

Final report

MeatUp Forum Coordination 2020 - 2023

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Date published: November 2023

PUBLISHED BY
Meat & Livestock Australia Limited
PO Box 1961
NORTH SYDNEY NSW 2059

Meat & Livestock Australia acknowledges the matching funds provided by the Australian Government to support the research and development detailed in this publication.

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Abstract

MeatUp forums are identified as a key awareness activity on the Meat & Livestock Australia (MLA) adoption pathway and has been a key project delivered in southern Australia. Commencing in 2020, the MeatUp Forum Coordination project successfully delivered on all agreed outputs, to achieve all project objectives, despite the impact on face-to-face delivery by the COVID-19 pandemic.

MeatUp forums focused on informing producers of the latest red meat research, development and adoption programs relating to livestock production. The MeatUp forums were designed to have a whole-of-farm and value chain focus, while delivering a regionally relevant, producer driven agenda. This was achieved through successful engagement and implementation of producer working groups. The forums presented clear and practical take home messages and encouraged producers to implement change on-farm, assisting producers to lift productivity and profitability. The events also aimed to raise awareness of tools, resources and next step opportunities that producers could get involved in to continue their learning journey towards knowledge and skill development and long-term practice change.

Sixteen MeatUp forums were delivered during the project, achieving the event delivery target. This included four events in NSW; three in SA; three in WA and six across the Rangelands (1 x SA; 2 x NSW and 3 x Qld). Delivering events throughout 2021, 2022 and 2023 a broad geographic spread across the delivery zone was achieved. Over the life of the project, 1286 participants attended MeatUp forums, of which 918 (71%) were producers. On average, MeatUp forums achieved a satisfaction rating of 8.7/10, with every event exceeding the KPI (>7/10) for satisfaction. In addition to this, overall event value was rated 8.7/10. On average, across all events, 71% of attendees indicated they intend to make a practice change as a result of attending the MeatUp forum (KPI was >50%). Ninety-five percent of participants indicated they learnt something new by attending and 88% had been provided sufficient information to make an intended practice change. Participants gained significant value from concise, targeted, practical and relevant presentations from key subject matter experts, which is demonstrated by the evaluation data, and specifically regarding intent to implement practice change. In addition, the opportunity to network was also highly valued.

Executive summary

Background

A Meat & Livestock Australia (MLA) flagship awareness program to be delivered in southern Australia, the MeatUp forum project commenced in 2020, with events delivered from 2021-2023. MeatUp forums were a series of face-to-face events which were focused on informing producers of the latest red meat research, development and adoption programs relating to livestock production. The MeatUp forums were designed to have a whole-of-farm and value chain focus, while delivering a regionally relevant, producer driven agenda. This was achieved through successful engagement and implementation of producer working groups. The forums presented clear and practical take home messages and encouraged producers to implement change on-farm, assisting producers to lift productivity and profitability. The events also aimed to raise awareness of tools, resources and next step opportunities that producers could get involved in to continue their learning journey towards knowledge and skill development and long-term practice change.

Objectives

The objectives of the MeatUp forum coordination project were to:

1. Deliver a program which is producer led and engages key regionally based/local stakeholders. Where possible producers will also take roles in delivery of content within the program.
2. Raise awareness of red meat research, development, and adoption programs with a whole of farm and value chain focus, while delivering a regionally relevant agenda.
3. Demonstrate the value of implementation of a practice or technology, and the cost of not closing the implementation gap.
4. Identify useful and relevant tools and resources that are available to industry.
5. Where possible engage producers to share their skills, experience, and motivation towards achieving goals, including exceptional business performance (sustainability and profitability) with their red meat enterprise/s and demonstrate what is achievable.
6. Create opportunities for participants to engage in a range of topic areas to ensure a whole of farm business approach to build knowledge and assess opportunities.
7. Signpost producers to MLA RD&A activities, programs and projects producers can get involved in to enable them to build knowledge, skills and make meaningful on-farm practice change.
8. Connect individuals and organisations involved in the red meat industry and encourage networking.

Methodology

Sixteen MeatUp forums were planned and delivered across Southern Australia in key regions including New South Wales, South Australia, southern Western Australia and in the rangelands (a rangelands region covering south-west Qld, western NSW, northern and north-east SA). Victoria and Tasmania were not included in the MeatUp forum delivery zone due to existing MLA investments in similar projects in these states. The target audience was beef and sheep producers in NSW, SA and WA, whilst for events held in the rangelands, the target audience included producers operating sheep, beef and rangeland goat enterprises.

MeatUp forums was a new program, delivered for the first time in southern Australia by MLA. As a result, early project outputs included MeatUp brand development in line with an associated communications plan, including the development of all communications templates, and MeatUp branded collateral. Outputs also included the development of all other relevant project systems and processes relevant to implementing the project plan and event plans.

At project initiation, a producer working group for each of the four regions needed to be formed. Each working group would be responsible for providing localised, regionally specific, practical and relevant input and direction into the development and delivery of MeatUp forums. To add value to the events, virtual farm tours (i.e. on property video packages (15-20min)) were developed, and where applicable shared across multiple events. The virtual farm tours would showcase a relevant host producer and their operation to provide a business overview, focussing on the livestock enterprise, including emphasis on any technology or practice adoption which is supporting increased productivity and profitability.

The project team was responsible for implementing the project plan with advice from the producer working groups. The project plan included the development and implementation of the event plan (including program content), project communication plan, monitoring and evaluation plan, and work plan.

Results/key findings

The MeatUp forum coordination project successfully delivered on all agreed outputs, to achieve all of the project objectives, despite the impact on face-to-face delivery by the COVID-19 pandemic.

Sixteen MeatUp forums were delivered during the project, achieving the event delivery target. This included four events in NSW; three in SA; three in WA and six across the Rangelands (1 x SA; 2 x NSW and 3 x Qld). Delivering events throughout 2021, 2022 and 2023 a broad geographic spread across the delivery zone was achieved. Over the life of the project, 1286 participants attended MeatUp forums, of which 918 (71%) were producers. On average, MeatUp forums achieved a satisfaction rating of 8.7/10, with every event exceeding the KPI (>7/10) for satisfaction. In addition to this, overall event value was rated 8.7/10. On average, across all events, 71% of attendees indicated they intend to make a practice change as a result of attending the MeatUp forum (KPI was >50%). Ninety-five percent of participants indicated they learnt something new by attending and 88% had been provided sufficient information to make an intended practice change. Participants gained significant value from concise, targeted, practical and relevant presentations from key subject matter experts. This was, demonstrated by the evaluation data, specifically regarding intent to implement practice change. In addition, the opportunity to network was also highly valued.

Benefits to industry

Monitoring and evaluation results demonstrate that MeatUp forum participants grew in skills, knowledge, motivation and confidence, and expressed intent to make changes to their enterprises and seek more information. Participants recognised opportunities to drive productivity profitability by implementing learnings from MeatUp Forums. Participants also became more aware of MLA tools, resources, programs, and opportunities they could engage in. Six to twelve months post event, there is evidence that practice change was implemented, new opportunities identified, practices reinforced and plans for future implementation made if the timing for change wasn't yet appropriate.

MeatUp forums contributed as a catalyst for on-farm change and within enterprise actions across southern Australia. While the MeatUp forums did not always provide all the information (nor were the sole information source) needed for change in some instances, they did provide a stepping stone, and inspiration for producers to seek out further information, start a conversation or initiate change in their business.

Future research and recommendations

Continued delivery of MeatUp forums in NSW, SA, WA and the rangelands zone of south-west Qld, NSW and South Australia is highly recommended. The project has resulted in a developing network of producers and industry stakeholders who regard MeatUp forums as a high quality, beneficial and relevant event to attend. Returning to locations and venues which have performed well should be considered. In addition to this, identifying new locations which have known strong red meat producer communities is encouraged. This would enable individual event brand development in new geographies and extend reach to more producers.

Registration rate for MeatUp forums increased year on year which is positive given this was a new brand being introduced by MLA. There were repeat attendees at events held in years 2 and 3. Therefore, ongoing investment from MLA is recommended to build on this momentum. Further investment will contribute to growing the footprint and impact of MeatUp throughout southern Australia. This will assist in further engagement of the target audience, building their skills and knowledge, in addition to increasing their awareness of resources, tools, programs and opportunities offered by MLA. This can assist them to sustainability improve the productivity and profitability of their red meat businesses through long term, on-property practice change implementation.

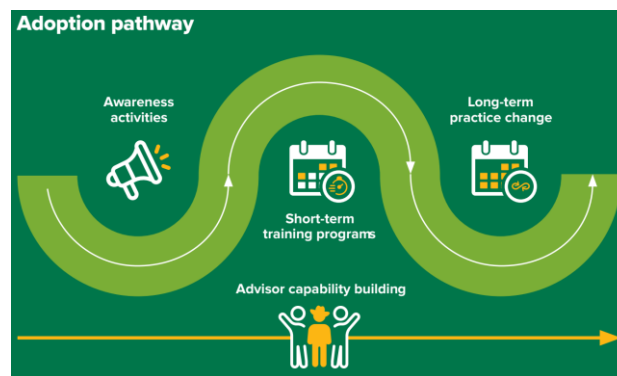
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1. Background

MeatUp forums, which are identified as an awareness activity on the Meat & Livestock Australia (MLA) adoption pathway (Figure 1), were MLA’s flagship awareness events for Southern Australia. They were a series of face-to-face events which were focused on informing producers of the latest red meat research, development and adoption programs relating to livestock production. The MeatUp forums were designed to have a whole-of-farm and value chain focus, while delivering a regionally relevant, producer driven agenda. The forums were also designed to present clear and practical take home messages and encourage producers to implement change on-farm, assisting producers to lift productivity and profitability. The events also aimed to raise awareness of tools, resources, and next step opportunities that producers could get involved in to continue their learning journey towards knowledge and skill development and long-term practice change.

Figure 1. MeatUp forums are one of MLA’s key ‘awareness activities’ contributing to the MLA adoption pathway, which supports delivery of the MLA adoption strategy. (Source: MLA Producer Adoption Outcomes Report 2022-2023)



MeatUp forums were delivered across Southern Australia in key regions including New South Wales, South Australia, southern Western Australia and in the rangelands (a rangelands region covering south-west Qld, western NSW, northern and north-east SA). The target audience was beef and sheep producers in NSW, SA and WA, whilst for events held in the rangelands, the target audience included producers operating sheep, beef and goat enterprises. Victoria and Tasmania were not included in the MeatUp forum delivery zone due to existing MLA investments in similar projects in these states.

