Mid-Term Review of the FutureBeef Project

Prepared by John James, Denise Bewsell, Jane Wightman and Julie Moularde

August 2025

Contents

List of figures

List of tables

List of abbreviations

CRM   Customer Relationship Management

DPI   Department of Primary Industries (Queensland)

DPIRD   Department of Primary Industries and Regional Development (Western Australia)

ELS   Extensive Livestock Systems

GLM   Grazing Land Management

KPI   Key Performance Indicator

M&E   Monitoring and Evaluation

MLA   Meat & Livestock Australia

NT   Northern Territory

QCL   Queensland Country Life

QLD   Queensland

RD&E   Research, Development and Extension

SOP   Standard Operating Procedure

WA   Western Australia

Executive summary

This mid-term evaluation assesses the performance, relevance, and impact of the FutureBeef project, a collaborative initiative that provides northern Australian beef producers with practical, research-informed information and tools. Commissioned by the Queensland Department of Primary Industries (DPI), the evaluation was delivered by Enablers of Change in partnership with Scarlatti and Jane Wightman Consulting. The evaluation gathered evidence through an online survey (n = 148), and interviews (n=105) with producers (n=74), as well with service providers, stakeholders, Advisory Committee members, and the FutureBeef team (n=31).

Key findings

- **FutureBeef is widely valued** as a trusted and credible source of technical information, especially via the eBulletin and website. These channels anchor the project's communication model and are well regarded across audiences.

- **Over 60% of producers** surveyed had made, or intended to make, practice changes based on FutureBeef resources—particularly in grazing management, supplementation, animal health, and drought planning.

- **The platform's reach and usability could be improved.** Many producers were unaware of available tools such as calculators, webinars, or podcasts. Others described the website as difficult to navigate and relied on Google instead of the internal search function.

- **Content relevance varies by region and enterprise type.** Producers from the NT and WA called for more locally tailored information, while small-scale operators sought content suited to their scale and business stage.

- **The project team is delivering results with limited capacity.** Most contributors manage FutureBeef responsibilities alongside other roles, affecting consistency and the ability to respond to known gaps.

- **There is high goodwill and support** from producers, service providers and stakeholders, who view FutureBeef as a valuable asset for the northern beef industry.

Recommendations

The evaluation identified 10 key areas for improvement, sorted by priority, with targeted recommendations in each.

A. High priority

1. **Improve awareness and promotion**
   Tailor promotional messages for different user segments; use consistent branding and backlinks; and increase visibility through field days, workshops, and industry media.

2. **Upgrade website search and navigation**
   Improve tagging and homepage layout; and conduct user testing to identify friction points. Consider implementing an AI-powered search tool.

3. **Present information in bite-sized layers**
   Adopt a tiered content structure by presenting information using the inverted triangle communication approach, and create bite-sized, practical content including printable A4 snapshots.

4. **Increase eBulletin frequency**
   Trial a shorter, fortnightly eBulletin with 5–7 items per edition, grouped by theme or region. Consider SMS or social media prompts to expand the reach of each edition.

B. Medium priority

5. **Build region-specific, practical content hubs**
   Co-design content with key contacts from NT and WA. Tag content by region and enterprise type and bundle materials into thematic hubs. Include more case studies and continue building out the 'pathways to adoption' model.

6. **Adopt a proactive content strategy and management framework**
   Continue to run a rolling content audit to remove duplication and outdated material. Use analytics to guide content development, identify well performing content and user interests.

7. **Use producer stories to boost learning**
   Publish more producer case studies, testimonials, Q&A articles, and interviews. Facilitate webinars with panel discussions where producers share practical challenges and solutions.

8. **Promote less used tools**
   Highlight one tool per month in the eBulletin; create 'Top 5 tools you might have missed' features; and develop short explainer videos or animations to demonstrate their value.

C. Low priority

9. **Expand content beyond production**
   Cover strategic industry issues such as labour challenges, market trends, and environmental sustainability. Partner with other organisations along the value chain to share updates and tools.

10. **Secure long-term capacity and partnerships**
    Clarify roles across jurisdictions, develop SOPs to reduce onboarding burden, and explore co-delivery partnerships with universities, consultants, or producer groups.

Conclusion

FutureBeef plays a vital role in supporting northern beef producers through its accessible, evidence-based content and multichannel delivery model. With strong foundations in place, there is clear opportunity to improve usability, reach, and impact through targeted refinements and strategic investment. Addressing resourcing and sustainability, while strengthening relevance for diverse users, will ensure FutureBeef continues to inform and enable a productive, resilient northern beef industry into the future.

List of recommendations

A. High priority

1. Improve awareness and promotion

- Develop tailored promotional messages for different audience segments (e.g. small-scale producers, new entrants, NT/WA producers, and ringers).

- Ask partners to use the FutureBeef logo and backlinks consistently.

- Continue to showcase FutureBeef content and tools at field days, workshops, and through industry media such as *Queensland Country Life* and *Beef Central*.

2. Upgrade website search and navigation

- Add user filters (e.g. topic, region, enterprise type) and user-type pathways (e.g. 'I'm new to the beef industry' or 'I want to plan pasture improvements').

- Test changes with producers to pinpoint friction points.

- Implement an AI-driven search tool or chatbot.

3. Present information in bite-sized layers

- Adopt a tiered content structure by presenting information using the inverted triangle communication approach.

- Create bite-sized, practical content including printable A4 snapshots with key tips on practical topics for workers with limited connectivity/digital skills.

4. Increase eBulletin frequency

- Trial a fortnightly eBulletin to keep FutureBeef front-of-mind and allow for shorter, more focused editions with 5–7 items each.

- Group content thematically or by region to increase relevance (e.g. 'Top 3 tips for NT producers this month').

- Consider an optional SMS summary or Facebook notification linking to the eBulletin, to expand the reach of each edition.

B. Medium priority

5. Build region specific, practical content hubs

- Continue to co-design content with key contacts from NT and WA regions to ensure relevance.

- Tag content by region, topic, and enterprise type, and feature regional collections on the homepage.

- Include more real-world case studies and practical how-to guides, with a focus on step-by-step implementation.

- Continue building out the 'pathways to adoption' model and consider bundling related content into themed resource hubs.

6. Adopt a proactive content strategy and management framework

- Continue to run a rolling content audit to archive outdated items and remove duplication.

- Use website analytics (search terms, page views, bounce rates) to identify well performing content and user interests (e.g. searches conducted) and create supplementary information that may be of use.

7. Use more producer stories to boost learning

- Publish more producer case studies and testimonials, especially those highlighting before-and-after changes.

- Include more Q&A-style articles or podcast-style interviews that showcase producer experiences and insights.

- Offer webinars with panel discussions featuring producers sharing practical challenges and on-farm innovations.

8. Promote less used tools

- Feature one tool per month in the eBulletin, with a clear example of how it's used in practice.

- Create a 'Top 5 tools you might have missed' section on the website or run a webinar to spotlight them.

- Develop short explainer videos or animations to show how each tool works and how it helps producers.

C. Low priority

9. Expand content beyond production

- Provide regular updates and practical insights on non-production related topics (such as labour challenges and workforce development, market trends and timing, and sustainability including carbon and climate risk management).

- Collaborate with other respected organisations along the value chain to share relevant updates, approaches, and resources.

10. Secure long-term capacity and partnerships

- Clarify and streamline roles across jurisdictions by mapping out who is responsible for what aspects of FutureBeef delivery, ensuring alignment across teams.

- Explore further collaboration with universities, producer groups, and other stakeholders to co-develop or validate content.

- Further develop internal standard operating procedures (SOPs) to support onboarding and reduce knowledge loss due to staff turnover.

Summary infographic

FutureBeef

FutureBeef is an ally for the northern Australian beef industry, sharing the latest practical tools, scientific insights, and relevant, timely advice.

FutureBeef helps producers, pastoralists, graziers, livestock owners and landholders to make the most of opportunities and mitigate challenges.

What is working well?

- Widely recognised as a valued and trusted source of information
- eBulletin is the most-used and valued resource
- Strong performance of the website
- Supports self-paced, on-demand learning
- Diverse content and multiple delivery formats
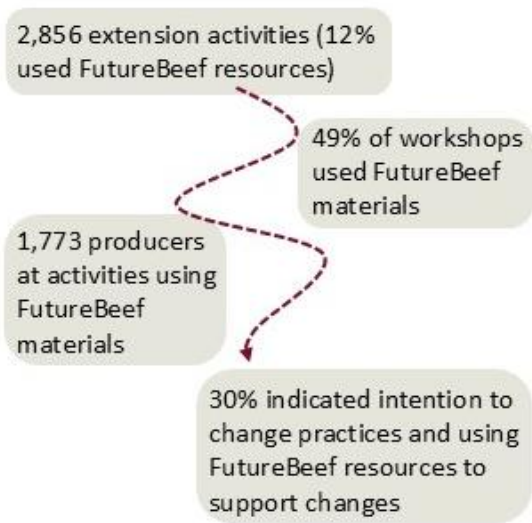
Snapshot

Website page views, user satisfaction	▲
Webinar satisfaction, improved knowledge	▲
eBulletin open rate, click rate	▲
Newspaper/media satisfaction	▲
Facebook, LinkedIn followers	▲
Website unique visitors	▼
Webinar views, satisfaction	▼
Facebook, Twitter/X, LinkedIn satisfaction	▼

Practice change

2,856 extension activities (12% used FutureBeef resources)

49% of workshops used FutureBeef materials

1,773 producers at activities using FutureBeef materials

30% indicated intention to change practices and using FutureBeef resources to support changes

Recommendations

Top 3 priorities

1. Improve awareness and promotion
2. Enhance website usability and navigation
3. Simplify and streamline information

1. Introduction

This report presents the findings of the mid-term evaluation of the FutureBeef Project, undertaken by Enablers of Change in partnership with Scarlatti and Jane Wightman Consulting. Commissioned by the Queensland Department of Primary Industries (DPI), the review was designed to assess the effectiveness and impact of the current phase of the FutureBeef project (2023–2026), and to identify opportunities for improvement.

FutureBeef continues to play a critical role in delivering extension services to northern Australian beef producers, providing timely and relevant information through a mix of digital channels, including the FutureBeef website, webinars, eBulletins, and social media platforms. Recognising the evolving needs of the industry and the value of evidence-informed decision-making, DPI initiated this evaluation to gather structured feedback from those most directly involved with the program: producers, service providers, project staff, Advisory Committee members and key industry stakeholders.

