

# Industry leadership, innovation adoption and capability

MLA supports industry innovation and research strategies by working to ensure industry has appropriately skilled people across the red meat supply chain.

## MILESTONE SCORECARD

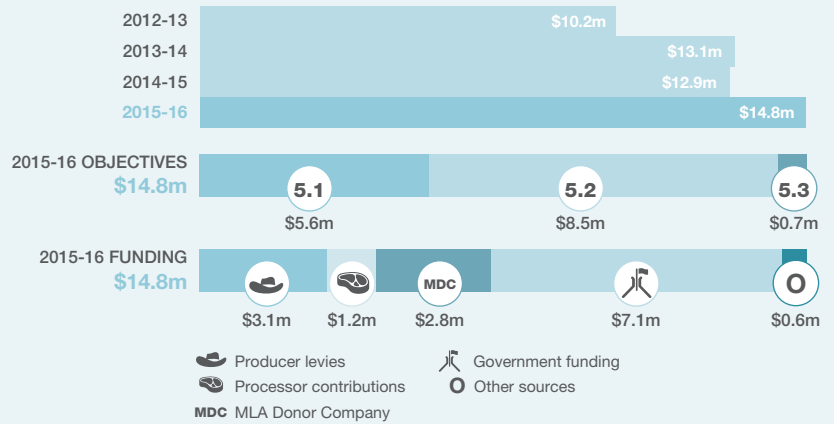
### 15 milestones

- 13 achieved
- 1 partly achieved
- 1 not achieved

### Objectives under this strategic imperative include:

- 5.1 Platforms for supporting skill development and innovation adoption by producers
- 5.2 Build industry value chain innovation capability
- 5.3 Industry leadership and issues research

## INVESTMENT



### Meat Industry Strategic Plan 2010-2015 Strategic Themes

- Innovation
- Our people
- Our industry
- Economics and infrastructure

### Australian Government Science and Research Priorities

- Food
- Resources

### Australian Government Rural Research and Development Priorities

- Productivity and adding value
- Supply chain and markets
- Supporting the Rural Research and Development Priorities

### Agricultural Competitiveness White Paper Priorities

- Adoption of research and development
- Advanced technology

## KEY ACHIEVEMENTS

### Pasture partners

MLA built links with researchers and more than 300 producers through 25 southern Producer Research Sites which promote productive, sustainable pastures and best practice grazing management.



### Agri-food traineeships

The 'Emerging Leaders' initiative was launched to retain and develop the 'bright young minds' of Australia's agri-food industries – 15 participants from six agri-food sectors (eight in the red meat sector) have begun the first two-year professional development program.



## FACTS & FIGURES

No. of 'Emerging Leaders' selected across six agri-food sectors	No. of producers at 16 Pasture Updates events	Northern producers involved with EDGE workshops	Number of new sheep Producer Demonstration Sites	Reduced ewe and lamb mortality from Bred Well Fed Well
<b>15</b>	<b>800</b>	<b>150</b>	<b>6</b>	<b>\$50m/yr</b>
'Emerging Leaders' in the red meat industry	Producers involved in Producer Research Sites	Producers involved in pilot Profitable Grazing Systems	Students in the Intercollegiate Meat Judging program	Industry advocates trained to engage with the community
<b>8</b>	<b>300</b>	<b>95</b>	<b>163</b>	<b>33</b>

## + OPPORTUNITIES

- Red meat producers will be equipped to measure, monitor and manage key business performance indicators, helping to boost their confidence in making decisions which are informed by value chain data.
- The development of new sustainable commercial business models to inform producer decision making will be supported by MLA given the withdrawal of state extension services.
- The integration of digital and other information platforms and tools to support business decisions will provide producers with access to new-found data and evidence to inform data-driven decisions.
- Through MLA Donor Company (MDC), a network of future agri-food industry leaders will be created, with collaboration encouraged between agri-food sectors, processing and value-adding companies, industry organisations and universities.