The project aimed to deliver 16 events across southern Australia over three years. At project initiation, a producer working group for each of the four regions needed to be formed. This involved the MLA Southern Beef and Sheep Adoption Project Manager, a producer representative member from the relevant Research Advisory Council, plus producers and an industry representative (government or service provider) on a case-by-case basis. Each working group would be responsible for providing localised, regionally specific, practical, and relevant input and direction into the development and delivery of MeatUp forums.

The project team (service provider, Pinion Advisory) was responsible for implementing the project plan with advice from the producer working groups. The project plan included the development and implementation of the event plan (including program content), project communication plan, monitoring and evaluation plan, and work plan.

There were 16 events delivered, the first on 5 March 2021 and the final event on 6 September 2023.

2. Objectives

The objectives of 'MeatUp Forum Coordination'	Progress against the objective:
1. Deliver a program which is producer led and engages key regionally based/local stakeholders. Where possible producers will also take roles in delivery of content within the program.	Achieved
2. Raise awareness of red meat research, development, and adoption programs with a whole of farm and value chain focus, while delivering a regionally relevant agenda.	Achieved
3. Demonstrate the value of implementation of a practice or technology, and the cost of not closing the implementation gap.	Achieved
4. Identify useful and relevant tools and resources that are available to industry.	Achieved
5. Where possible engage producers to share their skills, experience, and motivation towards achieving goals, including exceptional business performance (sustainability and profitability) with their red meat enterprise/s and demonstrate what is achievable.	Achieved
6. Create opportunities for participants to engage in a range of topic areas to ensure a whole of farm business approach to build knowledge and assess opportunities.	Achieved
7. Signpost producers to MLA RD&A activities, programs and projects producers can get involved in to enable them to build knowledge, skills and make meaningful on-farm practice change.	Achieved
8. Connect individuals and organisations involved in the red meat industry and encourage networking.	Achieved
9. Work towards a self-sustaining red meat industry led program supported by MLA into the future.	Not applicable - MLA requested to cease the sponsorship strategy early 2021.

3. Methodology

The project was managed by a project team which consisted of consultants from Pinion Advisory. AgPro Management, a sub-contractor to Pinion Advisory was engaged to support the delivery of the Western Australian component of the project. Pinion Advisory (with AgrPro Management for WA events) worked together with MLA to implement the project plan.

The project team met regularly throughout the project, and at agreed intervals with the individual producer working groups.

The set objectives and key tasks for the project drove the overall methodology which was developed to ensure the project team was able to deliver project outputs and outcomes. A series of plans, when combined, formed the framework for project delivery. The components included a governance plan, risk management plan, monitoring, evaluation and reporting plan, and communications plan.

The project began in November 2019. The first year of events was planned to be in 2020, however the COVID-19 pandemic restrictions impacted the projects ability to deliver face-to-face events. This resulted in changes to the project plan, necessitating a project variation to accommodate the situation which extended delivery timelines. The first-year events were postponed to 2021. Even then the project continued to suffer impacts from COVID-19, resulting in rescheduling several events, some multiple times. One event also clashed with the national public holiday that was called for the mourning of Queen Elizabeth II, and therefore requiring rescheduling.

In all, sixteen events were delivered from 2021 – 2023.

3.1 Regions

MeatUp forums were delivered across Southern Australia in key livestock producing regions including New South Wales, South Australia, southern Western Australia and in the rangelands (a rangelands region covering south-west Qld, western NSW, northern and north-east SA). Victoria and Tasmania were not included in the MeatUp Forum delivery zone due to existing MLA investments in similar projects in these states. Target audience

The target audience for MeatUp forums was primarily red meat producers. In NSW, SA and WA these were beef and sheep producers, whilst for events held in the rangelands, the target audience extended to also include goat enterprises. The target audience is identified as within 400km of each event, including MLA members and non-members. Secondary to producers, are livestock advisors, including agents and rural professionals. A key connection was the collaboration with state-based farming organisations, SALRC, WALRC and regional research committees and the service provider networks along the supply chain. One of the objectives of the project was to connect individuals and organisations involved in the red meat industry and encourage networking. It was therefore important that MeatUp forum events were open to all these stakeholders.

Until the end of June 2021, there was no cost to for red meat levy payers to attend a MeatUp Forum due being subsidised by MLA under the Accelerated Adoption Initiative (non-levy payers paid \$50 per person (GST inc). From July 2021, costs of attendance were \$25 (GST inc) for MLA members, and \$50 (GST inc) for non-MLA members, per person. This price point was designed to make MeatUp forums accessible for all participants in the supply chain.

3.2 Communications plan

A **communications plan** was developed in conjunction with MLA and was revised at regular intervals. The communications plan was adapted with MLA to ensure sufficient MLA Communications support in implementing the plan. The communication plan outlines activities involved in once off delivery, such as the development of underpinning brand and collateral, whilst other tasks were ongoing, and repeated as part of a schedule for each event. This communication plan was supported by also leveraging from the project teams networks and associated communications strategy.

Branding was developed for MeatUp at project inception with support of the MLA Communications team, including MeatUp brand guidelines which were implemented across the project, demonstrating a consistent look and feel for the project for all assets. Collateral included a logo, proceedings booklet template, PowerPoint template for deliverers, media release template, flyer template, and social media tile templates. Collateral provided to delegates which were MeatUp branded included a delegate bag, stubby holder, pen, and notepad. Other assets created included pull up banners (MeatUp branded banner and MeatUp Next Step Hub) and teardrop flags.



A branding review was undertaken in mid-2021 (following delivery of the first 3 events) and updates made to improve consistency across the project. This included improved imagery and templates. It was important that imagery used for each event reflected the livestock types and production systems that were prevalent in the area. Further updates were made in 2023. Branding, templates, and examples are included in the Appendix.

The MLA **website** housed a dedicated page for MeatUp forums. This page listed a calendar of events and links to further information including event flyers and registration forms, past event materials, virtual farm tours and project team contact details. This page was re-developed in early 2023 to include updated graphics, an improved look for the event listing, graphics to promote the value proposition in attending, and quick links to virtual farm tours, photo galleries of past events, media associated with past and upcoming events and past event resources. This page also included a producer testimonial, and an outline of where MeatUp sits in the MLA adoption pathway, with information promoting how producers can continue their learning journey with a link to further information about MLA extension, training, and tools. This page is a legacy output for the project, as it makes MeatUp forum resources readily available to red meat producers.

Social media was adopted to extend event information across several platforms, including Facebook, X (formally Twitter), Instagram and LinkedIn. Social media posts were delivered by MLA as per the communications plan and schedule. The project team/service provider also implemented a social media plan, aligned to the communications plan to support promotion of event details. Networks (including the working group members) also engaged via social media, assisting to communicate event information.

Paid **advertising** was not initially scoped in the project, however was adopted strategically, using selected outlets to promote and contribute to raising brand awareness of MeatUp. Advertising

tactics used included print (newspapers – local and rural, or locally produced community newsletters), online, including websites such as Sheep Central and Beef Central, and online newspapers, plus radio. Each advertising campaign was tailored to the event location and investment in each event varied based on how advertising fit with the broader communications plan and schedule for each event.

3.3 Working group

Four producer working groups were established at project inception. This was a key output of the project, designed to help achieve the objectives of creating an attractive, regionally relevant agenda which would meet both the objectives of the project and needs of red meat producers. Working group members also proactively supported event promotion and delivery.

A terms of reference for the producer working group was developed and implemented, which included the payment of travel related expenses, and also sitting fees when applicable, in accordance with the MLA sitting fee remuneration policy. The working group members committed to at least a one-year term, with an option to renew (with renewal via MLA).

Each of the four working groups involved the MLA Southern Beef and Sheep Adoption Project Manager, a producer representative member from the relevant Research Advisory Council, plus up to 6 producers and an industry representative (government or service provider) on a case-by-case basis. Two project personnel from the project team also participated, this included the region-based event coordinator and the project manager.

Geographical representation of producers was important. Working group members also needed technical and/or operational experience in red meat production, plus commitment to being an advocate for the MeatUp forums. This required supporting promotional activities and engaging with their corresponding networks to contribute to the success of events.

The working groups were coordinated and managed by the service provider (led by the project manager), following the agreed governance plan for working group operation. The working groups were chaired by the project team (either project manager or in some cases the event coordinator).

Membership changes were managed, with replacement working group members sought as needed. New working group members were provided with an induction and welcome pack which included information regarding working group function, governance, and remuneration process.

It was not possible to have face-to-face inception meetings for all working groups in 2020 as planned (due to COVID-19 regulations). Therefore, groups formed remotely, and early meetings were held online. When face-to-face was possible, a combination of face-to-face and online was utilised for the annual planning session. All other meetings (outside of planning meetings) were held online, and email/phone communication as required maintained engagement with the working group. In September and October 2022, face-to-face planning meetings were held for all four regions, with follow-up by online meetings as needed.

The working group participated in review meetings following delivery of MeatUp forums. This was to ensure continuous improvement for future events. Review sessions were incorporated into scheduled meetings or set specifically depending on timing and where the event delivery calendar was placed. The aim was to minimise time for producers to be off farm/out of their business, being efficient with time given. Quantitative and qualitative evaluation data was collated post event, and the results provided at the review sessions. Data included participant demographic data (livestock

numbers, hectares under management), scores for value, satisfaction, intent to make practice change, etc. The data shared also identified key themes for areas for further follow up by producer, areas considered for practice change, and feedback on the event and ideas for future MeatUp forums plus key areas of interest, as a next step following MeatUp (ie the frequency of expression of interest in programs like BredWell FedWell, PGS, PDS etc.).

Between 3-5 meetings per group per year were required to plan and confirm the program and presenters. In 2020 and 2021, the number of meetings was greater due to project inception and COVID-19 resulting in re-scheduling of events and extension of delivery years as restrictions increased.

The MLA Southern Beef and Sheep Adoption Project Manager and the project manager (service provider) was the conduit between the four working groups during event planning, sharing updates and ideas across groups/regions, which enabled consistency and a team approach to event delivery, whilst also offering a strong continuous improvement method.