The evaluation was guided by the program's existing Monitoring and Evaluation framework and co-designed with DPI to ensure alignment with strategic objectives. It employed both qualitative and quantitative methods, including document analysis, an online survey, and phone interviews, to provide a rich, nuanced understanding of how the program is performing and where it could be strengthened. Data were gathered between May and July 2025.

The report is structured around five sections: summary, introduction, methods, results, and conclusions with key recommendations. The findings provide valuable insights into FutureBeef's reach, relevance and responsiveness—and will help guide the program's ongoing improvement and future direction.

Note: In this report, the term *producer* is used for consistency and is synonymous with *grazier* or *landholder*, depending on context.

2. Evaluation methodology

2.1. Evaluation design

The mid-term evaluation of the FutureBeef Project employed a mixed-methods approach, combining qualitative and quantitative data to assess the effectiveness of program activities and gather insights for continuous improvement. The methodology was designed in collaboration with the DPI and aligned with the project's Monitoring and Evaluation (M&E) framework (September 2023). It drew on principles of extension evaluation, ensuring the voice of producers and stakeholders was central to the process.

2.2. Data sources

The evaluation drew on a range of evidence to ensure a robust understanding of project performance:

- **Document review:** Background documentation, including project plans, previous evaluations, analytics, and the M&E framework, were analysed to contextualise findings and triangulate evidence.

- **Online survey:** A concise web-based survey sent to all eBulletin subscribers (and also promoted through social media) supplemented the interview findings by capturing feedback from a broader sample. It focused on engagement, knowledge use, and preferences for communication formats.

- **Producer interviews:** Semi-structured phone interviews with producers randomly selected from a list of eBulletin subscribers provided by DPI, while ensuring representation across the three partner states. The interviews explored producers' experiences, perceived value, use of information, and suggested improvements.

- **Service provider interviews:** Semi-structured interviews with individuals randomly selected from a list of those who had delivered or supported FutureBeef-related activities. These conversations provided insight into delivery effectiveness and partnership dynamics.

- **Advisory Committee and stakeholder interviews:** Perspectives were gathered from Advisory Committee members and external industry stakeholders to understand the program's alignment with broader sector needs.

- **Project team interviews:** Discussions with team members focused on internal processes, operational challenges, and what was working well in delivery.

2.3. Limitations

This evaluation, while comprehensive in scope, is subject to several limitations:

- **Low producer interview response rate:** One of the most significant challenges was securing participation from beef producers for phone interviews. Despite multiple efforts—including phone calls, voicemails, SMS messages, and two rounds of email invitations with a Calendly booking link—producer engagement remained low. Many producers did not answer their phones, and in numerous cases, voicemail was not enabled, preventing follow-up messages. Even when voicemail or text messages were left, replies were rare. Producers who did answer often asked to be called back at a more convenient time. However, when called at the agreed time, they often did not answer. Only a handful used the Calendly link to schedule an interview, and most did not recall receiving the emails. Consequently, the interaction often felt like a cold call, with participants seeming rushed or disinterested. While a few individuals engaged meaningfully, they were the exception. Each producer

was called at least three times to solicit an interview, and after that we ceased trying. Consequently, only 75 of the 140 (53%) producers contacted were able to be interviewed.

- **Level of engagement with FutureBeef varies:** Many producers appeared to be passive participants—such as subscribing to the eBulletin without actively clicking links or engaging with content. As such, their sense of connection to the project was low, which may have contributed to limited interest in participating in the evaluation. It is likely that higher engagement and response rates would have been achieved with producers who had attended more in-person activities, such as multi-day workshops.

- **Potential bias of survey respondents:** It's worth noting potential response bias, as web survey participants may be more engaged than the average producer, having chosen to respond independently and likely being familiar with FutureBeef. In contrast, the phone survey reached a broader cross-section, including less active users. This may explain why online respondents rated FutureBeef's value slightly higher (7.5) than interviewees (7.2)—a small 3% difference. While this suggests minor positive bias, the similarity in scores adds confidence to the overall findings.

- **Reliance on self-reported data:** Much of the information gathered—both through interviews and the online survey—is self-reported and subject to recall bias, social desirability bias, and participant interpretation. While this provides valuable insights into perceptions and experiences, it may not fully reflect actual behaviour change or on-farm practice adoption.

- **Attribution challenges:** As is common in evaluations of extension programs operating within complex agricultural systems, attributing specific outcomes directly to the FutureBeef Project is difficult. During the interviews, some respondents expressed confusion between FutureBeef, and other information providers such as MLA, DPI and Beef Connect. The evaluation therefore focuses on assessing the program's contribution to broader industry outcomes.

2.4. Ethical considerations

Ethical principles were applied throughout the evaluation to ensure participants' rights were respected and the process was conducted with integrity:

- **Informed consent:** All participants were informed of the purpose of the evaluation, their rights, and the voluntary nature of their participation. Consent was obtained before proceeding with interviews or surveys.

- **Confidentiality:** Responses were de-identified during analysis and reporting. Quotes are used with care to avoid inadvertent identification.

- **Respect and cultural sensitivity:** Interviewers used respectful, inclusive language and ensured that all participants were treated fairly. No personal or culturally sensitive data were collected beyond what was required for the evaluation.

- **Data management:** Interview notes and survey data were stored securely and only accessible to the evaluation team. All data handling practices complied with relevant data protection legislation.

This methodology enabled data collected that provided a comprehensive and balanced view of the FutureBeef Project's performance at mid-term, while remaining mindful of the evaluation's practical constraints.

3. Key findings

3.1. Project delivery

Overall progress

An analysis of the project delivery progress against milestones and KPIs for FutureBeef communication channels, was undertaken by comparing previous performance (2021), current status (2024–2025), and targets for 2027. Table 1 presents a summary of the findings, with heat map colours (green: positive; orange: negative) used to visually indicate progress towards each target.

Table 1. Delivery progress against milestones and KPIs

Channel	Metric	Previous (2020-21)	Current (2024-25)	Target (2026-27)
Website	Unique visitors	215,193	143,520	250,000
Website	Page views	377,078	551,258	400,000
Website	User satisfaction	7.7	7.8	8.2
Webinars	Improved knowledge (feedback score)	7.7	8.0	8.5
Webinars	Average views per recording	523	234	600
Webinars	User satisfaction	8.4	7.9	8.5
eBulletin	Average open rate (%)	32.8	46.8	35
eBulletin	Click rate (%)	8.6	13.7	10
eBulletin	User satisfaction	8.2	8.2	8.5
Newspaper/media features	User satisfaction	6.5	7.2	7.5
Facebook	Followers	10,486	11,609	15,000
Facebook	User satisfaction	8.0	7.0	8.5
Twitter/X	Followers	6471	7001	9000
Twitter/X	User satisfaction	8.5	4.0	8.5
LinkedIn	Followers	703	3475	3000
LinkedIn	User satisfaction	7.1	5.2	8.5

FutureBeef's **website** has seen a decline in annual unique visitors from 215,193 in 2021 to 143,520 in 2024–25, well short of the 2027 target of 250,000. This is probably due to Google changing its reporting metrics. However, annual **page views** have increased significantly, from 377,078 to 551,258—already exceeding the 2027 target of 400,000. **User satisfaction** has improved slightly from 7.7 to 7.8, progressing toward the goal of 8.2.

Webinars show a positive trend in knowledge improvement scores, rising from 7.7 to 8.0 (on a 10-point scale), but the average number of views per recorded webinar has dropped sharply from 523 to 234. This is well below the 2027 target of 600 views. Webinar **user satisfaction** has also dipped from 8.4 to 7.9.

For the **eBulletin**, both the open rate and click rate have improved substantially, rising from 32.8% to 46.8% and from 8.6% to 13.7% respectively—surpassing the 2027 targets. User satisfaction has remained steady at 8.2.

Newspaper and media feature satisfaction has improved from 6.5 to 7.2, on track to meet the 2027 goal of 7.5. **Facebook** follower numbers have grown from 10,486 to 11,609, progressing slowly toward the 15,000 target, although user satisfaction has declined from 8.0 to 7.0.

Twitter (now X) shows modest growth in followers, from 6,471 to 7,001, but a dramatic decline in user satisfaction, from 8.5 to just 4.0.

In contrast, **LinkedIn** has shown remarkable growth, with followers increasing fivefold from 703 to 3,475, exceeding the 2027 goal of 3,000. However, user satisfaction has dropped from 7.1 to 5.2, falling short of the target of 8.5.

In summary, while several metrics such as website page views, eBulletin engagement, and LinkedIn follower growth are performing strongly, challenges remain in video engagement and social media user satisfaction—particularly on Facebook, Twitter/X, and LinkedIn.

Keystone CRM analysis

An analysis was undertaken on the influence of FutureBeef resources on producer practice change based on data captured through the **Keystone CRM** platform between 16 November 2023 and 3 July 2025. This data relates only to Queensland based activity and the date range corresponds to the period when FutureBeef-related questions were added to event feedback forms and other producer interactions. Keystone collects data from feedback and interactions and classifies responses under five key practice areas: business management and planning, animal production health and welfare, grazing land and natural resources, risk management and decision making, and personal and social resilience.

During the reporting period, a total of **2,856 extension activities** were recorded. Of these, **355 activities**—equating to 12%—were identified as having used FutureBeef resources. These were incorporated across a variety of extension formats. Workshops had the highest rate of integration, with 49% of 112 workshops using FutureBeef resources. E-extension and media activities followed closely, with 29% of 204 activities referencing FutureBeef materials. Presentations also showed 28% engagement of 48 activities, while producer groups showed 17% of 41 activities, and collaboration events 16% of 261 activities. Despite being the most frequently used extension type overall, one-to-one assistance included FutureBeef content in only 8% of its 1,857 recorded interactions.

Activities involving FutureBeef resources reached a significant number of producers and spanned large areas of land. A total of **1773 producers** participated in activities where FutureBeef content was used— 1,561 through broader Extensive Livestock Systems (ELS) projects, and 212 through activities directly linked to the FutureBeef project. These producers collectively managed more than **9.2 million hectares**. Across those properties, livestock records indicate **8.6 million cattle**, 304,499 sheep, 102,860 goats, and 3,703 bales of wool. This data reflects the potential scale and reach of practice change where FutureBeef influence was present.