## ■ CHALLENGES

- Adoption of new research and development remains a priority, particularly in northern Australia.
- Designing and delivering engaging and targeted adoption programs that achieve on-farm practice change to deliver productivity benefits remains challenging, while supporting industry to transition to a user-pays system.
- Challenges exist in the capacity and capability of the service provider sector to support producers to adopt and integrate research and development outputs in a whole-farm context.
- A key challenge is attracting and retaining leaders across agri-food value chains.

## 📌 OUTLOOK 2016-17

- Four presenters will each deliver at least four BusinessEDGE courses a year in southern Australia, and the course will be reviewed after 12 months.
- Outcomes from the leucaena Producer Demonstration Site will be extended to the broader beef industry through field days, webinars, YouTube videos and podcasts.
- 30 Bred Well Fed Well workshops will be delivered to sheep producers, and the delivery model reviewed.
- Making More From Sheep and More Beef from Pastures will be considered for transition to the Profitable Grazing Systems adoption program.
- The Pastoral Profit program will be reviewed during 2016-17 to assess the benefit and impact to industry.
- The second intake for the Emerging Leaders program will be recruited.
- The MDC Collaborative Innovation Strategies Program will continue to broaden and build innovation across the entire value chain.

## New adoption pilots

MLA launched several pilot initiatives to lift the productivity of red meat producers and demonstrate practice change and industry impact. This included Bred Well Fed Well for the southern beef industry, and the Profitable Grazing Systems program which has already been delivered to 95 producers.



## A profitable performer

MLA delivered business management skills to 1,198 sheep and beef producers in the southern rangelands zone in 2015-16, through the MLA/Australian Wool Innovation Pastoral Profit program.



OBJECTIVE 5.1

# Platforms for supporting skill development and innovation adoption by producers

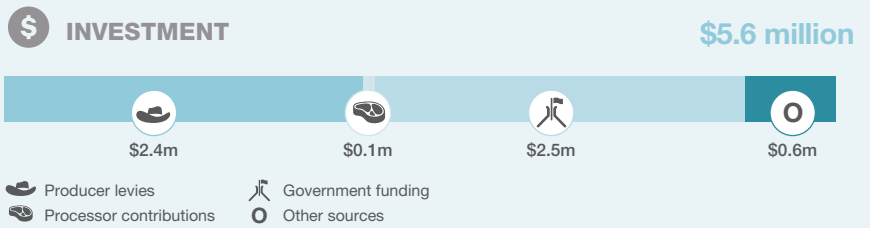
MLA supports the adoption of research and development through various educational platforms, tools and services that enable levy payers to build their skills and capacity to enhance their decision making and overall business management.

## STRATEGIES

**Facilitate** the adoption of MLA research and development through tools and innovative learning programs

**Partner** with producers to support the development and adaptation of research and development and accelerate adoption

**Continuously measure and monitor** the performance and overall impact of the levy investment in research, development and adoption



## OBJECTIVE HIGHLIGHTS

### Profitable Grazing Systems pilot

MLA launched a 12-month adoption program in January 2016 to help lift the productivity of red meat producers and demonstrate practice change and industry impact. The pilot, Profitable Grazing Systems, centres on groups of producers being supported and guided by specialist coaches to build their skills and adopt practices that improve their business performance. MLA partnered with 10 service providers to develop and deliver the pilot to 95 producers in a mix of production zones and beef, sheep and goat enterprises. A peer-reviewed curriculum has been developed for each production zone. MLA has also developed a monitoring and evaluation framework to guide the collection and reporting of data to inform and assist it to assess the value of its investment in adoption, more effectively report outcomes and benefits back to stakeholders, and continually improve the management of its adoption programs.

### Producer Research Sites

MLA continued to build links between researchers and more than 300 southern producers through its Producer Research Sites program to promote productive, sustainable pastures and best practice grazing management. Researchers, the five state coordinators and producers from 18 of the groups shared their learnings at the first national producer feedback workshop in Melbourne in June 2016.

### Producer Demonstration Sites (PDS)

The PDS program was redesigned in 2015-16 to broaden the opportunity for producer involvement through open annual calls, enhance the alignment with regional producer priorities and streamline the application process. MLA established six new sheep sites during the year, bringing the total number of demonstration sites to 15.