3.4 Event planning and delivery

Initial ideas for the schedule of events and priorities for content were guided by the producer working groups for each region. The working groups contributed to identification of suitable locations, dates, themes, session planning and speaker suggestions. MLA also shared identified priorities for inclusion. Often this linked to recent research findings, or emerging adoption program priorities for communication to producers.

Event planning

The content delivered at MeatUp forums were delivered by researchers, advisors, service providers and producers.

Locations for events were chosen which would provide geographic spread of events but reach the target audience, in addition to locations which could offer suitable venue, accommodation and catering options for the scale of the events being planned. Event logistics were managed by the project team.

The project team approached and engaged the speakers for each of the events. Speakers who accepted the invitation to deliver at a MeatUp forum received a confirmation letter which clearly outlined background of the MeatUp forum events, and the expectations of them. This included scope of the presentation, event theme/overview, time allocation, information about development of a biography and a summary to be included in the proceedings booklet. The confirmation letter also included templates as per the MeatUp branding guidelines to support the presentation development. This also enabled consistency in delivery where all presenters delivered a presentation which included key messages, tools and resources and follow up opportunities. The speakers would be from across the industry, including producers. The project team supported speakers in the development of material to ensure they felt supported and confident in preparing and delivering their presentation. This was particularly important for producer speakers.

Each participant would receive a professionally printed and bound proceedings booklet which gave an overview of the purpose of MeatUp forums; how to get involved as a producer working group member; individual summary papers for each speaker which covered content, key messages, tools and resources of relevance – with QR codes linked to electronic resources where available; plus information about key MLA programs and opportunities including PDS, PGS, BredWell FedWell,

CN30, CarbonEdge, BusinessEDGE, ParaBoss, Australian Feedbase Monitor, People in Agriculture, and a 'better your business' summary of resources, opportunities and publications offered by MLA, plus MLA membership information/call to action to join.

Offering quality catering throughout the MeatUp forums was a priority, where menus were designed specifically for MeatUp forums showcasing red meat products, including a range of cuts and preparation methods. This included canapes post event to encourage attendees to stay and network.

Given each event was individually developed, with input from the corresponding producer working group, each had a slightly different session plan or theme. For each event, particularly once the restrictions surrounding COVID-19 began to ease, innovative ways of demonstrating or presenting messages was considered. Ten events included a virtual farm tour, a 15-20 minute video package filmed on farm, with an identified producer champion to provide an overview of their red meat business and premiered at a corresponding MeatUp Forum. In addition to this, other interesting presentations, or alternative formats for presentations were identified. There were facilitated panel sessions, designed/tailored to each event; an on stage cooking demonstration with secondary cuts, with commentary and discussion around the use of such cuts, and the marketing being undertaken for uptake within the restaurant sector; breakdown of a carcass, and discussion of cuts including discounting and value adding; live demonstration of tools available to producers; visit to a research station at the conclusion of an event to hear about current, relevant research. All closed with networking drinks and canapes.

The project collaborated with other organisations/groups for a small number of events to add value to the event experience for producers at a time that collaborating was of strategic value in the post COVID-19 period where there was strong event saturation. This occurred successfully for two events, although this scope change added to time and cost, given the complexity to manage. One attempt was cancelled part way through planning due to a COVID-19 impact on the event date. Consensus on a future date to meet the needs of both MeatUp and the partnering group could not be reached, so each event was delivered without the collaboration.

MeatUp successfully collaborated with Australian Wool Innovation (AWI) and AWI network, Leading Sheep for the Longreach MeatUp Forum in March 2022. This collaboration involved engagement with the AWI and Leading sheep coordinators to develop and finalise the event program, and included promotions input from Leading Sheep across central and southern Qld. The MeatUp forum concluded with the Leading Sheep annual dinner, including a guest speaker. In 2023, MeatUp collaborated with NSW DPI to include an onsite visit to the Cowra Agricultural Research and Advisory Station.

Each MeatUp Forum had a consistent look and feel, regardless of location and differing themes, emphasising MLA and MeatUp branding and supporting communication of next step opportunities.

Promotion

Promotional activities followed the communication plan. This included save the date tiles, flyer (2 page, including event information and program), media release, social media tiles, advertising, and e-newsletters. For events delivering a virtual farm tour, a video teaser was developed and shared in e-newsletters and social media. All promotional tactics included a call to action, referring to the MeatUp webpage (mla.com.au/meatup). Events were also listed on the MLA events calendar.

Project teaser articles were implemented in Friday Feedback (now The Weekly), and in podcasts (early in the project) to create awareness of the launch of MeatUp forums. Other MLA publications including Feedback and MLA program specific emails for example were also adopted for cross promotion.

Paid advertising was employed, and a strategy scoped for each event to determine the most suitable approach for reaching the target audience. Examples of paid advertising undertaken throughout the project include Sheep Central, Beef Central, state based rural newspapers, regional/local newspapers, corflute signs at key industry events being held in close proximity (timing and location) to an upcoming MeatUp Forum, radio (in the rangelands only), mailed flyer and social media.

Several regional media outlets engaged in the MeatUp forums, promoting key messages and stories post event. This included newspapers, radio and television outlets.

Network and stakeholder engagement was important and valued for supporting MeatUp Forum promotion. Developing the connections with local networks enabled the understanding and purpose of MeatUp forums within their regions to strengthen. Working group members assisted in identifying key contacts. Collated materials/media packs were supplied to support promotion of the events. This made the task of sharing the event details to individuals wider networks simple.

Registration

Baseline demographic data was collected at the point of registration, this data was reported with post event survey results on a per event basis. The data included:

- Contact details (name, business name, address, phone, email)
- Role (beef producer/sheep producer/goat producer/mixed enterprise/advisor or agent/researcher/extension officer/government/veterinarian/other)
- Area managed
- Total number of cattle
- Total number of sheep
- Total number of goats
- How did the registrant hear about MeatUp
- Dietary requirements
- MLA membership status

Participants registration for MeatUp forums was managed by the MLA Events Hub. This was used for taking registrations, including ticket sales. A confirmation email was sent via this system upon registration.

Closer to the event, a reminder email was sent to those registered. The Service Provider also sent a reminder SMS.

Registrations could be taken up to the day of the event, removing the barrier to participation should someone walk-in on the day. Registration was taken online on arrival or followed up post event for over-the-phone payment.

Delivery

Each event was delivered in a single day. If the venue allowed for it, delivering a session with concurrent presentations taking place would be considered in event planning.

Breaks were prioritised to maximise networking opportunities for producers due to the value these provide, including morning tea, lunch, afternoon tea and post event networking.

Working group members attended events when it was effective to do so (noting geographic spread of working group members restricted some). Working group members were invited to contribute to the event on the day. Involvement often included the welcome and/or closing remarks, providing a producer perspective of the day ahead or closing by emphasising key messages, enabling practical connection with the target audience. Working group members were also invited to chair sessions or to present and would be supported in their preparation to do so.

Chairing of sessions was shared between several people to share the role/load, often among producer working group members. It was important to provide this opportunity to demonstrate that the producers were key drivers behind the event planning and program. It's also a beneficial leadership capacity building activity for working group members. The running of the day was overseen by the service provider and attending project team members.

Throughout the event, verbal highlights regarding follow up resources, opportunities available and MLA membership benefits were delivered. This was also reinforced with holding slides, designed by MLA to promote next step opportunities (for example, Business EDGE; Carbon EDGE; Producer Demonstration Sites; Profitable Grazing Systems; BredWell FedWell etc) in addition to the proceedings booklet.

In the early stages of the project, to accommodate the changing COVID-19 situation throughout 2021 and early 2022 in particular, MeatUp forums were filmed, and the recordings listed on the MeatUp page on the MLA website. Filming was not initially planned for MeatUp, however the benefit was recognised in being able to reach producers concerned about attending face-to-face events in this uncertain time.

Trade displays (later known as MeatUp Next Step Hub) were incorporated into each event, with invitations identified individually for each event. With the cessation of the sponsorship model, trade displays were invited to attend at no cost (aside from their ticket to attend). Attendance at the MeatUp forum as a display offered organisations such as relevant industry groups and government type organisations (and to a lesser extent, commercial businesses) and MLA investments such as ParaBoss and Australian Feedbase Monitor the opportunity to display information, banners and have a place to engage in conversations during breaks.

MLA also had a large display of publications, tools and resources at each forum, and displayed key communication messages at the event with large banners, including Integrity Systems Company, MLA membership and MLA adoption program outcomes. The service provider worked with MLA to order and supply materials. For each event, MLA materials were prepared by the service provider, and logistics arranged for materials to get to each event on time. The service provider undertook stocktake processes to sort returning items and pack for the next event, ordering supplies of publications when replenishment was required.

Post event, follow up communications were completed including emails to participants (via MLA) (eg. MeatUp round up e-newsletter), webpage updates (mla.com.au/meatup) with event materials (including recordings, presentation slides, virtual farm tours, proceedings booklet and photos) to enable further engagement beyond the conclusion of the events. Social media was also used by MLA and the service provider highlighting the events delivered.

3.5 Virtual farm tours

Virtual farm tours (VFT) were included as an output for the project with the purpose of showcasing on farm practice change, enabling peer to peer learning and connection. Incorporating a virtual farm tour into the MeatUp Forum added value to the events, replacing challenges with implementing a physical farm visit. The virtual farm tours offered an alternative format for a high-quality video package to be delivered alongside the face-to-face presentations, where the host producer would also be invited to attend and engage in a Q&A session following the package viewing.

By project end, there were eight virtual farm tours completed. Where applicable, the aim was to share virtual farm tours between events – this was undertaken for two virtual farm tours, leading to 10 events delivering a VFT. The films were between 15-20 minutes in length.

Host producers were identified through event planning sessions with the producer working group. The project team were responsible for inviting the host producer to be involved and working with the host to develop a story board and planning the logistics for film production. All virtual farm tours included a business overview, and focussed on the livestock enterprise, including emphasis on any technology or practice adoption which is supporting increased productivity and profitability. Diversity in business model, and geographic location was important, but balanced with the target event location to ensure relevance when presented during the MeatUp Forum.

A videographer was engaged to film the material for the virtual farm tour and was responsible for editing the package. A project team member travelled with the videographer to support production, and assist the producer in delivering the key messages, planned within the storyboard, throughout the film.

A teaser video was created to incorporate into the promotions campaign for each event and the final product was premiered at a corresponding MeatUp Forum, and listed on the MeatUp page, on the MLA website, post event.