A more detailed analysis of feedback forms revealed that **520** of the 1773 producers (30%) indicated both an **intention to change** and the use of FutureBeef resources to support that change. Producers could select one or more types of resource. The most cited source was the **website**, with 316 responses (33% of the 970 producers) indicating it as a source of support. Webinars were selected by 190 producers (20%), followed by social media (148 or 15%), the eBulletin (115 or 12%), newspaper or media features (103 or 11%), and the YouTube channel (52 or 5%).

When responses from all participant types were included—not just producers—the number of people who indicated both an **intention to change** and the use of FutureBeef resources rose to **680**. This broader figure includes public advisors, private consultants, and other service providers, highlighting the broader influence of FutureBeef content across the extension landscape.

Among these, **387 participants** reported that they not only intended to change and used FutureBeef resources, but also rated themselves as **'very likely'** to implement that change, selecting 7 out of 7 on the change likelihood scale. Within this highly motivated group, the dominant theme again was **grazing land and natural resources** (59 responses or 33%), followed by business management and planning (42 or 23%), risk management and decision making (36 or 20%), animal production, health and welfare (35 or 19%), and personal and social resilience (9 or 5%). These themes were not mutually exclusive, as event organisers could allocate more than one theme for each activity.

Of the **680 responses** from producers, service providers, government staff and others who indicated both an intention to change and use of FutureBeef resources to support that change, 422 (62%) cited the **website**, 265 (39%) webinars, 197 (29%) social media, 159 (23%) the eBulletin, 146 (21%) newspaper or media features, and 74 (11%) the YouTube channel. These percentages are not cumulative, as respondents could select multiple resources. Additionally, **874 participants**—63% of all respondents—indicated they intended to use FutureBeef resources in the future.

The data demonstrates that FutureBeef resources played a **meaningful role** in supporting producer practice change across Queensland during the reporting period. While only 12% of all recorded extension activities explicitly used FutureBeef content, these activities engaged **1,773 producers managing over 9.2 million hectares** and substantial livestock numbers—highlighting the potential scale of influence. Among these producers, **30% reported both an intention to change and the use of FutureBeef resources** to support that change. When service providers and other participants were included, this figure rose to 680 individuals. Of these, 387 rated themselves as 'very likely' to implement the change, with grazing land and natural resource management emerging as the most frequently cited theme.

The **website** was the most used resource, followed by webinars and social media. Given the scale of land and livestock under the management of participating producers, even modest improvements resulting from FutureBeef engagement have the potential to generate **significant industry-level impact**. With **63% of all respondents indicating they intend to use FutureBeef resources in the future**, the platform is well positioned to continue driving change across key practice areas in extensive livestock systems.

3.2. Online survey

The online survey attracted 148 completed responses, reflecting a broad cross-section of stakeholders in the northern beef industry.

Q1: What is your role in the northern beef industry?

Among the 148 people who completed the survey, as shown in Table 2 and Figure 1, the largest group of respondents (n=75) were producers. Public service providers—including those from government or natural resource management groups—made up the next largest segment (n=33), followed by private service providers such as consultants or agents (n=24). A smaller number (n=16) selected 'Other', reflecting a range of less common or hybrid roles. This distribution highlights FutureBeef's relevance to both primary producers and the broader support network around them.

Table 2. Role in the northern beef industry.

Answer choices	Responses	
Producer	51%	75
Private service provider (consultant, agent, advisor)	16%	24
Public service provider (local/ state/ federal government, including NRM groups)	22%	33
Other (please specify)	11%	16

What is your role in the northern beef industry?

- Producer: 51%
- Private service provider (consultant, agent, advisor): 16%
- Public service provider (local/ state/ federal government, including NRM groups): 22%
- Other (please specify): 11%
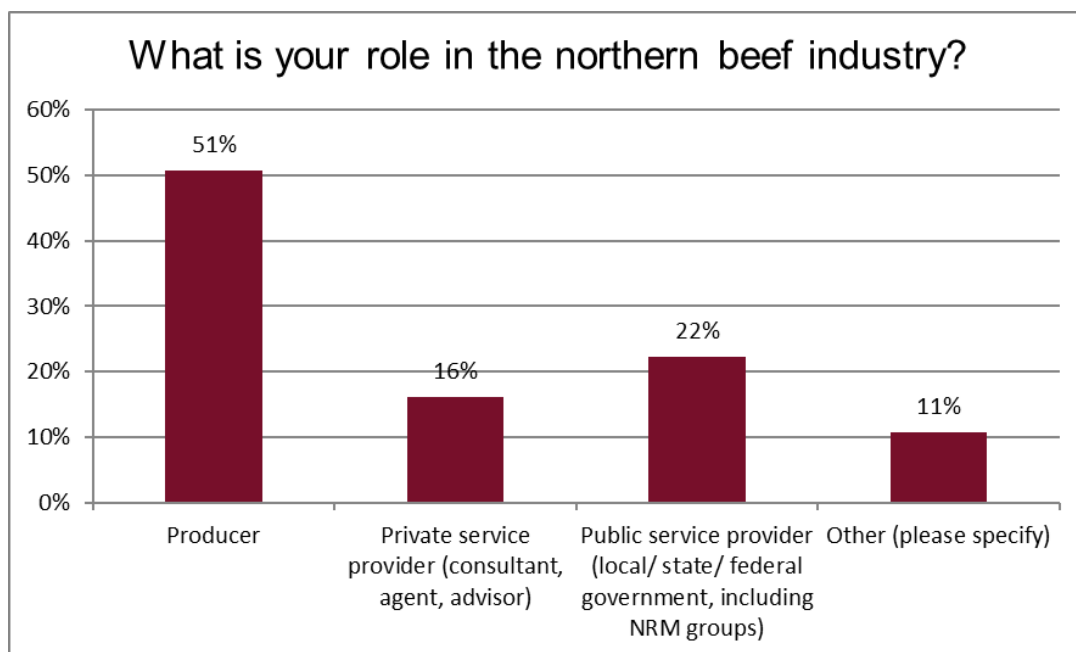
Figure 1. Role in the northern beef industry.

Q2: Where do you primarily work or farm?

Respondents were asked to indicate their primary location of work or farming, as shown in Table 3 and Figure 2. The vast majority (84%, n=124) reported being based in Queensland. Smaller groups were located in the Northern Territory (3%, n=5) and Western Australia (5%, n=7). A further 8% (n=12) chose 'Other,' with open-text responses pointing to a diverse range of locations including New South Wales, Victoria, South Australia, New Caledonia, and Canada. The results confirm that FutureBeef's influence extends beyond Queensland while remaining strongly anchored there.

Table 3. Where do you primarily work or farm?

Answer choices	Responses	
QLD	84%	124
NT	3%	5
WA	5%	7
Other (please specify)	8%	12
Total		148
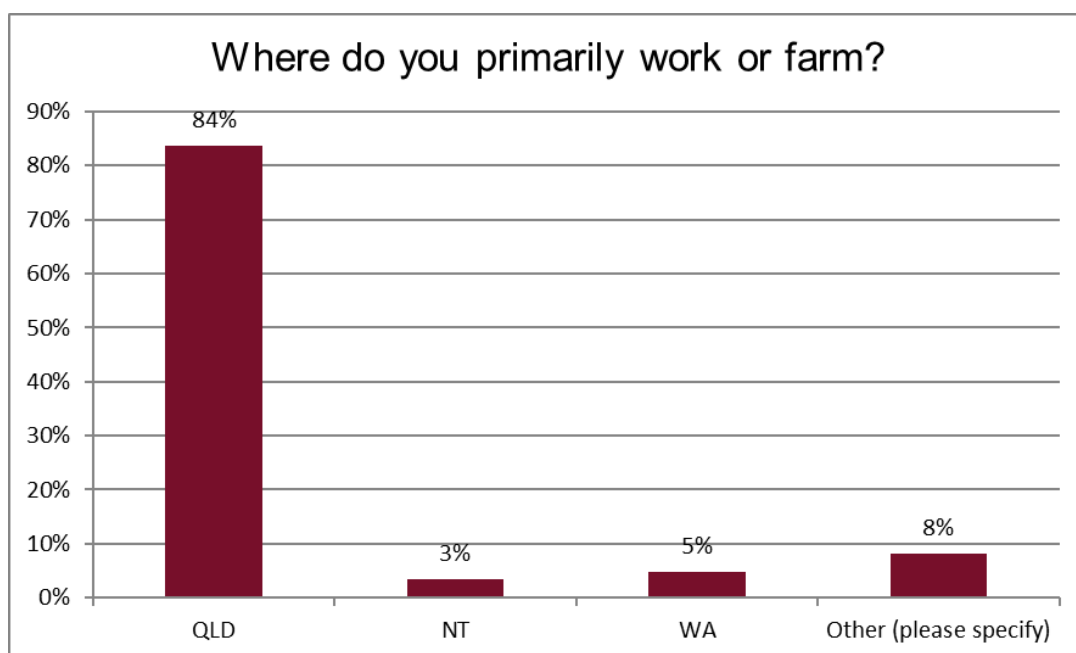
Figure 2. Where do you primarily work or farm?

Q3: How long have you been involved in the beef industry?

Survey results show that most respondents have extensive experience in the beef industry, as shown in Table 4 and Figure 3. Of the 148 who answered, 63% (n=93) reported over 20 years of involvement. Another 17% (n=25) had between 10 and 20 years' experience, 11% (n=17) between 5 and 10 years, and 9% (n=13) less than 5 years. This experienced respondent base brings valuable perspectives to the evaluation of FutureBeef's effectiveness.

Table 4. How long have you been involved in the beef industry?