### BeefUps

Four BeefUp events were held in WA and Queensland to increase producer awareness of MLA and the latest regionally relevant research and development. A new delivery model was introduced where MLA partnered with local organisations to host the days and added feedback sessions to encourage producer involvement. Surveys showed that BeefUps exposed producers to information and tools which they could use on farm immediately to improve the productivity and profitability of their business and influenced them to attend other adoption events.

### EDGE

MLA ran 12 EDGE northern events during the year, attended by 150 producers. A new one-day course, Grazing Fundamentals, was added as an introduction to grazing land management and nutrition. The BusinessEDGE two-day program was adapted to suit southern grazing businesses. Participants rated all elements of the workshop 9/10. Four presenters are being trained to deliver this course in southern Australia.

The northern EDGE program was reviewed and all workshop material was updated with the most recent research and development outcomes.

### Making More From Sheep (MMFS)

MLA and AWI launched a new module, 'Efficient Pastoral Production'. The module was developed by technical experts and industry-leading sheep producers and road-tested by sheep producers from all pastoral areas. MMFS also delivered a set of animal health resources aligned to the 'Healthy and Contented Sheep' module. MMFS delivered 151 events to 3,124 producers in 2015-16. Workshop evaluation showed, on average, the value received from MMFS events was 8/10, and 86% of producers intended to change their practices as a result.

### More Beef from Pastures (MBfP)

MBfP delivered 117 events to 6,159 producers in the 14 months to May 2016. On average, workshop evaluation showed the value received from events was 8/10 and 41% of producers intended to change their practices as a result.

### Pastoral Profit

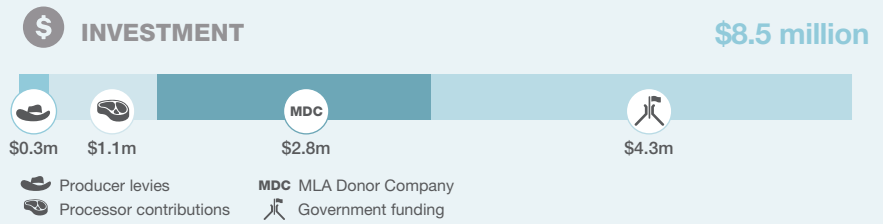
The MLA/AWI business management program, Pastoral Profit, delivered 38 events to 1,198 sheep and beef producers in the southern rangelands zone in 2015-16. On average, producers rated the value of the events to their business 8.1/10 and 54% indicated they intended to change practices as a result of the event.

## KEY MILESTONES

MILESTONE	RESULT	COMMENTARY
On average, 50% of engaged producers in the majority market programs (More Beef from Pastures (MBfP), Making More From Sheep (MMFS), FutureBeef and the Pastoral Profit program) will apply at least one new practice to improve their business performance	Achieved	On average 70% of surveyed producers across the majority market programs stated they intended to change their practices (41% for MBfP events; 86% for MMFS events; 54% for Pastoral Profit events; 99% for EDGE events; and 68% for FutureBeef)
Ten additional Producer Demonstration Sites (PDS) to be implemented (across sheepmeat and grassfed beef programs)	Not achieved	Six new producer demonstration sites (PDS) for sheep producers were established engaging over 300 producers. Robust monitoring and evaluation processes integrated. No demonstration sites for beef producers were established due to reassessment of the benefits of PDS projects for the beef industry
A pilot for a new adoption program will be completed that will underpin MLA's future investments in producer adoption for the next five years	Achieved	Ten producer groups, involving 95 producers, were recruited to pilot the program and provide feedback on feasibility
BusinessEDGE delivery will be enhanced in the north and a new program will be implemented for southern producers and also for those within the pastoral zone	Achieved	The BusinessEDGE launch was initiated in Victoria and Tasmania. Rollout is continuing across the remaining southern states
A new monitoring, evaluation and reporting framework will be implemented to ensure effective and transparent measurement of overall on-farm RD&A program impact for the red meat and livestock industry against the <i>Meat Industry Strategic Plan 4</i> , the <i>Sheep Industry Strategic Plan</i> and the <i>Beef Industry Strategic Plan</i>	Achieved	A monitoring, evaluation and reporting framework was completed for extension and adoption programs. Integration into flagship extension and adoption programs is ongoing. One professional development activity was completed for external project leaders
At least 300 producers will be actively involved in the Producer Research Sites program as part of the Feedbase Investment Plan	Achieved	More than 300 producers have been actively involved in the Producer Research Sites across 25 producer groups spread over southern Australia
The Parasite Control module within the <i>Going into Goats</i> manual will be reviewed and updated content developed to provide Australian goat producers with current best practice advice to minimise the impacts of parasites on enterprise profitability and sustainability	Achieved	The module has been reviewed and content updated. It will be published in early 2016-17
Developed a management package for the successful integration of goats into sheep and/or cattle enterprises. The management package will focus on the benefits of 'co-grazing' with economic analyses demonstrating the benefits of diversifying into goats	Partly achieved	The management package will be finalised in early 2016-17 once desktop publishing and final fact checking are completed
Completed the pilot phase for a new feedlot extension model that utilises face-to-face communication to open dialogue with feedlots, and a range of different media, including mailouts, emails and a Facebook page as mechanisms for making information available and maintaining contact with interested feedlots	Achieved	The Feedlot Technology Adoption Group pilot was successfully completed and has been extended for a further two years