3.6 Sponsorship

A sponsorship model was developed for the project, this included scoping a sponsorship plan and prospectus. However, MLA altered the direction to seek sponsorship in the project's first year, deciding to pause the model. This removed the objective of 'developing a self-sustaining delivery model' from the scope. Sponsorship may be reviewed by MLA in the future.

3.7 Monitoring and evaluation

A monitoring and evaluation plan was developed in-line with the MLA M&E strategy for implementation throughout the project. Evaluation processes incorporated MLA approved privacy statements in any scripts and surveys developed.

Updates to processes were made periodically to stay in-line with MLA reporting requirements.

Data collected through the monitoring and evaluation process was analysed and reported following each event to the respective producer working group. The data provided valuable insights to help shape the direction for the following MeatUp Forum, including content, speakers and format.

3.7.1 Post event evaluation

Participants were invited to complete a post event evaluation form (paper) at the conclusion of each MeatUp Forum. Participants were encouraged to share their feedback on the event, including identification of plans to implement any changes as a result of the presentations delivered. During this process, participants could identify topics/areas in which they would like to follow up (including MLA programs / workshops). Participants also shared feedback on value of individual speakers/presentations, level of satisfaction and value of the event to their business and identified any shift in knowledge and confidence as a result of attending.

This data was analysed, reported anonymously, and shared with the working groups and MLA. MLA was supplied with registration and participation data following each event, including contact details to enable additional follow up. This included providing the MeatUp roundup newsletter produced by MLA, and details on relevant MLA programs where interest had been indicated.

3.7.2 Follow-up phone survey

Economic and production impact assessments were not part of the objectives of this project; however intention and adoption data were collected from a sub-set of the participants after each event until December 2022 (11 events). Participants who completed a post event evaluation form and gave permission for further follow-up were invited to participate in a phone survey (meeting the target group criteria). Participants taking up this invitation were interviewed by phone between 6-9 months after the event to collect data to determine whether participants had implemented any of the learnings/knowledge/tools/practices from any of the presentations delivered, and an indication of the impact of any changes.

The engagement process involved the following steps:

1. Email producers inviting them to participate in the phone survey. The email (from template) was sent to producers who meet the criteria for follow-up.
2. Interviewer to phone producers one week following email to book a time for phone survey to be conducted.
3. Interviewer delivers phone surveys as per bookings and refers to pre-prepared survey details for each participant which includes data from the corresponding evaluation form to identify responses to applicable questions from the evaluation, when referenced.
4. Interviewer transfers raw data to reporting template for analysis and anonymous reporting.
5. A thank you email is sent to all participating producers.

Data was reported anonymously, and key themes identified to demonstrate action taken since attending the MeatUp Forum and associated short term impact, and expectations of longer-term impact.

4. Results

Red meat producers across southern Australia were the target audience of MeatUp forums. Specifically, the forums targeted beef and sheep producers in NSW, SA, and WA, whilst for events held in the rangelands (south west Qld, western NSW, northern and north-east SA), the target audience included producers operating sheep, beef and goat enterprises. Victoria and Tasmania were not included in the MeatUp Forum delivery zone due to existing MLA investments in similar projects in these states.

MeatUp was a new brand and delivery model introduced to producers by MLA, being a key delivery mechanism within the adoption program. This occurred during a time of favourable seasons across the delivery zone were received, coupled with positive livestock prices, created an encouraging delivery environment for the project. The start of the project did however also coincide with the beginning of the COVID-19 global pandemic. This presented significant challenges for face-to-face delivery, with participation rates impacted through the project duration, although steady recovery occurred into 2023. Face-to-face delivery was maintained throughout the project, with several events rescheduled due to the pandemic associated restrictions and risks. Video recording was adopted for the first seven events with recorded material listed on the MeatUp page on the MLA website. This enabled anyone who had registered and was unable to attend due to COVID-19 restrictions or lockdowns to engage and was also accessible to other red meat producers who were interested.

A hybrid type event (face-to-face plus livestream), whilst discussed with MLA and producer working group members, was not adopted. This was due to the emphasis and value placed on delivering the events face-to-face, and to allow networking, both being highly valued component of the events. There was also an overload of online events being offered at the time, and it was important that, as a new program, MeatUp was able to establish itself as it was originally intended and for it to differentiate itself from other events.

Whilst COVID-19 caused disruption to event planning, leading to event postponement, and rescheduling, risks were assessed and managed proactively, to lessen the impact on the project as much as practical. Further to this, an unforeseen postponement of the Casino MeatUp Forum just two weeks out from the event was a result of a national public holiday being called (for 22/9/22) in honour of Queen Elizabeth II. The event was set for the same day, and consequently it was postponed and rescheduled to December. Fortunately, all speakers were available, and the program was not disrupted. Despite these challenges throughout the project, all 16 events were delivered, six events each in 2021 and 2022 and four in 2023.

The following sections outline the results associated with event delivery, virtual farm tour delivery, monitoring and evaluation and working group implementation.

4.1 MeatUp Forum delivery

4.1.1 Event dates and locations

Sixteen MeatUp forums were delivered during the project, achieving the event delivery target (refer to Table 1). This included four events in NSW; three in SA; three in WA and six across the Rangelands (1 x SA; 2 x NSW and 3 x Qld). Delivering events throughout 2021, 2022 and 2023, meant that a broad geographic spread across the delivery zone was achieved (**Error! Reference source not found.**). During events held in 2023, repeat attendance by participants who had also engaged in

events held earlier in the project (in 2021 or 2022) were noted. This demonstrated the increasing brand awareness, event reputation and value.

Table 1. Summary of MeatUp forum delivery by date and location.

Event Number	Date	MeatUp forum location	MeatUp region	Number of times rescheduled	Reason for rescheduling	Background
1	5/03/2021	Gawler	SA	1	COVID-19	Rescheduled from 2020
2	23/03/2021	Cobar	Rangelands	1	COVID-19	Rescheduled from 2020
3	25/03/2021	Charleville	Rangelands	1	COVID-19	Rescheduled from 2020
4	23/06/2021	Broken Hill	Rangelands	N/A		
5	25/06/2021	Port Augusta	Rangelands	N/A		NSW & SA border closed 24/6/21, preventing speakers, MLA staff and project team member and Audio Visual team travelling from NSW (Broken Hill MeatUp) to SA. Successful adaptations made to deliver the event given the sudden changes.
6	5/08/2021	Perth	WA	1	COVID-19	Rescheduled from 2020. However, the event was still impacted. At the time of the event in 2021, WA border was closed, therefore delivery plans were modified accordingly to enable to event to continue.
7	1/03/2022	Dubbo	NSW	3	COVID-19	Initial restrictions and concerns in 2020 saw the first date moved to 2021. Spike in cases, and lockdown during August 2021 lead to the event being pushed from September to October. The impacts continued into the year, resulting in rescheduling to March 2022.
8	25/03/2022	Longreach	Rangelands	N/A		
9	28/06/2022	Naracoorte	SA	2	Clash with another event + COVID-19	Initially rescheduled due to an emerging event clash which was likely to have a negative impact on attendance during a time of event saturation during COVID restrictions in the second half of 2021. It was moved to Feb 2022. However, Jan 2022 saw COVID-19 Omicron outbreak, and resulted in rescheduling to June. Unfortunately due to meeting needs of both projects, the planned collaboration with the Red Meat and Wool Program (also supported by MLA) was unable to proceed, and individual events were delivered at different times.
10	5/08/2022	Northam	WA	N/A		
11	16/08/2022	Wagga Wagga	NSW	N/A		
12	6/12/2022	Casino	NSW	1	Public holiday - Queen Elizabeth II	The event was planned for 22/9/22, however this became a public holiday (National day of mourning for Queen Elizabeth II), and therefore the event was rescheduled.
13	8/03/2023	Wudinna	SA	N/A		
14	28/03/2023	Albany	WA	N/A		
15	10/08/2023	Cowra	NSW	N/A		
16	6/09/2023	Cunnamulla	Rangelands	1	Location change - Insufficient services to proceed at the time.	Initially set for delivery in June 2023 at Bourke. Some local challenges due to small, remote location and service availability reduced confidence in ability to deliver successfully at Bourke with the scale of event (and number of speakers to accommodate) planned.

Figure 2. MeatUp forum locations 2021, 2022 and 2023.

4.1.2 Event attendance

Of the 1539 people who registered to attend a MeatUp Forum, 1286 attended. 918 of the 1286 (71%) were producers (as summarised in Table 2). Average attendance rate of those who registered across all events was 82% (range was 64%-93%). The lowest attendance rate was experienced in March 2021 in the rangelands. The Cobar and Charleville MeatUp forums were impacted by a significant rainfall event that restricted road access. Subsequent rangelands-based events achieved attendance rates equivalent to the 16-event average.

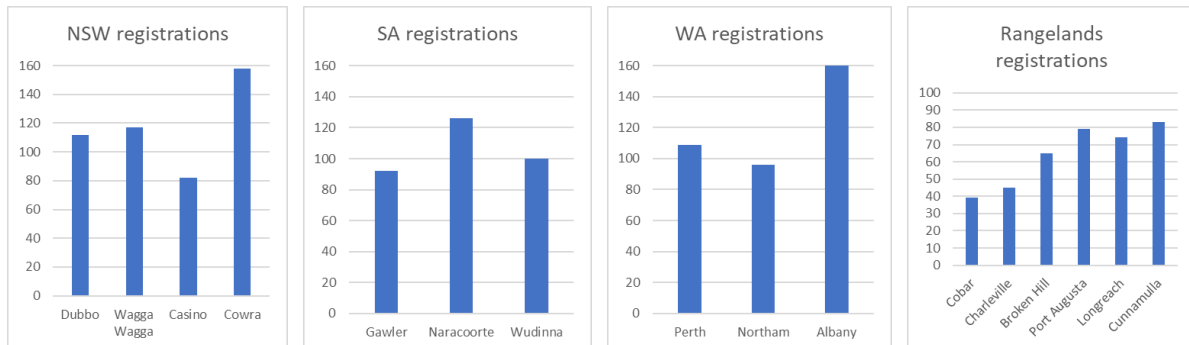
The attendance key performance indicator (KPI) was achieved for the rangelands events. The rangelands events met the attendance KPI (50 participants per event), averaging 52 attendees per event across the 6 events (where registrations averaged 64 per event).