Answer choices	Responses	
Less than 5 years	9%	13
5 to 10 years	11%	17
10 to 20 years	17%	25
More than 20 years	63%	93
Total		148
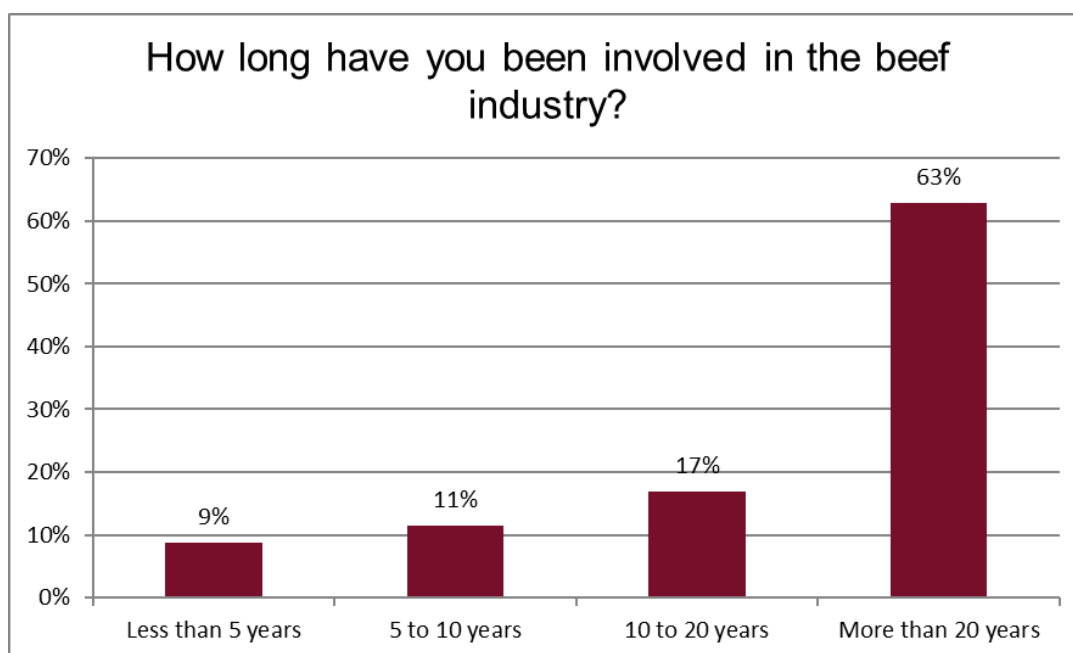
Figure 3. How long have you been involved in the beef industry?

Q4: How often do you use or interact with FutureBeef tools or services?

When asked about their frequency of engagement with FutureBeef, most respondents indicated regular use, as shown in Table 5 and Figure 4. Of the 139 who answered, 39% (n=54) said they interacted with FutureBeef monthly, while 34% (n=47) used it weekly. Others engaged every few months (15%, n=21), once or twice a year (8%, n=11), or not at all (3%, n=4). Daily use was rare, with only 1% (n=2) selecting that option. Of the 4 people who indicated 'not at all', all were producers (one retired) from Qld, generally involved for over 20 years, and valued FutureBeef at 7.5/10. As Qld represented 84% of the overall responses, and NT 3% and WA 5%, the numbers were too small to do any meaningful analysis. These results suggest consistent reach, but also highlight opportunities to encourage more frequent use.

Table 5. How often do you use or interact with FutureBeef tools or services?

Answer choices	Responses	
Daily	1%	2
Weekly	34%	47
Monthly	39%	54
Every few months	15%	21
Once or twice a year	8%	11
Not at all	3%	4
Total		139
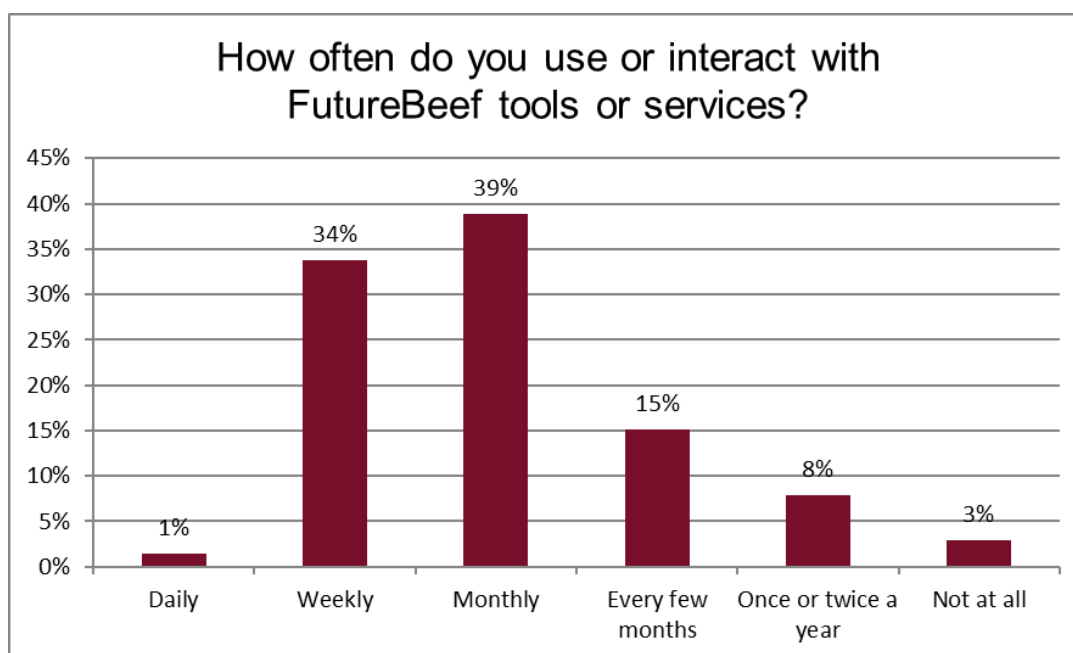
Figure 4. How often do you use or interact with FutureBeef tools or services?

Q5: How much do you value FutureBeef as a one-stop shop for northern Australian beef information?

Respondents were asked to rate how much they value FutureBeef as a central hub for beef information, as shown in Table 6 and Figure 5. The average score was 7.5 out of 10 (n=137). Ratings clustered around the higher end of the scale, with 30% (n=41) selecting 8, followed by 17% (n=23) choosing 7 and 15% (n=21) choosing 10. A small number gave lower scores, suggesting most users find FutureBeef useful, though not indispensable. Overall, the feedback indicates strong appreciation for the platform's role in centralising industry information.

Table 6. How much do you value FutureBeef?

Rating	Percentage	Count
1	2%	2
2	2%	2
3	2%	2
4	3%	4
5	4%	6
6	13%	18
7	17%	23
8	30%	41
9	13%	18
10	15%	21
Total		137
Average		7.5
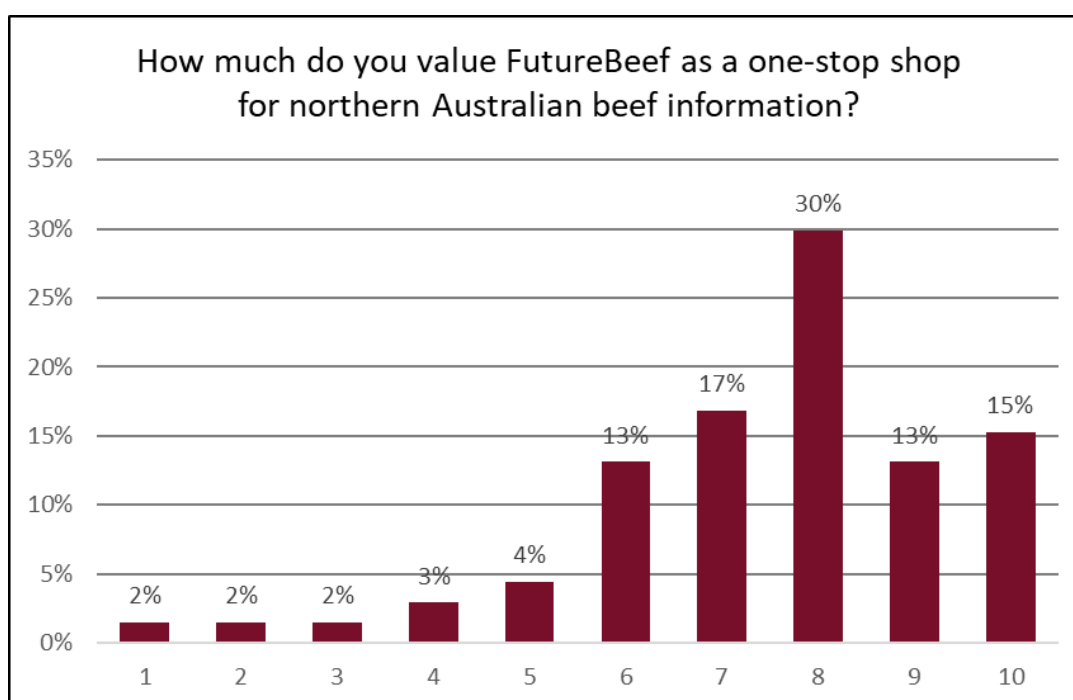
Figure 5. How much do you value FutureBeef?

Q6: How satisfied are you with each of the following communication tools?

Respondents provided satisfaction ratings for ten FutureBeef communication tools, using a 1–10 scale, as shown in Table 7 and Figure 6. The eBulletin received the highest average rating (8.2) from 129 respondents, followed closely by the website (7.8, n=131), recorded webinars (8.0, n=102), live webinars (7.7, n=99), and videos (7.6, n=100). Other tools also rated positively, including newspaper/media features (7.2, n=71), Facebook (7.0, n=70), and podcasts (6.9, n=65). LinkedIn (5.2, n=39) and X/Twitter (4.0, n=31) had the lowest scores and fewest responses, suggesting lower relevance or reach.

In the further comments, respondents explained that they don't use social media or digital audio formats (and gave a 'n/a' response), either by preference or due to limited digital literacy/connectivity. Several respondents suggested improvements to the website's usability and proposed expanding the podcast offering. These findings show strong performance in key areas and offer clear direction for enhancing less-used formats.