## Build industry value chain innovation capability

MLA supports industry innovation and research strategies by working to ensure industry has appropriately skilled people within individual companies, throughout the supply chain and also among research, technical and scientific and extension providers.



### STRATEGIES

**Attract and build** individual value chain innovation capability

**Work** with enterprises and value chains to build capability to implement innovation strategies

**Support** the development of essential science, research, technical and extension capabilities

### KEY MILESTONES

MILESTONE	RESULT	COMMENTARY
The Intercollegiate Meat Judging program is successfully delivered with positive feedback received from participating companies and students documented	Achieved	In 2015-16, 163 students and coaches from 15 tertiary institutions participated in the program. A survey showed that 77% of participants rated the program as exceeding their expectations. An alumni survey indicated that 100% of respondents are employed in the industry
The Collaborative Innovation Strategic Partnership (CISP) program is demonstrating significant benefit to processors and producers as evidenced through a stakeholder engagement survey	Achieved	Endorsement of the CISP program is evidenced by 100% agreement to progress at scheduled go/no go review meetings. Positive feedback was also provided through media reports of producer and value chain workshops, and via independent third-party interviews. Transitioning five value chains to the next phase of the program also demonstrates the program is delivering benefits
The 'Young value chain innovators program' is designed and delivered and attracts at least 15 participants and is supported by industry and university programs	Achieved	There has been placement of 15 trainees in the 'Food Value Chain Innovators Emerging Leaders Program' as a major initiative of the building industry capability pillar of the Insights2Innovation program

### OBJECTIVE HIGHLIGHTS

#### Emerging Leaders

As part of the Australian Government's Department of Agriculture Rural Research and Development for Profit grant, MLA has joined forces with other agri-food bodies to develop the 'Emerging Leaders' initiative. This program aims to retain and develop the 'bright young minds' of Australia's agri-food industries and to create thought leaders for the future. The first intake of Emerging Leaders in June 2016 included 15 participants, with eight in the red meat industry who were placed in traineeships with seven processing and value-adding companies. The program, funded via MDC, involves six residential programs with universities to build participants' skills in areas such as leadership and influence.

#### Collaborative Innovation Strategic Partnership program

MLA's Collaborative Innovation Strategic Partnership (CISP) program aims to build innovation capability along the value chain. During 2015-16, companies participating in the program represented 66% of Australia's total beef and sheepmeat production.