The events delivered in NSW, SA, and WA (not including the rangelands-based events) did not achieve the attendance key performance indicator. The combination of MeatUp being a new brand, plus the impact on the project being delivered during the COVID-19 pandemic are seen as two key reasons for lower-than-anticipated attendance. The set attendance KPIs were perhaps unrealistic (except for the rangelands events), and should be reviewed, with attendance expectations revised for future phases of MeatUp forum delivery.

Positively, event registrations trended upwards throughout the life of the project (**Error! Reference source not found.**). On average, 115 participants registered, per event for NSW, SA, and WA (range was 85-162 registrations).

Table 2. Summary of MeatUp forum attendance

Event Number	Date	Location	MeatUp region	Registered	Attendance	Producer attendance %	Non-producer attendance %
1	5/03/2021	Gawler	SA	92	74	70%	30%
2	23/03/2021	Cobar	Rangelands	39	25	52%	48%
3	25/03/2021	Charleville	Rangelands	45	29	62%	38%
4	23/06/2021	Broken Hill	Rangelands	65	54	74%	26%
5	25/06/2021	Port Augusta	Rangelands	79	68	63%	37%
6	5/08/2021	Perth	WA	109	91	33%	67%
7	1/03/2022	Dubbo	NSW	112	92	86%	14%
8	25/03/2022	Longreach	Rangelands	74	63	78%	22%
9	28/06/2022	Naracoorte	SA	126	103	77%	23%
10	5/08/2022	Northam	WA	96	83	72%	28%
11	16/08/2022	Wagga Wagga	NSW	117	105	75%	25%
12	6/12/2022	Casino	NSW	82	62	63%	37%
13	8/03/2023	Wudinna	SA	100	93	89%	11%
14	28/03/2023	Albany	WA	162	140	73%	99%
15	10/08/2023	Cowra	NSW	158	136	72%	28%
16	6/09/2023	Cunnamulla	Rangelands	83	68	79%	21%
AVERAGE				1539	1286	71%	36%

Figure 3. Registrations by MeatUp delivery region in order of delivery (left to right) per region, demonstrating increasing trend in registrations throughout the life of the project.

4.1.3 Attendee demographics

The number of sheep, cattle and goats under management at the time of registration was measured with such influence contributing the results achieved by the project. Based on actual attendance, across all 16 events:

- >371,511 cattle were influenced
- >2,391,471 sheep were influenced
- >276,637 goats were influenced (noting goat numbers were not measured for the first 4 rangelands based events).

12,478,760 hectares of Australian agricultural land was influenced by MeatUp (managed by attending participants).

Attendee enterprise breakdown saw mixed enterprise as the most identifiable for attendees (33%), where mixed enterprise was allocated when a producer managed two or more livestock enterprises or one or two livestock enterprises plus cropping. After mixed enterprise, beef producers (only) made up 19% of the audience, sheep producers (only) 18%, followed by non-producers made up service providers, advisors, extension officers, researchers and students. Goat producers most often recognised themselves as mixed enterprise, running goats and either sheep and/or cattle.

4.1.4 Content delivered

Content delivered was determined through local input from producer working groups, plus consultation with MLA regarding key priorities, in addition to being aligned with the project goals. Generally, events covered a selection of the following topic areas:

- Sheep production/productivity
- Beef production/productivity
- Rangeland goat production
- Reproduction (beef/sheep/goat)
- Animal health and well-being
- Nutrition
- Feedbase
- Land management and environment
- Carbon neutrality (CN30)
- Supply chain related topics – processing, MSA, end user
- Market insights and opportunities
- Business management
- Technology adoption
- Virtual farm tours
- Dedicated sessions to promote and encourage uptake of MLA supported programs and tools, including BredWell FedWell, Australian Feedbase Monitor and Paraboss. There were also insights into Producer Demonstration Sites (results of sites, and how to get involved) for example.

For full list of sessions and speakers, see the Appendix.

4.2 Virtual farm tour delivery

Eight virtual farm tours were produced and delivered at ten MeatUp forums throughout 2021 – 2023. Host producers were identified with input from the producer working group in each region. The aim was to ensure a good link to the overall theme of the individual MeatUp Forum it was identified for, and alignment with the agro-ecological zone. Each virtual farm tour provided a comprehensive overview of the host producers business/es and livestock enterprises. Producers also had the opportunity following delivery of the virtual farm tour to engage with the host/s during an interactive Q&A session at the event.

The virtual farm tours consistently received high scores for value, as determined by participants completing an evaluation form (range 8.3 - 9.8 out of 10). On average, VFTs scored 9.1/10 across all eight VFTs delivered at 10 events. This compares to the overall presentation value score for the project (where participants score the value of the speaker and their presentation), being 8.4/10. This demonstrates that the opportunity to learn from other producers is valued highly by producers attending a MeatUp forum.

These project legacy assets are located on the MeatUp webpage (mla.com.au/meatup).

A summary of the virtual farm tour outputs is listed in Table 3. It includes a record of the number of views each video has received since being uploaded to the MLA website following each event from 2021 – 2023. This is demonstrating the additional reach these outputs have achieved during the project (7816 total views to end November 2023).

Table 3. Virtual farm tours delivered

	MeatUp region	Event/s VFT delivered	Overview	YouTube views (at end Oct 2023)
1	Rangelands	Broken Hill, NSW - 2021 Port Augusta, SA - 2021	CC Cooper & Co, Jamestown, SA Meet Seth, Tom and Leith Cooper who operate a mixed farming family enterprise. Consisting of six properties across SA, NSW and WA, the Cooper's discuss how they manage their three main income streams including livestock, grain and hay production. https://www.youtube.com/watch?v=tPNSLYagWoQ	991
2	Western Australia	Perth, WA - 2021	Chillwell Farms, Condingup, WA The Fowlers manage a mixed cattle, sheep and cropping enterprise. Watch this virtual farm tour to find out how they make every hectare of their property profitable through a high stocking rate, high return livestock program. https://www.youtube.com/watch?v=Z4z0cbG1_jk&t=14s	2906
3	New South Wales	Dubbo, NSW – 2022 Wagga Wagga, NSW – 2022	'Spicers Run', Spicers Creek, NSW Spicers Run is owned and managed by the Mason family. Brothers Joe and Sam Mason produce first cross ewes and prime lambs along with cereal and oilseed grain production. https://www.youtube.com/watch?v=v6KBU8MfBgg	748
4	South Australia	Naracoorte, SA – 2022	CC Seymour & Co – 'South Killanoola', Bool Lagoon, SA South Killanoola consists of a self-replacing composite flock producing prime lambs, Hampshire Down stud, Hereford and Angus cattle herd, and a dryland and irrigated share farm cropping business. https://www.youtube.com/watch?v=vawFL6m2U9g	1178
5	New South Wales	Casino, NSW – 2022	Winter forage Producer Demonstration Site, Casino, NSW Meet Tom, Ronny, Joe and John who participated in an MLA Producer Demonstration Site (PDS). This project demonstrated the productive value of winter forage crops and managed tropical grasses in north-eastern NSW for beef breeding herds. https://www.youtube.com/watch?v=koczZ0tZdew	609

6	South Australia	Wudinna, SA – 2023	Goldmine Hill Farms, Lock, SA Owner of Goldmine Hill Farms, Kerran Glover provides insights into how he and his family manage their mixed sheep and cropping enterprise. There is a focus on feedbase, containment feeding and feed lotting for managing fragile soils. The business has undergone significant expansion in the last 8 years. https://www.youtube.com/watch?v=P6PoxoQgN9o	435
7	Western Australia	Albany, WA – 2023	Kilchatten, Green Range, WA Producer Jeremy Walker from 'Kilchatten Farms' in Green Range showcases the changes he has implemented on-farm with a realistic look at the reasons behind each decision, the success and failures. https://www.youtube.com/watch?v=P6PoxoQgN9o	253
8	Rangelands	Cunnamulla, Qld – 2023	BAM Pastoral – 'Yaralla', Cunnamulla, Qld Owned and managed by Ben and Andrea McKenzie, Yaralla runs goats, meat sheep and trade cattle. In addition to commercial livestock operations, the business operates a goat breeding program, producing kalahari and red Boer stud goats. https://www.youtube.com/watch?v=IAPmUFHOHpA	696
				Total 7816 views

4.3 M&E summary

4.3.1 Post event evaluation

At the completion of each MeatUp forum, participants were encouraged to complete and hand in an evaluation form sharing feedback on the event. 61% of attendees completed an evaluation form across all 16 events. The KPI was 60%, so was achieved. Later in the project, as an incentive to complete and submit an evaluation form, participants were offered a ticket in a raffle to win a premium meat tray. The number of trays offered correlated to the scale of the event. The meat raffle contributed to some light-hearted entertainment and interest during the networking session and encouraged completion of forms.

The predominant reason for attending a MeatUp Forum was 'relevant topics' (42%), followed equally by 'networking' (27%), 'good speakers' (26%) and other reasons listed (6%). Other often related to being a working group member, producer speaker, an employee of a producer for example.

MeatUp forums were received well by attendees, who consistently rated the event highly for both overall satisfaction and value. On average, MeatUp forums achieved a satisfaction rating of 8.7/10 (range 8.2 - 9.0), with every event exceeding the KPI for satisfaction (where the KPI was >7/10). Overall event value was measured at 9 events (being numbers 8-16), and again resulted in consistent scores, where average value was rated 8.7/10. These ratings were reinforced through regular positive feedback received from producers via the post event evaluation form.

A small snapshot of experiences shared by attendees of MeatUp forums:

- *'MeatUp forums give producers the tools they need to improve, but more importantly it generated the enthusiasm and the confidence to use them' - Participant, Perth WA.*

- *‘A well run and organised event. Speakers were all engaging. Came away with lots of info’ - Participant, Wudinna MeatUp Forum, SA.*
- *‘Enjoyed hearing from producers about their experiences and practices, the forum exceeded expectations’ - Participant, NSW.*
- *‘An excellent program with large variety of speakers’ - Participant, Casino MeatUp Forum, NSW.*
- *‘MeatUp is an opportunity to reassess and realign our business and say ‘are we heading in the right direction? Let’s get some good information and make some good decisions’ - Participant, Broken Hill MeatUp Forum, NSW.*
- *‘The MeatUp Forum in Port Augusta was a great event and highlighted the diversity of the production systems in our region. There is real innovation happening in the pastoral areas and it was great to see that showcased’ - Participant, Port Augusta MeatUp Forum, SA.*
- *‘Most professional day I’ve been to for a good while’ - Participant, Longreach MeatUp Forum, Qld.*
- *‘I thought it was excellent. No other opportunities in this area to see so many professionals come together to give advice’ - Participant, Cunnamulla MeatUp Forum, Qld.*
- *‘Great event, great food and atmosphere’ - Participant, Cunnamulla MeatUp Forum, Qld.*

Across all 16 events delivered, participants identified that confidence in their understanding and/or skills about the topics covered increased as a result of attending. On average, participants scored this as 8.2/10. Participants were also asked to score their confidence and motivation to make changes and/or improve their enterprise. This was scored as 8.1/10. The full summary, by event is listed in Table 4.