Table 7. How satisfied are you with each of the following communication tools?

|	1	2	3	4	5	6	7	8	9	10	N/A	Total	Av
Website	4	0	1	2	7	11	15	37	35	19	3	134	7.8
eBulletin	1	0	0	1	3	7	22	39	32	24	3	132	8.2
Webinars (live)	3	0	0	4	8	10	7	23	27	17	28	127	7.7
Webinars (recorded)	3	0	0	5	7	5	8	20	31	23	28	130	8.0
Videos	2	2	0	4	6	11	14	26	16	19	27	127	7.6
Podcasts	3	1	1	4	9	6	12	12	8	9	58	123	6.9
Facebook	4	2	3	2	8	4	8	13	18	8	53	123	7.0
X/Twitter	11	2	0	1	10	1	3	0	1	2	85	116	4.0
LinkedIn	11	0	0	2	9	2	4	3	4	4	78	117	5.2
Newspaper/ media features	3	0	0	4	9	4	16	15	9	11	50	121	7.2
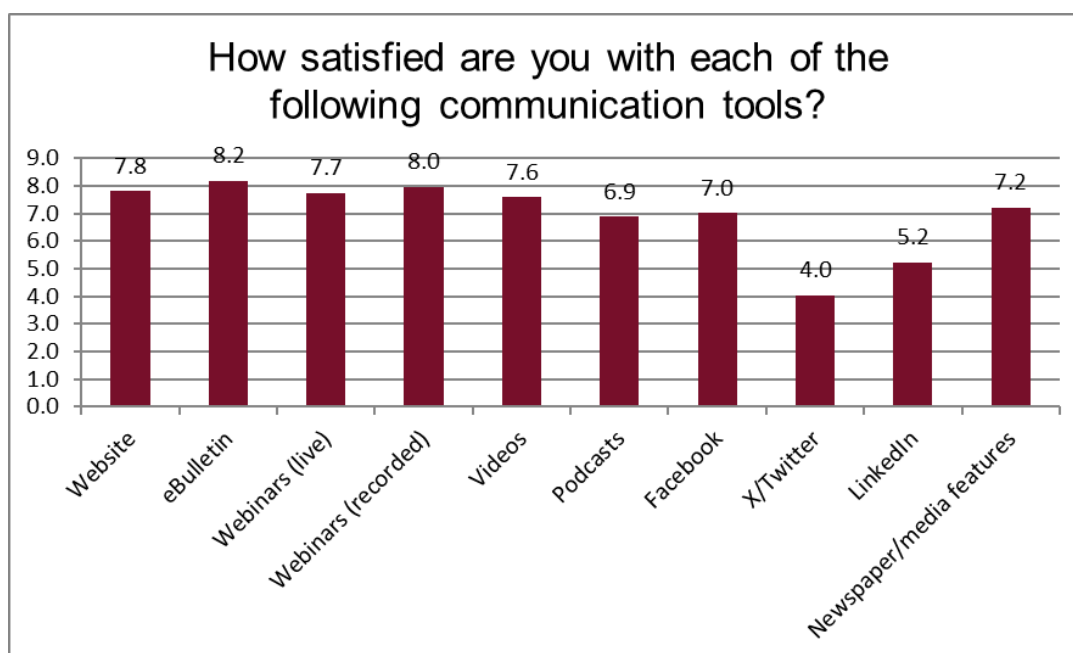
Figure 6. How satisfied are you with each of the following communication tools?

Q7: What might make these tools even more useful or valuable for you?

In response to how FutureBeef's communication tools could be improved, 48 respondents shared suggestions. A recurring theme was the need to improve the website's navigation, layout, and search function. Many found it difficult to locate specific resources even when they knew what they were looking for. Comments also reflected interest in shorter, more targeted videos and a more consistent podcast release schedule, ideally with a dedicated host or format.

Participants noted that social media posts—particularly on Facebook—can get lost among event announcements, reducing visibility of high-value content. Suggestions included separating event promotion from technical information and offering more regionally tailored materials. This might be done by clustering several event announcements together into one post, so the technical ones don't get drowned out by excessive number of event posts. Others advocated for broader content coverage, including for small-scale producers, regenerative systems, and newer entrants to the industry.

Q8: Have you (or the people you work with) made any practice changes based on information provided by FutureBeef?

When asked whether they or the people they work with had made practice changes based on information from FutureBeef, 60% of respondents (n=78) said yes. A further 19% (n=24) indicated they had not yet made changes but intended to, while 21% (n=27) said no, as shown in Table 8 and Figure 7. Among those who had made or were planning to make changes, many provided specific examples illustrating the breadth and impact of FutureBeef's influence.

Table 8. Have you made any practice changes based on information provided by FutureBeef?

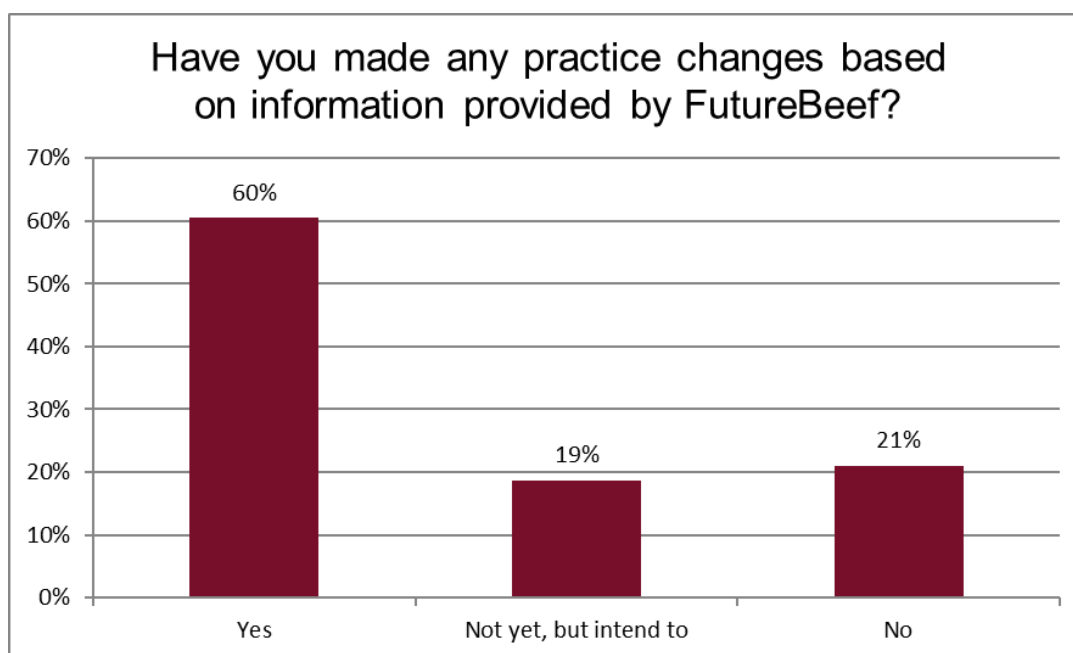| Answer choices	Responses	
Yes	60%	78
Not yet, but intend to	19%	24
No	21%	27
Total		129

Figure 7. Have you made any practice changes based on information provided by FutureBeef?

When asked to provide a specific example a change, common themes included improved **pasture management**, including rotational grazing, weed control, planting new fodder varieties, and strategies for managing pasture dieback. Several respondents mentioned **enhanced nutrition and supplementation**, including more targeted use of mineral licks and phosphorus supplements, better feeding programs, and fine-tuned weaning strategies. Others cited **animal health improvements**, such as updated vaccination protocols, strategic use of animal health chemicals, and improved weaner and breeder management.

A number of producers reported changes in **calving and joining management**, more timely or informed **decision-making around water infrastructure**, and improved use of **EID technology and recordkeeping**. One respondent described implementing a detailed mineral supplementation plan tailored to their farming system, while another noted that FutureBeef information had supported a review of their enterprise mix, leading to reduced calf mortality and more efficient fodder purchasing.

Importantly, several respondents highlighted the use of FutureBeef content to support **advisory roles**, sharing resources with clients and colleagues or using materials in workshops and training. Others noted that while they may not have made major changes yet, FutureBeef helped confirm they were 'on the right track' or provided ideas they were considering trialling in the future.

This strong and varied evidence demonstrates that FutureBeef is not only building knowledge but enabling real, practice-level change across animal production, land management, and business decision-making.

Q9: In which areas were these changes made?

Respondents who reported making or intending to make changes based on FutureBeef information were asked to identify the areas where those changes occurred, as shown in Table 9 and Figure 8. Respondents could select one or more options, and the most common responses were **land management** and **animal production**, each selected by 65% of respondents (n=70). These were followed by **animal health and welfare** (53%, n=57), **genetics** (21%, n=22), **people and business** (17%, n=18), **markets and processing** (11%, n=12), and **natural disasters** (10%, n=11). A small number (6%, n=6) selected 'Other,' with open-text

responses mentioning human health and wellbeing, client advisory work, and climate-related business adjustments.

These results confirm that FutureBeef is supporting practice change across a wide range of production and management domains, with particularly strong influence on core technical areas such as pasture, livestock, and animal health.

Table 9. In which areas were these changes made?

Answer choices	Responses	
Land management	65%	70
Animal production	65%	70
Animal health and welfare	53%	57
Genetics	21%	22
Markets and processing	11%	12
People and business	17%	18
Natural disasters	10%	11
Other (please specify)	6%	6
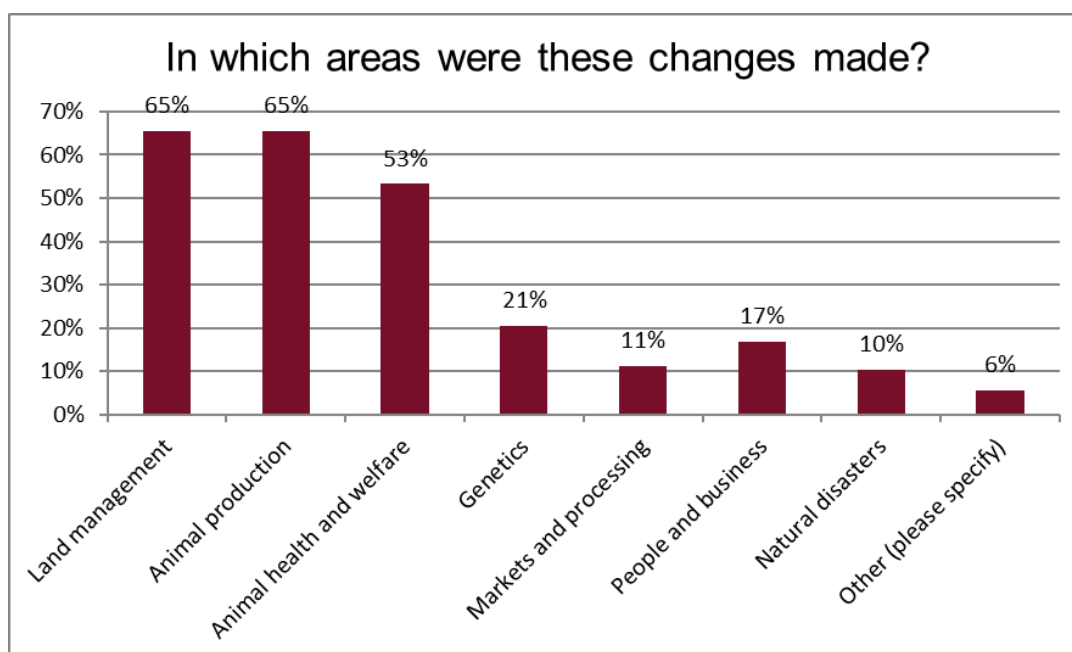
Figure 8. In which areas were these changes made?