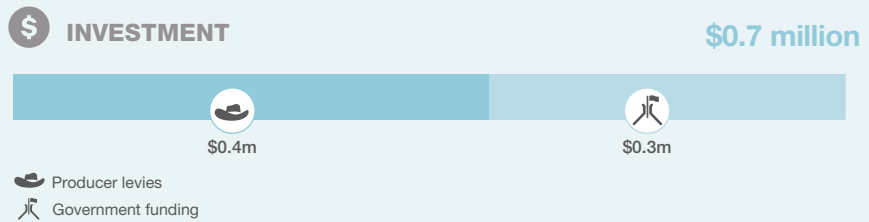
Analysis of the 2015-16 program via MDC has shown MLA's partnerships with industry have created an increased appetite for operational excellence investment and risk which has driven investment in innovation. For example, one CISP partner's investment in 'operational excellence' initiatives has increased from 62% to 70% over three years, demonstrating a stronger commitment to investigating new

pathways and radical change rather than just improving on existing processes.

During 2015-16, the application of beef spray chilling technology across eight beef processing sites, within one CISP partner business, proved it could deliver more than \$11/head return in yield savings (by reducing carcass shrinkage) and provide a direct annual benefit of more than \$7 million.

Other processing improvements, broadly adopted by CISP partners, include the rollout of the fully automated lamb LEAP system X-ray primal and middle cutting machine, a beef X-ray machine that provides accurate cutting of rib set, the use of RTL aitch bone pullers and a beef knuckle puller which have created combined savings of up to \$500,000 in occupational health and safety benefits.

MLA invests in current and future industry leaders through a range of industry development and scholarship opportunities. This upskilling also serves to empower participants to promote the industry. MLA also delivers research on priority industry issues at the request of peak industry councils to inform their policy development.



**STRATEGIES**

**Equip and empower** producers to build the industry’s reputation through skills development

**Work** closely with peak councils and government and seek opportunities with like-minded organisations to identify priority industry issues and commission research to support these issues

**KEY MILESTONES**

MILESTONE	RESULT	COMMENTARY
Three people to be supported through industry leadership programs in 2015-16 and actively engaged in industry activities	<b>Achieved</b>	Horizon scholar Caitlyn Daffey, Nuffield scholar Liz Manchee and ARLP participant Wil Wilson were sponsored by MLA in 2015-16 and have been actively engaged as advocates for the Australian red meat and livestock industry
20 previous industry leadership program participants to be actively engaged in the alumni program, with at least five participating in events and five media trained	<b>Achieved</b>	33 producers and stakeholders attended a full-day workshop at MLA’s North Sydney office to undertake presentation training, industry orientation and capability building in March 2016. Over a dozen producers were engaged with MLA-sponsored consumer events and another eight engaged to assist with MLA’s education program
Three projects completed and used by peak industry councils to progress priority policy issues on behalf of the red meat industry	<b>Achieved</b>	Five projects were completed on industry issues covering levy payer identification, price transparency, the CSIRO Transit model, regulatory impacts on agriculture and taxation

**OBJECTIVE HIGHLIGHTS**

**Industry advocates**

MLA took a new approach to engaging with the community. It hosted a workshop in March 2016 for a diverse group of 33 producers who will use their extensive industry knowledge and communication skills to become advocates for the red meat industry. The producers were chosen because they are familiar with the red meat sector and are experienced, accomplished communicators in a broad range of environments and across numerous communication platforms. The advocates will use their own experiences and personal stories to encourage a better understanding of the industry by the urban population and to build relationships with people keen to develop a deeper understanding of the paddock-to-plate journey.

Feedback from the workshop’s participants provided useful insights which will influence some community engagement opportunities during 2016-17.

MLA will continue to engage this group and invite them to participate at upcoming events and in educational and social media opportunities.

**Price transparency**

MLA continued to assess options to increase price transparency in the beef supply. The initial project was requested by the Cattle Council of Australia (CCA), as a result of a recommendation from the Senate inquiry (Rural and Regional Affairs and Transport References Committee) into industry structures and systems governing levies on grassfed cattle. Given the complexity of the

issue, CCA has requested further work on the issue to look at the development of a reporting system which could provide producers with up-to-date data on wholesale beef prices, offal and co-products to guide business decisions. CCA also recommended that MLA invest in producer education days, to enable producers to gain a better understanding of available marketing opportunities, including information on grids. MLA has already improved the presentation of over-the-hooks information for producers, via the National Livestock Reporting Service’s weekly market reports.