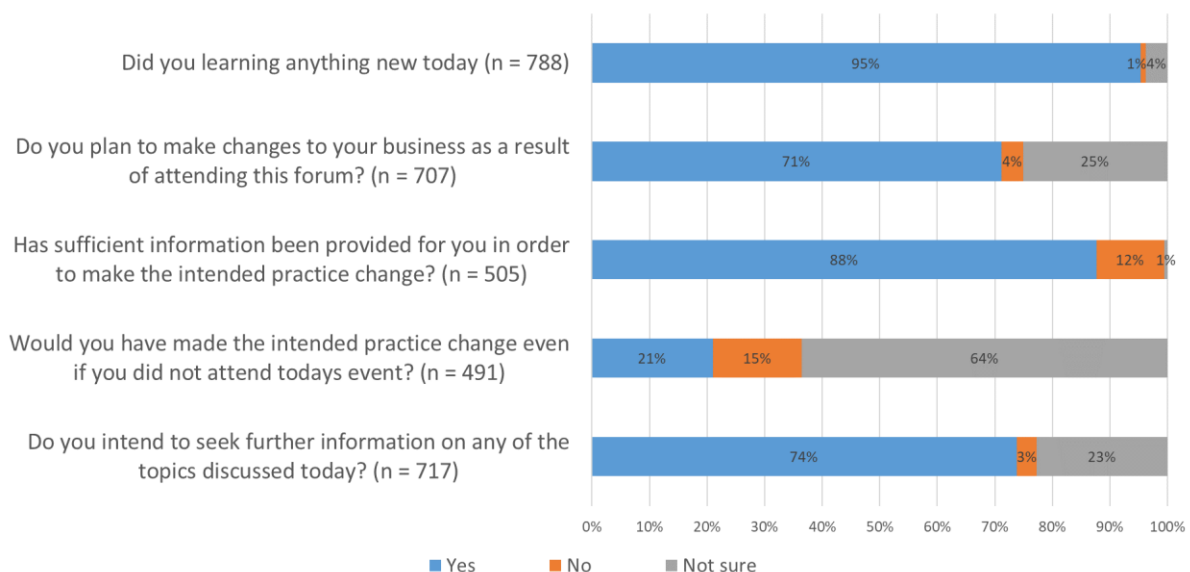
Across all events, 71% of attendees indicated they intend to make a practice change as a result of attending the MeatUp forum (KPI was >50%), 25% indicated they were unsure, and just 4% indicated they would not be making a change (**Error! Reference source not found.**). This is a positive result for an MLA flagship event series which is primarily an awareness activity delivered at the front of the adoption pathway.

Table 4. Summary of participant data captured in post-event evaluation survey for each MeatUp forum.

Event Number	Date	Location	MeatUp region	Satisfaction rating (KPI >7/10)	Overall value of attending event	Increased understanding/ Skill Score	Confidence & motivation to make change Score	KPI - Intent to change indicated by >50% of attendees- (percentage)	KPI- Return rate/receipt of 60% of evaluation surveys
1	5/03/2021	Gawler	SA	8.7	N/A	8.1	8.3	78%	50%
2	23/03/2021	Cobar	Rangelands	8.7	N/A	8.7	8.1	80%	64%
3	25/03/2021	Charleville	Rangelands	8.2	N/A	8.2	7.8	88%	41%
4	23/06/2021	Broken Hill	Rangelands	8.8	N/A	8.8	8.1	70%	70%
5	25/06/2021	Port Augusta	Rangelands	8.3	N/A	8.3	7.7	52%	57%
6	5/08/2021	Perth	WA	8.6	N/A	8.6	7.9	59%	51%
7	1/03/2022	Dubbo	NSW	8.3	N/A	7.7	8.4	72%	70%
8	25/03/2022	Longreach	Rangelands	8.9	8.7	8.7	7.8	69%	68%
9	28/06/2022	Naracoorte	SA	8.9	8.9	8.1	8.2	67%	79%
10	5/08/2022	Northam	WA	8.5	8.7	7.9	8.4	80%	77%
11	16/08/2022	Wagga Wagga	NSW	8.8	8.6	8.1	8.5	76%	51%
12	6/12/2022	Casino	NSW	9.0	9.0	8.0	8.2	71%	52%
13	8/03/2023	Wudinna	SA	8.9	8.9	8.1	8.4	74%	60%
14	28/03/2023	Albany	WA	8.6	8.5	7.8	8.0	66%	65%
15	10/08/2023	Cowra	NSW	8.3	8.5	7.8	8.2	68%	65%
16	6/09/2023	Cunnamulla	Rangelands	8.9	8.7	7.7	7.7	59%	62%
Average				8.6	8.7	8.2	8.1	71%	61%

Across the 16 events, 95% of participants who completed an evaluation form indicated they learnt something new by attending and 88% had been provided sufficient information to make intended practice change (**Error! Reference source not found.Error! Reference source not found.**). On average, 64% of participants indicated they would not have made the intended practice change if they didn't attend the event. This implies the purpose of the event, which is to provide information and motivation to make changes to improve productivity and profitability of red meat enterprises was achieved. This is further supported by 74% of participants indicating they plan to follow up/seek information about a topic delivered at the forum. Such measures of motivation and intention are demonstrating the impact of these awareness events. Producers are inspired to review their enterprise and seek opportunities for improvement.

Figure 4. Summary of participant responses (average scores across all events), capturing impact of the event, and influence on practice change intent, sufficiency of information delivered and desire to follow-up on topics presented.



Participants demonstrated how they value producer presentations through both commentary in evaluation forms, and scores. MeatUp forums aimed to engage producers to present as part of the

event program, to balance the other sessions provided by researchers, advisors and service providers. Across the 16 events, MeatUp engaged 214 individuals to contribute to presentations, panel sessions, facilitated producer sessions, and as virtual farm tour hosts. Of this number, 52 (24%) were producers (Appendix, Table 5) (not including the producer working group members who delivered opening and/or closing remarks at several MeatUp forums). Producer lead presentations often scored among the top three at each event. This is reinforced by the virtual farm tours scoring an average of 9.1/10 across all ten events where they were delivered compared to the overall average presentation value (delivered by all speakers) being 8.4/10. Consistently, all speakers, across all events delivered practical and relevant presentations and papers, which is evident in the evaluation scores.

Participants were offered the opportunity to identify their interest in key MLA programs and workshops (which had verbal mentions throughout the event, were regularly identified in relating presentations, and were referenced in participant take home materials). Follow up was provided by MLA to extend information about upcoming opportunities post event. Highlighted MLA programs and workshops of greatest interest was Profitable Grazing Systems, followed by BredWell FedWell Sheep, BredWell FedWell Cattle, Producer Demonstration Sites and Business EDGE. To a lesser extent, but still of interest to producers was more information on CN30 and ParaBoss.

4.3.2 Follow up phone survey

Results from the phone surveys undertaken for events 1 - 11 demonstrate that MeatUp forums have had a positive impact, with participants sharing how they enjoyed the day, found value in attending and have implemented learnings. Of the producers surveyed, 100% indicated they would attend a MeatUp Forum again in the future.

- *'I found the event very good, still have the proceedings booklet, was great information on the day and very valuable.'* – producer participant, Gawler MeatUp Forum - 2021
- *'First forum I've been to, was quite impressed. Was interesting, presenters didn't present for too long and had good engaging information to talk about'* – producer participant, Naracoorte MeatUp Forum – 2022.
- *'Thought it was a really good session, hope it comes back to Wagga. Venue was good. Keep bringing those key messages and key industry issues forward.'* – service provider participant, Wagga Wagga MeatUp Forum – 2022.
- *'It [MeatUp] was our first one..., I felt we had to do something different because a bit stuck in the rut and super glad that we did go - all these things have happened since then...'* – producer participant, Wagga Wagga MeatUp Forum – 2022.

55 producers and 39 service providers/non-producers undertook the phone survey. An ongoing challenge for the phone survey process was having a dataset large enough to be able to identify key themes and results. With an average evaluation form return rate of 61% across the project, this number was reduced significantly when further sorted by permission for additional evaluation follow up, via phone survey. Only participants giving permission to be followed up were sent an invitation to participate in the phone survey. Despite several contact attempts, there were participants who didn't complete the phone survey. The producers who did complete phone surveys represented 11% of the total producer attendees (across the 11 events surveyed). Therefore, caution is advised when reviewing the results and making assumptions or future recommendations.

Despite this it is evident that MeatUp forum awareness events do create momentum for producers to progress ideas. The survey found, 60% of producers identified they had acted or done something differently as a result of attending a MeatUp Forum. The remainder responded with either no, they hadn't progressed a practice change, or for several, they indicated 'not yet'. The survey has identified an impact of MeatUp is the reinforcement or motivation to implement changes that they have already considered, or were now planning to consider, in the future.