Q10: Which FutureBeef products or tools supported these changes?

Respondents who had made or intended to make changes were asked to identify which FutureBeef products or tools had supported those changes, as shown in Table 10 and Figure 9 . The most commonly cited resources were the **website** (65%, n=68) and the **eBulletin** (59%, n=62). Webinars were also frequently used, both **live** (35%, n=37) and **recorded** (33%, n=35), along with **videos** (25%, n=26). Other resources included **podcasts** (10%, n=10), **Facebook** (8%, n=8), and **newspaper and media features** (12%, n=13).

Additional comments provided context for these selections. Respondents valued the website for its accessibility and up-to-date information, and appreciated the eBulletin for surfacing relevant topics and linking to more in-depth resources. Recorded materials—particularly webinars and videos—were seen as

helpful for revisiting information as needed. A few respondents noted they used FutureBeef resources to support client work, share materials internally, or supplement their own research on topics like nutrition, pasture dieback, and disease management.

The responses show that FutureBeef's digital tools—especially its website, eBulletin, and recorded content—are playing a central role in enabling informed practice change.

Table 10. Which FutureBeef products or tools supported these changes?

Answer choices	Responses	
Website	65%	68
eBulletin	59%	62
Webinars (live)	33%	35
Webinars (recorded)	35%	37
Videos	25%	26
Podcasts	10%	10
Facebook	8%	8
X/Twitter	0%	0
LinkedIn	1%	1
Newspaper/media features	12%	13
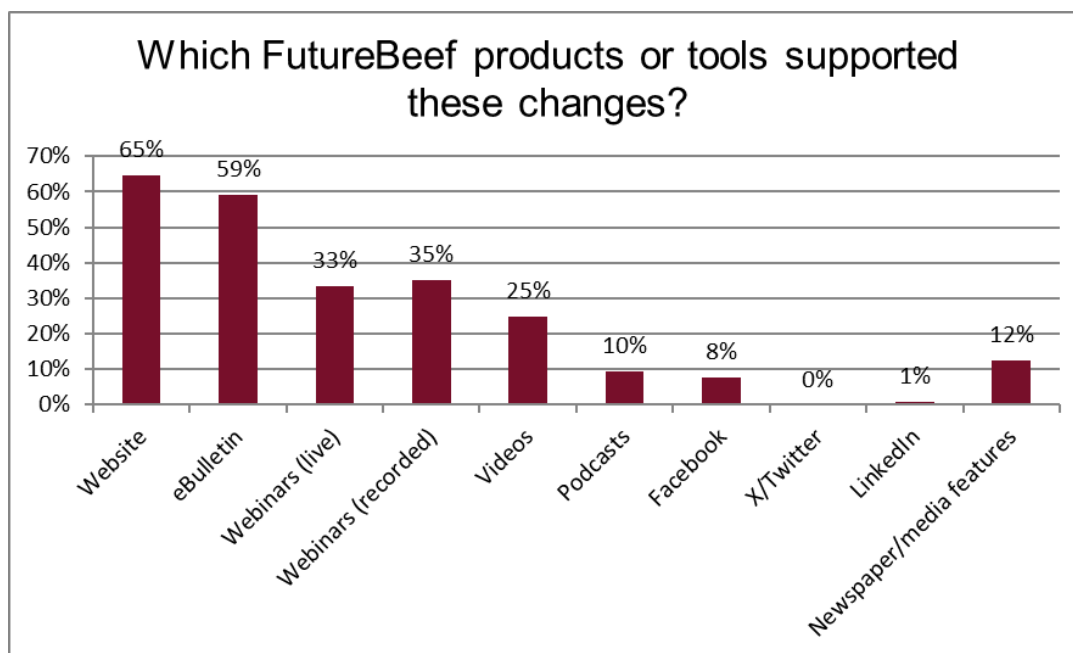
Figure 9. Which FutureBeef products or tools supported these changes?

Q11: What's one thing FutureBeef could do differently to be more useful or relevant to you or those in your network?

A total of 63 respondents offered suggestions for how FutureBeef could improve its relevance or usefulness. One of the most common themes was **enhancing the usability of the website**, with calls for better navigation, more intuitive layout, and a more effective search function. Several respondents also recommended **increasing promotion and visibility** of available tools, suggesting regular reminders or summaries of what resources exist and how they can be accessed.

Others wanted to see more **regionally tailored content**, including information specific to southern Queensland, the Northern Territory, and diverse production systems such as regenerative, organic, or small-scale operations. Some highlighted the need for more **practical, on-the-ground examples**, case studies, or step-by-step guides to help producers apply information in their own context. Suggestions also included expanding recorded webinars, podcasts, and downloadable resources for offline use.

Several comments pointed to the need for content that speaks to **less experienced producers or younger audiences**, while a few emphasised the importance of **maintaining in-person extension support** alongside digital delivery. There was also interest in more **information on climate resilience, profitability, and industry trends**, with some requesting peer-to-peer learning opportunities and producer-led insights.

Together, these comments reflect a desire for FutureBeef to remain practical, accessible, and inclusive—while continuing to evolve its content and delivery to meet the needs of a diverse and changing audience.

Q12: Looking ahead, what kinds of services or tools should FutureBeef focus on to stay relevant and useful?

A total of 63 respondents provided detailed suggestions on how FutureBeef can remain relevant and valuable into the future. One of the most common requests was for more **practical, hands-on resources** that can be directly applied to everyday farm management. These included tools and training for soil health assessment, pasture planning and improvement, water management, fodder budgeting, and animal nutrition strategies tailored to different regions and production systems.

Many respondents emphasised the importance of equipping producers to meet **climate-related challenges**, calling for information on drought preparedness, forage preservation, baseline land condition data for the Northern Territory, and adaptation techniques for variable rainfall zones. Several asked for guidance on **carbon accounting, emissions reporting, and emerging sustainability frameworks**, noting the need to demystify these concepts for producers and provide actionable steps.

There was strong support for continuing and expanding **digital delivery formats**, including on-demand webinars, podcast series, instructional videos, and interactive decision-making tools (e.g. feed calculators, profitability templates, planning checklists). Some suggested curating 'feature resources' or developing themed information hubs, such as a **dedicated pasture or nutrition hub**, that consolidate materials on a single topic.

Respondents also highlighted the need for content tailored to **different scales and stages of production**—especially smaller producers, first-generation farmers, and those using regenerative, organic or mixed production systems. Suggestions included real-life case studies, more frequent updates on research outcomes, and extension tools that reflect diverse enterprise goals.

A number of participants requested stronger support for **business development and planning**, such as resources on succession planning, managing input costs, accessing grants or loans, and preparing for market shifts. There was also interest in **mentoring programs** and linking producers to credible service providers or peer networks.

Overall, these responses demonstrate that FutureBeef is seen as a valuable and trusted resource. To stay relevant, respondents encouraged the program to remain science-based, practical, and responsive—while continuing to expand its role as a central, easy-to-navigate source of high-quality extension materials for the northern beef industry.

Q13: Is there anything else you'd like to share about FutureBeef—whether from your experience, your observations, or ideas for improvement?

A total of 41 respondents shared final comments about FutureBeef, offering a mix of praise, reflections, and suggestions. Many expressed strong appreciation for the program and its ongoing contribution to the northern beef industry. Several respondents described FutureBeef as a *'great resource for the industry'*, *'very good'*, *'excellent'*, and *'an amazing program'*. One stated simply, *'Love FutureBeef. Thank you to the team for all your work!'* Another wrote, *'It is an excellent investment of taxpayers' funds'*.

There was consistent recognition of the value FutureBeef provides, particularly through its practical resources and communication channels. As one respondent put it, *'It's the best resource in the beef industry'.* Others commented on specific tools, such as the GLM land types of Queensland, the newsletter, and the calendar of events. *'Keep that calendar up to date & current—list events months ahead so we can plan to attend,'* one person suggested. Another noted, *'I always love reading the FutureBeef email newsletters'.*

A number of responses urged the program to maintain or even increase its presence. *'Ensure that you maintain the on-farm and extension service,'* one wrote, adding that *'the local Darling Downs area is not very well serviced'.* Another called for *'secure long-term funding for the program to keep FutureBeef up to date (especially with events and technical information)'.*

Some respondents shared critical but constructive feedback. Several repeated earlier themes around the website, describing it as *'hard to use'* or *'difficult to find things currently'.* One explained, *'The website is terrible. It is difficult to navigate and logically find anything you are looking for'.* Others wanted to see broader content coverage, with one recommending FutureBeef provide *'more resources for southern QLD climates and cattle breeds, also more around AI and new technologies'.*

There were also personal reflections. One respondent commented, *'I have passed the point where my experience, observations or ideas are valued and am rapidly approaching the point where I can't remember them'.* Another remarked, *'I feel it is generally a source of truth as it is not promoting a set agenda for financial reward'.*

Several participants suggested more field days and peer-to-peer learning opportunities. *'Nothing beats field days—share stories, good and bad. More of these please!'* another wrote. And one particularly enthusiastic advocate concluded, *'Just love it! Keep up the great work you are doing'.*

These comments reflect a high degree of goodwill and respect for the FutureBeef program. They also underscore the importance of maintaining personal connection, ease of access, and responsiveness to diverse producer needs as the program evolves.

3.3. Interviews

Interviews (n=105) were conducted with producers (n=74), as well with service providers, stakeholders, Advisory Committee members, and the FutureBeef team (n=31).

