industry communication has improved and transparency is becoming more evident. Sectors of the industry, such as producers and processors, have become increasingly savvy online, using multiple platforms such as Twitter, Instagram, and Facebook to advocate and support the industry. In addition, social, digital and mainstream media have provided a means of communication for members of the public to the industry supply chain.

Feedback from the industry has stated that:

1. For the industry to continue to grow, transparency with all aspects of the supply chain will need to continue to satisfy consumers. Farmers need to have more interactions with the value supply chain to know the demands of the consumer.
2. Prioritising communication and innovative 'out of the box' thinking could further increase the interaction, support and advocacy within the industry.
3. Workshops, constant updates on new projects/programs and new platforms, such as podcasts, could be aspects which would help the industry.
4. Farmers interacting with the supply chain and consumers, it will help advocate for the industry and show consumers that farmers have the right to farm by showing transparency throughout all aspects of the supply chain.

Recommendations:

- Determine an optimal communication strategy in order to appropriately represent the Blueprint and its outcomes.
- Explore increased social and digital media presence.
- Fill the recent vacancy as Blueprint Manager with a focus on complementing expanded investment by University of Adelaide's Davies Livestock Research Centre

The Future

The South Australian Sheep Blueprint has enabled a wide range of collaboration within the industry which has considered the whole value chain. This on-going collaboration has driven industry initiatives envied by other industries across the nation. The next literation of the Blueprint will be extended from a 5-year period to 10 years and will continue to highlight the extensive collaboration which makes us South Australian.

Key areas of sustainability, resilience and wellbeing will be addressed, as South Australia starts to recover from the effects of drought, fires and Covid-19. Profitable production systems, flock building, biosecurity, community support and industry growth are aspects that will be built upon from the previous Blueprint.

Numerous consultations and in-depth conversations with the whole value chain will take place in order to align the priorities of industry. The priorities that are identified will become the baseline for the 2021-2031 iteration of the South Australian Sheep Industry Blueprint.

The next blueprint will have goals and objectives that are specific, measurable, achievable, realistic and time bound (SMART) but will motivate and inspire the industry.

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- South Australian Research and Development Institute
- Primary Industry and Regions SA
- Livestock SA
- SCAA Shearer Woolhandler Training Inc
- Michell Wool
- Australian Wool Network
- JBS Australia
- Ashmore White Suffolks (Breeding and Genetics)
- Primary Producers
- Australian Meat Industry Council
- Livestock Consultants Group
- Thomas Elder Consulting
- Spence Dix & Co (Livestock and Real Estate Specialist)
- The Lucas Group
- Stock Journal
- Ag Communicators
- Macrologic