Survey participants were asked to rate on a scale of 1 to 10 (where 1 is very low importance, and 10 is very high), how important the MeatUp Forum was in assisting them to implement the change. The average score from the survey was 7/10. In addition to this, respondents were asked to share whether they felt the MeatUp Forum provided enough information/skills to implement the management practices recommended during the events. Responses varied, however the theme to the responses was that MeatUp Forums created awareness of new information or updates, and opportunities for change in their business, and provided enough information to encourage follow up if desired. This is reinforced by the following sample of comments from survey respondents:

- *'Probably still would have followed up - answer to be fair is no, knowledge is a layering thing about hearing it multiple times. I did have to go away and find more information, but it put the information in front of me. Didn't walk away fully understanding, still had to sit down and do some reading.'*
- *'Definitely helped.'*
- *'Yes, to an extent pointed me in the right direction'.*
- *'Gave us information and bites to act on - a lot of appetisers to consider.'*
- *'No, forum is info tool. Lets you know about things out there and you chase it up yourself, only a day program, would like it to be a bit longer.'*
- *'Something we knew we were going to do, but the information spurred us on to pull the information together and take action.'*
- *'...MeatUp information also gave us that confidence to have those conversations'*

Examples of changes implemented by producers include:

- Started condition scoring (references to sheep and goats)
- A focus on reproduction
- Ram selection / bull selection, changes to genetics source
- Mob size / paddock size considerations
- Grazing management / rotational grazing / feedbase / dual purpose cropping / sub-tropical pastures
- Stocking rate / feed utilisation
- Record keeping
- Taking the next step to explore Carbon
- Infrastructure improvements – yards, fencing, water, stock handling
- Using carcase feedback data, preparation for sale/processing (dark cutting prevention)
- Joining ewe lambs
- Fodder conservation
- Signed up to workshops / programs as follow up – e.g. Business EDGE, PGS, interest in BredWell Fed Well

- Engaged with a consultant as follow up
- Business management improvements – i.e. strategic planning, succession planning
- Considered scale and enterprise complexity – simplifying enterprise operations
- Enhanced biosecurity measures
- New tools adopted, e.g. Australian Feedbase Monitor.

The survey also explored other changes which producers have made or considered since attending, to which they attribute having some link to MeatUp. Some examples include:

- Planning to plant more trees, looking at how this assists with carbon
- Changing genetics source, focus on ASBVs/EBVs
- Producing silage for the first time
- Considering breed choice / enterprise selection
- Infrastructure plans – including changes to fencing, paddock size to split up mobs for lambing
- Enhance recording keeping
- Technology implementation, including eID

When changes have not been made, responses were often linked to reasons outside of their control, including season or things taking more time to implement, as they involve planning and communication and decision making with others.

Addressing perceived impact is challenging during a single phone call, when discussing changes implemented. This is coupled with a small data set, based on low engagement in the survey by participants. The survey aimed to identify benefits and associated timelines to see benefits of practice change. Responses varied from implemented to not fully implemented yet and benefits included better management, saved time, increased production, increased income and increased knowledge and skills of employees. Time frame for the benefit varied based on the type of change and how the producer assessed success of implementation, but generally, producers indicated the benefit would most likely be measured longer term (across the next few years). Some changes in infrastructure were noted to have had early results in creating impact on the business for example.

Other qualitative phoney survey observations include:

- The purpose of MeatUp forums is highlighted during the phone surveys, where some participants recognise the sessions offer the opportunity to identify the one percenters that they can implement to improve their operation.
- Producers also identify MeatUp as the pathway to learn about tools and resources producers can follow up on and adopt. They also identify it as one of several information sources they engaged with during the period discussed which supported them in implementing change. For example, engagement with advisors, involvement in grower groups, discussions with neighbours/peers.
- Some producers do have greater expectations, indicating the event could be longer, or have longer sessions and more time on each topic. This feedback should not deter from the primary purpose of MeatUp Forums within the adoption pathway outlined by MLA, which is awareness creation, in addition to promotion of next step opportunities (e.g., PGS, BredWell FedWell, PDS etc.).

- Seasonal conditions either favourable or unfavourable can act as a deterrent for implementing actions following a MeatUp forum.
- There is an appreciation for the high-quality speakers that present at MeatUp which has been a highlight shared by many participants.
- Quality of the event in regard to organisation, flow on the day and catering is also mentioned.
- A number of respondents highlight the desire for more hands on, practical type sessions. However, equal numbers have indicated that holding MeatUp forums in quality venues works well for being able to hear and see sessions clearly thereby enhancing the quality of the day (compared to a field day or wool shed based presentation for example).
- Survey respondents indicate MeatUp collateral such as the proceedings booklet should remain as a hard copy (versus providing as an online option only). Several participants highlighted the challenges with internet connection being a barrier to accessing information and tools. A hard copy provides within reach access if they wish to follow up.
- Likewise, the MeatUp bag, notepad and pen should remain as they provide visual prompts to participants in the weeks and months post event. This is another way of reminding individuals about the event and reinforcing key / take home messages. This assists in the adoption process that an individual chose to implement.
- The phone survey was conducted (6-9 months) after the MeatUp forum event. This is appropriate for enabling enough time between the event and the survey for producers to have potentially implemented a practice change.
- This 6–9-month timeframe was a challenge when asking participants to remember highlights from the forum. Some participants commented that they struggled to remember or were not able to provide specific examples in response to questions given the length of time that had passed. However, if this time period is shortened, there is a risk that the survey would not have captured the initial changes that producers had begun implementing (for example, infrastructure upgrades, grazing management changes, new breeding goals, joining plans).
- Producers have an appetite for being involved in more extension and adoption activities and several survey respondents highlighted which activities they were specifically interested in, including BredWell FedWell and Business EDGE for example. Despite indicated interest, there was however low conversion into engagement 6-12 months after attending MeatUp indicated by respondents.
- Producers also appeared, in general, to have limited understanding of the availability of the post event resources. It is thought that is due to little or no motivation to look for these.

The phone survey process is outlined in the Appendix.

4.4 Working group participation

Four individual producer working groups were developed and sustained for the duration of the project, being SA, NSW, WA and a Rangelands group. They successfully represented and reflected each of the target regions for MeatUp forum delivery. Working group members were engaged at project start up, and generously supported the development of the first round of events in a turbulent delivery environment due to COVID-19. With at least a one-year term recommended, this gave the opportunity for group succession and turnover to be accommodated, where groups were maintained with at least five working group members, plus MLA and the project manager and event

coordinator. Over the life of the project, 38 working group members contributed to the shaping of MeatUp forums across the four years. No single group had greater turnover than any other, change was organic and was consistent across all groups. Some change was beneficial, as it allowed the input of individuals that could provide strategic insights into geographical areas as event locations changed.

The producer working group members have been generous advocates for the delivery of MeatUp forums, contributing to development of practical, relevant programs. Working group members have shared several examples of how MeatUp forums provide value:

- *‘Producers should attend a MeatUp Forum near them because the program has been specifically tailored to local producers, to provide information tools and resources to help improve their on-farm productivity, profitability and sustainability’ - Working group member, NSW.*
- *‘You are guaranteed to learn at least one thing that you can take back to your operation that will make a difference. A range of practical speakers from experts to other farmers, and a virtual farm tour to cap it off’ - Working group member, NSW.*
- *‘Hearing other successful producers showed us what is possible and the steps needed to get there’ - Working group member, WA.*
- *‘Attending a MeatUp forum is a great opportunity to learn about the latest investments that MLA is making in R&D and to hear from producers about how they are implementing these innovations in their businesses’ - Working group member, Rangelands, SA.*
- *‘Often the greatest benefit of attending a MeatUp Forum comes from networking with like-minded producers and talking to industry members directly’ - Working group member, NSW.*

All working groups operated according to the working group operations plan. There was an initial, inception meeting for each working group at the start of the project. Working groups then met 3-4 times per year. A planning session was held at least annually with each group to determine event format, identify needs of the region, share ideas and brainstorm event plans. The planning meeting was held face-to-face if COVID-19 restrictions allowed. Most meetings were held online. Fortunately, all four groups did meet without limitations in September/October 2022 to plan for the 2023 events. Following the planning meeting, meetings were implemented to confirm the event program and provide an update on event plans/bookings. Post event a review meeting was held to discuss and celebrate successes and identify opportunities for improvement. During these meetings evaluation data (collated anonymously) was shared. Given the MLA project manager, and the MeatUp Forum project manager attended all working group meetings, ideas or opportunities relevant to all or other groups could also be shared. Email and phone were used to maintain contact during event planning and promotions, and to update the working group of progress. The approach taken for working group engagement allowed for consistent delivery of the project at a strategic (project) level, while still accommodating a local approach operationally for each event.

5. Conclusion

The MeatUp Forum Coordination project successfully achieved the project objectives. This was achieved through strong and effective project management and event coordination that resulted in providing a quality, consistent series of events that identified and delivered on producer needs by engaging a variety of subject matter experts. The single day format, offering a range of speakers and

topics, with suitable breaks for networking, and linkages to MLA products, programs and opportunities was a highly successful model.

Sixteen MeatUp forums were delivered during the project, achieving the event delivery target. This included four events in NSW; three in SA; three in WA and six across the Rangelands (1 x SA; 2 x NSW and 3 x Qld). Delivering events throughout 2021, 2022 and 2023 meant a broad geographic spread across the delivery zone was achieved. Of the 1539 people who registered to attend a MeatUp Forum, 1286 attended. 918 of the 1286 (71%) were producers. Based on actual attendance across the 16 events, 12,478,760 hectares of Australian agricultural land was influenced by MeatUp, plus >371,511 cattle, >2,391,471 sheep and >276,637 goats.

Eight virtual farm tours were produced and delivered at 10 MeatUp forums, showcasing a professionally filmed 15-20min video package, interviewing host producers about their business and enterprise operations. These videos were well received during the MeatUp Forums, consistently scoring well. These videos are now housed online, on the MLA website and have achieved over 7400 views to date without an associated communication strategy.

The project exceeded all key performance indicators (KPIs), being event satisfaction, intent for practice change and evaluation return rate. The project achieved the attendance KPI for the rangelands-based events but was unable to meet the attendance KPI for participation for the NSW, SA and WA events.

When the project began in November 2019, MeatUp was not only a new brand, but project inception also coincided with the beginning of the global COVID-19 pandemic. This operating environment presented significant challenges for face-to-face delivery (and for the event management sector nationally). Participation rates were likely impacted, and that impact extended throughout the project, with some steady recovery of registrations into 2023. Positively, full face-to-face delivery was maintained throughout the project, even with several events rescheduled to accommodate the pandemic, and associated restrictions and risks. All events were delivered in the project time frame (following a contract variation in 2020 to extend the project end date to accommodate for COVID-19 impact on face-to-face delivery).

Monitoring and evaluation results demonstrate that participants grew in skills, knowledge, motivation, and confidence, and expressed intent to make changes to their enterprises and seek more information. Participants also became more aware of MLA tools, resources, programs, and opportunities that they could engage in. Six to nine months post event, there is evidence that practice change was implemented, new opportunities identified, practices reinforced and plans for future implementation made if the timing for change wasn't yet appropriate.