Producers

A total of 75 producers participated in the FutureBeef mid-term review phone interviews.

Q1: Where are you based?

The majority were based in Queensland (81%, *n* = 61), with the remainder located in the Northern Territory (8%, *n* = 6) and Western Australia (11%, *n* = 8) as shown in Table 11 and Figure 10. There were no significant differences between the responses from NT and WA producers, versus QLD producers.

Table 11. Which State or Territory are you based in?

Answer choices	Responses	
QLD	81%	61
NT	8%	6
WA	11%	8
Total		75
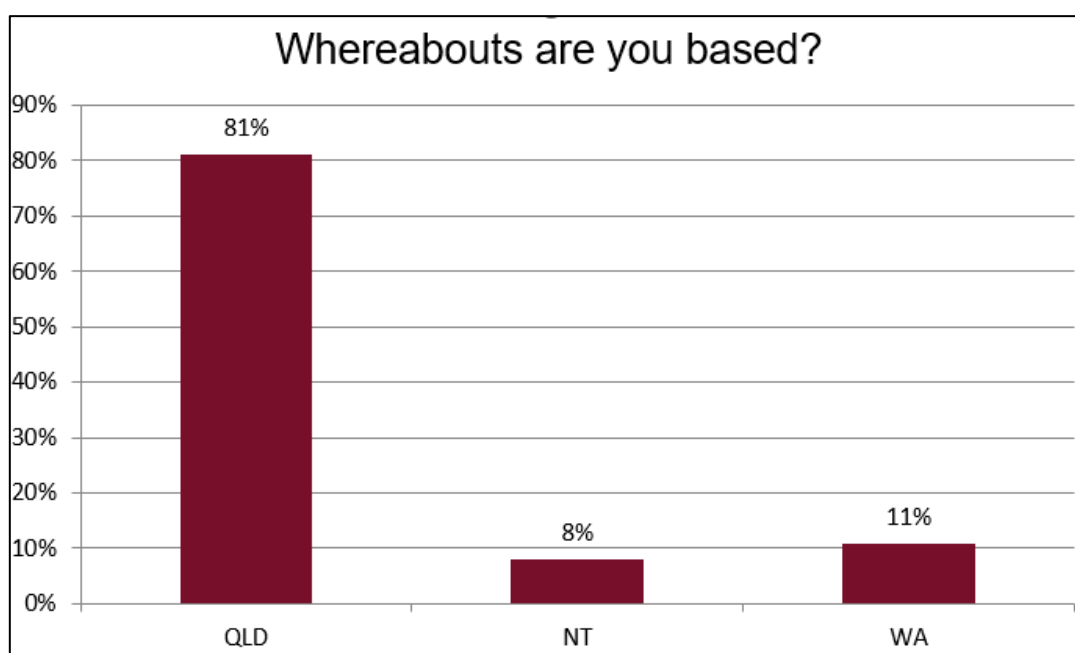
Figure 10. Which State or Territory are you based in?

Q2: How long have you been involved in the industry?

Sixty percent (n = 45) of producers indicated they had been involved in the beef industry for more than 20 years. A further 15% (n = 11) had between 10 and 20 years of experience, 16% (n = 12) between 5 and 10 years, and 9% (n = 7) for less than 5 years. As shown in Table 12 and Figure 11.

Table 12. How long have you been involved in the beef industry?

Answer choices	Responses	
More than 20 year	60%	45
10 to 20 years	16%	12

5 to 10 years	15%	11
Less than 5 years	9%	7
Total		75

Figure 11. How long have you been involved in the beef industry?

Q3. How much do you value FutureBeef as a one-stop shop for Northern beef information, on a scale on 1 (low) to 10 (high)?

The responses to this question varied considerably. The average rating for the value of FutureBeef among producers was 7.2. As shown in Table 13 with individual ratings and individual ratings shown in Figure 12.
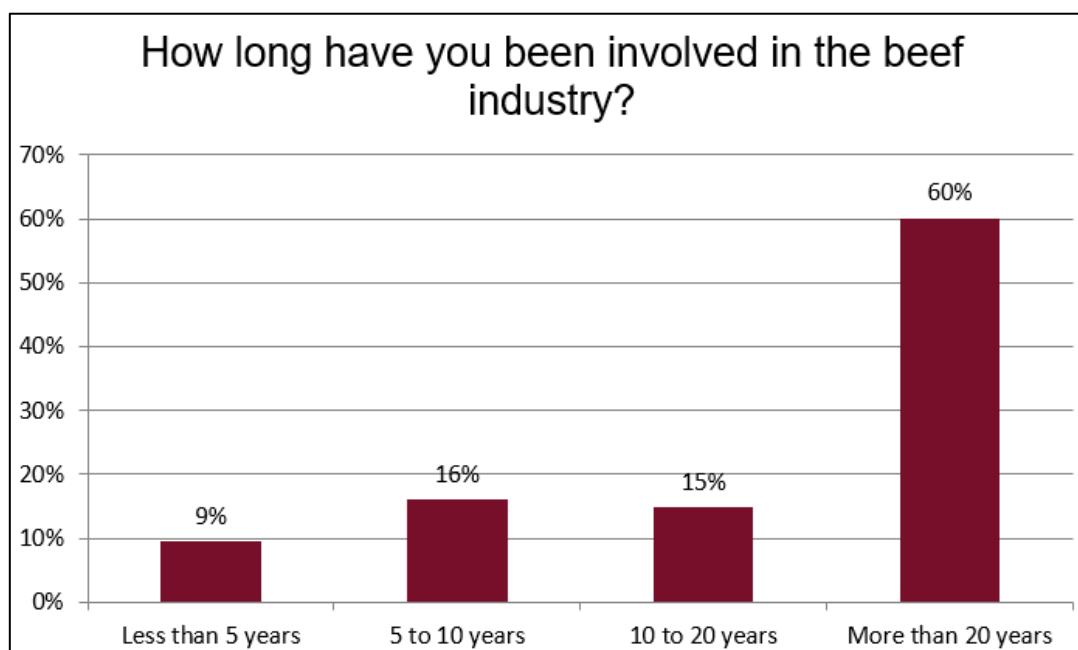
Producers (4%, n=2) who gave low scores (2–3) generally had limited engagement with FutureBeef and were unfamiliar with its full range of services. They explained that they were too busy to explore the platform or simply had not used it enough to form an opinion. One commented, *'Haven't had much to do with FutureBeef,'* while another said, *'Don't really use it so can't really say. Too busy working.'*

Those (33%, n=22) giving moderate scores (5–6) tended to use FutureBeef occasionally, most commonly engaging with the eBulletin rather than the website or other tools. While they found some of the content helpful, it was often not their primary resource. One producer said, *'Read the e-bulletins, don't access it other than that,'* and another noted, *'It's helpful but not my go-to resource.'* One respondent suggested that the website could be more user-friendly, pointing out issues such as broken links or overly detailed information. Others mentioned that the information felt more geared towards other regions or larger enterprises.

Producers (55%, n=36) who scored FutureBeef highly (7–10) were much more engaged and valued the platform as a reliable, comprehensive source of information. They frequently used the website, attended events, and appreciated the quality of the resources provided. One said, *'I use it and think it's great,'* while another described it as, *'Excellent resource.'* Several respondents also highlighted the value of FutureBeef's extension officers (this supports the use of FutureBeef as a referral mechanism to beef extension staff), and the breadth of practical, research-backed information available. A producer who scored it a 9 commented, *'I think it's great – the amount of resources is really good. A great amount of info here.'*

A number of producers did not provide a score but offered additional comments. This group included those who rarely or never accessed FutureBeef, as well as some who valued it but did not wish to rate it. One producer said, *'Could not say as I have never used it,'* while another shared, *'I do value it – I read a fair bit of their stuff.'* Others indicated that it was less relevant to their enterprise, such as a respondent who noted, *'It's very important, don't use it much as [I'm] predominantly sheep.'*

Table 13. How much do you value FutureBeef?

Rating	Percentage	Count
1		
2	2%	1
3	2%	1
4		
5	21%	14
6	12%	8
7	17%	11
8	20%	13
9	18%	12
10	9%	6
Total		66
Average		7.2
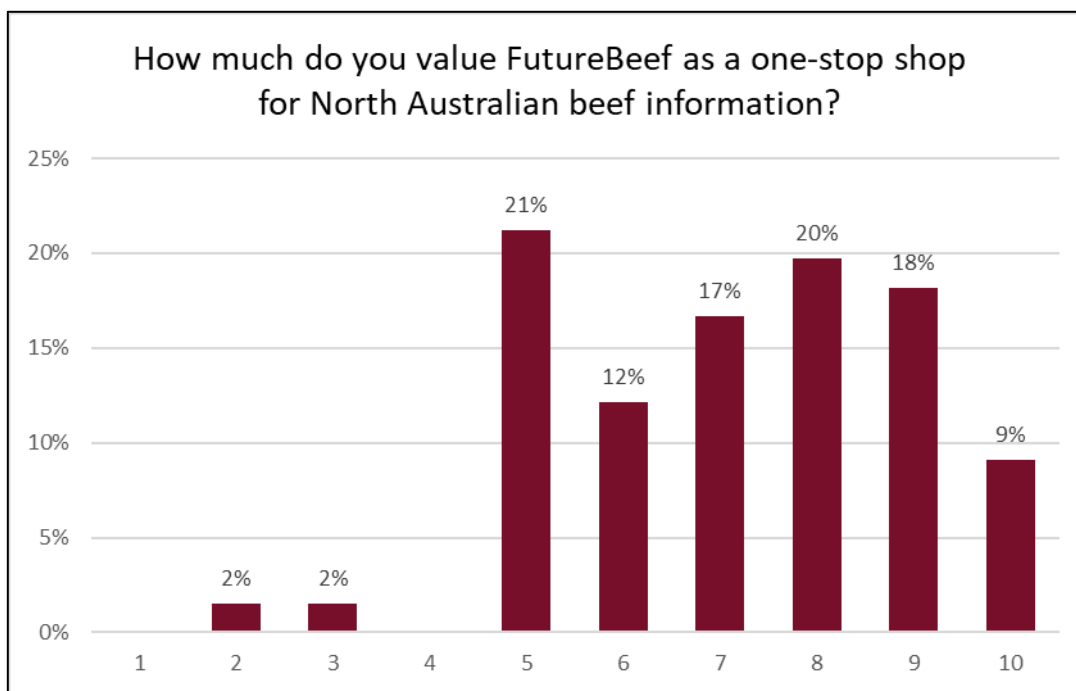
Figure 12. How much do you value FutureBeef?