MeatUp Forums contributed as a catalyst for a number of on property, within enterprise actions and changes across southern Australia. While the MeatUp forums did not provide all the information (or the sole information source) needed for change in some instances, they did provide a stepping stone or a catalyst for producers to seek out further information, start a conversation or initiate change in their business.

The MeatUp Forum project team/service provider successfully delivered on all agreed outputs, to achieve all of the project objectives within the agreed parameters.

5.1 Key findings

The lower-than-expected registrations for the SA, WA and NSW events should not detract from the overall value and impact achieved by the project and, delivered to attendees who engaged in MeatUp forums across the four delivery regions (where participation targets were met for the rangelands region).

This project delivered impact, and achieved the following:

- Delivered a program which was producer led and that engaged key regionally based/local stakeholders. Where possible producers also took roles in delivery of content within the program.
- Raised awareness of red meat research, development, and adoption programs with a whole of farm and value chain focus, while delivering a regionally relevant agenda.
- Demonstrated the value of implementation of a practice or technology, and the cost of not closing the implementation gap.
- Identified useful and relevant tools and resources that are available to red meat producers and industry.
- Engaged producers to share their skills, experience, and motivation towards achieving goals, including exceptional business performance (sustainability and profitability) with their red meat enterprise/s and demonstrated to others what is achievable.
- Created opportunities for participants to engage in a range of topic areas to ensure a whole of farm business approach to build knowledge and assess opportunities.
- Signposted producers to MLA research, development and adoption activities, programs and projects that producers can get involved in to enable them to build knowledge, skills and make meaningful on-farm practice change.
- Connected individuals and organisations involved in the red meat industry and encouraged networking.

5.2 Benefits to industry

MeatUp forums successfully created awareness of relevant red meat research, development and adoption programs among producers, and others in the supply chain, across southern Australia. The project has demonstrated the value of face-to-face events for attendees and the impact these events had.

Even as an awareness level event, through MeatUp forums, participants gained significant value from concise, targeted, practical and relevant presentations from key subject matter experts plus practical, commercial insights from producers presenting about their own operations. This is demonstrated by the evaluation data, specifically in regard to intent to implement practice change.

Reported in the MLA Annual Report 2022-23 and MLA Adoption Outcomes Report 2022-23, MeatUp has delivered \$10.7 million (calculated as net present value of adoption to 2045, discounted at 5% annually) in total net benefits to participating producers as a result of forums delivered in 2021 and 2022. This impact, and the resultant value is expected to increase with the inclusion of events delivered throughout 2023.

Also reported, was that producers can expect an annual return of \$0.61–\$11.72/ head because of implementing new tools or practices learnt from their attendance at MeatUp forums.

This range is based on the average benefits producers received during the period reported across varying on-farm productivity changes. These numbers are based on case studies, modelling and estimates from comparable practice changes made in similar circumstances in previous years. The benefit an individual producer receives depends on the type of practice change implemented, on-farm conditions such as soils or climate, breed and genetics, and the scale at which the change is implemented (MLA Adoption Outcomes Report 2022-23).

The MeatUp Forum project has supported MLA by contributing to several outcomes as outlined in the Strategic Plan 2025, including:

- MLA investments include targeted extension and adoption pathways at inception and are relevant to red meat producers across all regions.
- Producers have the capability to adopt R&D outcomes which directly improve their productivity and profitability.
- Producers understand the important of meeting community expectations around environment and animal welfare and respond through practice change.

6. Future research and recommendations

Continued delivery of MeatUp forums in NSW, SA, WA and the rangelands zone of south-west Qld, NSW and South Australia is highly recommended. The project has resulted in a developing network of producers and industry stakeholders who identify MeatUp forums as a high quality, beneficial and relevant event to attend.

Returning to locations and venues which have previously performed well should be considered. This will take advantage of and build on the established participant network, and the brand development to date. In addition to this, identifying new locations which have known strong producer communities (which means access to passionate, innovative and successful producers) is encouraged. Additional events will contribute to further brand development and consolidation and engage more producers.

The working group model should be adapted. Whilst the working groups, members and their generous contribution was highly valued in this project, the greatest benefit for event program development was seen when producers were physically close to the location where the event was being held. A change to identifying a reference group for each event, which includes representatives from within a practical distance (e.g., within 2-3 hours) from the event location is encouraged. The broader working group concept was sound, but experience showed there was a different level of connection and investment in event development and success (from planning to post event) with a more localised approach. This is a win:win outcome, benefiting the MeatUp forum project, the attending participants, and is more engaging and rewarding for the reference group members.

Now the project is well established, an ongoing working group being engaged for an entire year may not be necessary going forward. However, having the involvement of a group of producers as a reference group to contribute to an event planning session at least once per event is still extremely important, and should be included in any future phases of the project.

Trade displays (later known as the MeatUp Next Step Hub) were incorporated into each MeatUp Forum. This provided the opportunity to display information, banners and have a place to engage in conversations during scheduled program breaks. With the cessation of the sponsorship model, trade displays were invited to attend at no cost aside from their ticket to attend. Attendance at the MeatUp Forum was offered to organisations such as relevant industry groups, government organisations (and to a lesser extent, commercial businesses) and other MLA related entities such as ParaBoss and Australian Feedbase Monitor. Whilst there is no sponsorship model in place, it is recommended that commercial trade displays at MeatUp forums be minimised, or limited to MLA related displays only, unless the format of the day is re-worked. MeatUp forums are not field days, meaning that the time for producers to engage with next step hub participants is not the same as what an organisation may hope. Therefore, the benefit of attending and value proposition is not what may be expected, causing disappointment if individual display engagement is low.

Given the perceived low post event conversion into a follow-on MLA program/activity, and little use of post event resources, it is important that methods for ongoing engagement post event are considered and prioritised. It is believed that by maintaining the communication pathway with participants will contribute to increasing their motivation to take the next step and engage in other MLA products and programs.

Likewise, to increase the return on investment of the virtual farm tours, there is an opportunity to further leverage these products by creating broader awareness and engagement through targeted communications to increase the views for each video. Virtual farm tours were rated highly by participants, and added value to the events they were presented. Future inclusion in MeatUp should be considered.

The registration rate of participants was increasing year on year which is positive given MeatUp forums were a new brand being extended by MLA. Therefore, ongoing investment from MLA is recommended. Such an investment requires a budget to allow coordination and management of the project and events, sitting fees for working group/reference group members, commercial fee levels for speakers including preparation, travel and presentation time, and budget for event management. Including funds for advertising/communications strategy implementation would assist in growing the footprint and impact of MeatUp throughout the regions of delivery.

The MeatUp forum brand has been successfully established and red meat producers associate it with a high quality, high value, confidence building and very informative event that is worth attending. This is evidenced by the increasing registration numbers year on year and repeat attendees in years two and three.

Further engagement of the red meat producer target audience, by offering more events in the future, is recommended. This will continue to see them building their skills and knowledge, in addition to increasing their awareness of MLA membership, resources, tools, programs and opportunities offered by MLA which can assist them to sustainability improve the productivity and profitability of their red meat businesses through long term practice change implementation.

7. References

MLA Adoption Outcomes Report 2022-23 <https://www.mla.com.au/globalassets/mla-corporate/research-and-development/documents/mla-adoption-outcomes-report-2223-web.pdf>

MLA Annual Report 2022-23 <https://www.mla.com.au/globalassets/mla-corporate/about-mla/documents/planning--reporting/2022-23-ar/mla-annual-report-2223.pdf#annualreport>

MLA Strategic Plan 2025 <https://www.mla.com.au/globalassets/mla-corporate/about-mla/documents/planning--reporting/Strategic-Plan-2025.pdf>

8. Acknowledgements

The project team/service provider, Pinion Advisory wish to acknowledge the work undertaken by members of the Pinion Advisory team. Pinion Advisory also acknowledges the work undertaken by AgPro Management in event planning and delivery of the MeatUp forums and virtual farm tours delivered in Western Australia.

Acknowledgement is also offered to producer working group members, hosts of the virtual farm tours, speakers and MLA staff who contributed to this project, supporting the service provider in delivering the outcomes achieved.

9. Appendix

9.1 Speakers engaged in MeatUp forum delivery

Table 5. Breakdown of the number of speakers (including producer speakers) at each MeatUp Forum, and corresponding scores for content, presentation and value.

Event Number	Date	Location	MeatUp region	Subject matter experts/professional speakers	Producer speakers	Total speakers*	Average Content Score	Average Presentation Score	Average Value Score
1	5/03/2021	Gawler	SA	16	1	17	8.3	8.4	8.3
2	23/03/2021	Cobar	Rangelands	10	4	14	8.7	8.7	8.7
3	25/03/2021	Charleville	Rangelands	12	3	15	8.0	8.2	8.2
4	23/06/2021	Broken Hill	Rangelands	9	3	12	8.6	8.6	8.5
5	25/06/2021	Port Augusta	Rangelands	9	4	13	8.1	8.2	8.0
6	5/08/2021	Perth	WA	11	4	15	8.7	8.8	8.7
7	1/03/2022	Dubbo	NSW	7	8	15	8.6	8.7	8.5
8	25/03/2022	Longreach	Rangelands	9	2	11	8.5	8.6	8.3
9	28/06/2022	Naracoorte	SA	11	2	13	8.8	8.9	8.8
10	5/08/2022	Northam	WA	10	3	13	N/A	N/A	8.3
11	16/08/2022	Wagga Wagga	NSW	9	4	13	N/A	N/A	8.2
12	6/12/2022	Casino	NSW	8	2	10	N/A	N/A	9.0
13	8/03/2023	Wudinna	SA	8	3	11	N/A	N/A	8.7
14	28/03/2023	Albany	WA	11	5	16	N/A	N/A	8.4
15	10/08/2023	Cowra	NSW	14	2	16	N/A	N/A	8.1
16	6/09/2023	Cunnamulla	Rangelands	8	2	10	N/A	N/A	8.3
Total				162 (76%)	52 (24%)	214	8.5	8.6	8.4

Table 5 Includes anyone who delivered a presentation and paper, contributed to a panel discussion, or joined a facilitator/consultant for Q&A type session. *If a presenter delivered more than one session on a single day, they were only counted once. This data does not represent unique presenters, several speakers delivered at more than one MeatUp forum and does not include event coordinator's role in opening and closing the events, and working group members contributing to opening and closing remarks.

9.2 Summary of speakers and presentations delivered per event

9.3 Follow-up phone survey