Q4: How would you describe FutureBeef and its value to someone who hasn't heard of it?

A comprehensive and valuable information source. Many producers described FutureBeef as a broad and valuable source of information relevant to beef producers in Northern Australia. It was commonly referred to as an 'information portal' offering resources on topics ranging from land types and pastures to animal welfare and market trends. FutureBeef is referred to as providing unbiased information.

A practical tool for learning and problem-solving. Several respondents highlighted FutureBeef's practical application, especially for helping solve production problems or keeping up to date with new developments. They noted its value for both new and experienced producers. As one explained, '*it's an avenue where a lot of new issues are looked at and where you might learn something'.*

A helpful resource and connection to the broader beef industry. Some producers specifically saw FutureBeef as a valuable starting point for younger or less experienced producers. One remarked, '*It's a great starting tool… for people starting off or a young person coming through the ranks'.*

A few producers saw FutureBeef as a hub or network that connects people and shares stories from across the industry. It was described as '*a network for the beef industry* and *a hub of info (and) a network of people who live and breathe beef'.*

Q5: How much do you think FutureBeef influences decision-making in the northern beef industry?

The average rating for this question was 5.8 out of 10. As shown in Table 14 with individual ratings, and individual ratings in Figure 13.

FutureBeef contributes to decision-making alongside other sources. Many producers saw FutureBeef as a helpful **support tool**, rather than a sole driver of decisions. They noted it adds value by offering information, ideas, or validation. One said, '*It gives you the info for you to make the decisions. There is no recipe,'* and another added, '*It's one valuable tool out of many we use to make decisions'.* This group emphasised that producers weigh up many factors, seasonal, economic, and local, when deciding what to do, but **FutureBeef is one of the inputs** that can shape thinking.

Some producers felt that FutureBeef is part of a broader ecosystem of programs and information sources, making **its direct influence hard to isolate**. One producer said, '*Various other programs also available, so hard to single out FutureBeef,'* and another noted, '*Producers probably don't remember how much they refer to info they have received from FutureBeef'.* These responses suggest that FutureBeef **contributes to a general knowledge** environment, even if producers don't always attribute their decisions to it.

Several responses reflected the idea that FutureBeef's role is more about **reinforcing existing knowledge** or presenting options, rather than being a trigger for change on its own. They suggested that the influence is subtle but important, especially when producers are ready to make a change.

Some noted that FutureBeef is especially useful for younger or more information-seeking producers, rather than older ones who may be less inclined to look online. One respondent said, '*FutureBeef helps bridge the information gap between managers and ringers who don't have access to a lot of information'.* This points to a generational or role-based divide in how the platform is used.

Table 14. How much FutureBeef influences decision-making.

Rating	Percentage	Count
1		
2	5%	3
3	2%	1
4	10%	6
5	27%	17
6	19%	12
7	26%	16

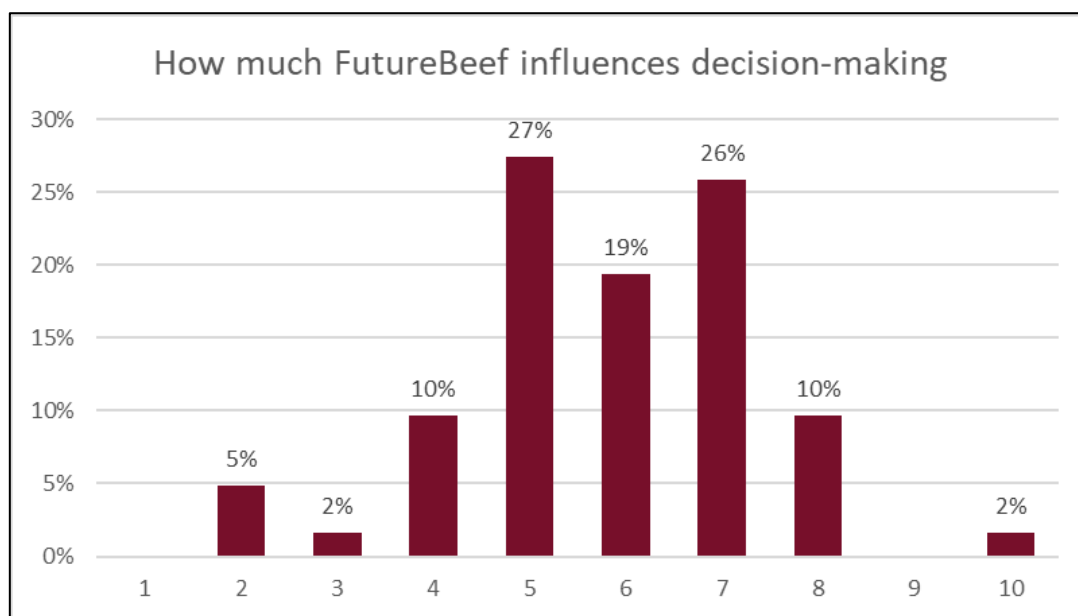|		
8	10%	6
9		
10	2%	1
Total		62
Average		5.8

Figure 13. How much FutureBeef influences decision-making.

Q6: Which FutureBeef products or tools do you use?

The most commonly accessed FutureBeef resources were the eBulletin (92%, n=66) and the website (90%, n=65). Short videos were viewed by 43% (n=31) of producers, and 32% (n=23) reported following FutureBeef on Facebook. Webinars were accessed by 28% (n=20) live and 24% (n=17) as recordings, while 25% (n=18) read newspaper or media features. Podcasts (7%, 5), X/Twitter (1%,n=1), and LinkedIn (1%, n=1) had minimal engagement. As shown in Table 15 and Figure 14. Producers often recalled the FutureBeef e-bulletin and website unprompted, but needed to be reminded about the other products and tools.

Table 15. Which FutureBeef products or tools do you use?

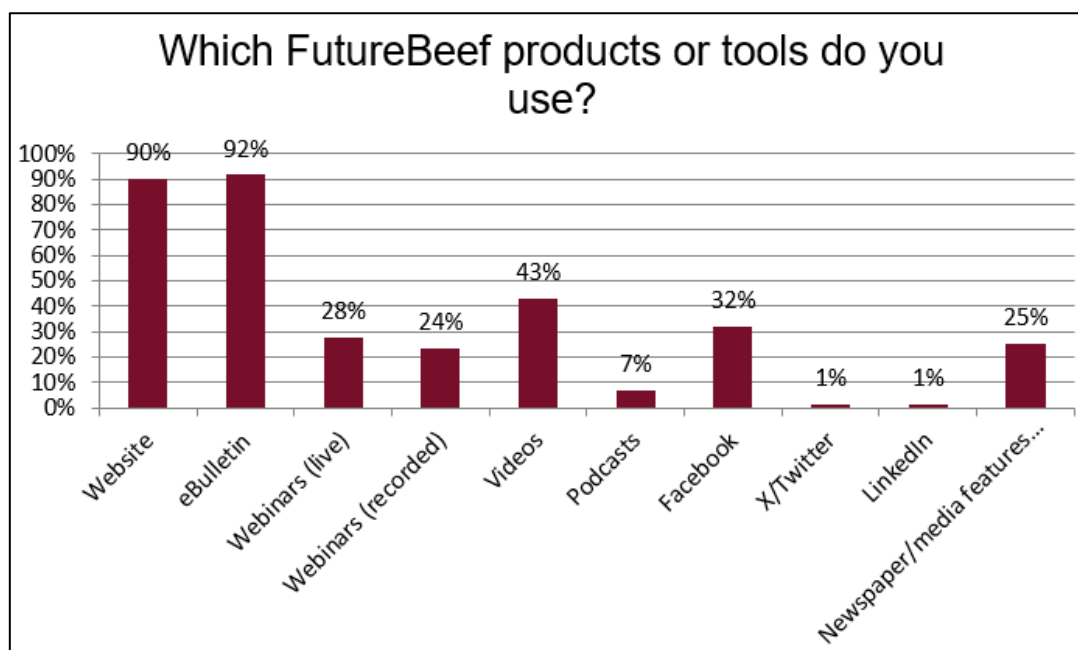| Answer choices	Responses	
Website	90%	65
eBulletin	92%	66
Webinars (live)	28%	20
Webinars (recorded)	24%	17
Videos	43%	31
Podcasts	7%	5
Facebook	32%	23
X/Twitter	1%	1
LinkedIn	1%	1
Newspaper/media features	25%	18

Figure 14. Which FutureBeef products or tools do you use?

The eBulletin was the most widely used product. Producers indicated the bulletin often led them to seek further information on the website. Many producers said they relied on it for updates, practical tips, and convenient access to information. One noted, '*eBulletins come regularly and are convenient, and you can go back and check them'.* Several appreciated being able to skim headlines and click through to content of interest when time allowed.

The website was used on demand for specific information. A number of producers reported using the FutureBeef website when they needed to look something up or access more detailed information. For example, one said, '*The website is useful as you can look at it at any time'.* Some had bookmarked specific tools like land type sheets or calculators.

Webinars were considered valuable when accessed, but were underused partly due to time constraints. Several producers recognised the value of FutureBeef webinars, especially for their relevance and practicality. One described them as '*most useful, topics are relatable and relevant to our company'.* However, others mentioned barriers to live attendance, saying things like, '*I register for more but then can't make them,'* and '*I need to be reminded I can go and watch the webinars after they have run'.* This suggests the recordings are appreciated but may not always be accessed.

Facebook and social media are highlighted as useful for engagement. A few producers mentioned they used Facebook to engage with FutureBeef content, often by chance when something caught their eye. One said, '*Facebook is the most used means of communication,'* and another explained, '*Didn't realise there was a Facebook page, I will probably follow it now I know it's there'.* This platform was seen as accessible and useful for reaching producers who might not read emails.

Fact sheets, QCL articles, case studies, and calculators, accessed as needed. Some producers used specific tools such as fact sheets, land type data sheets, and calculators when they had a particular issue to address. These were typically accessed on an as-needed basis. Others appreciated more detailed content from Queensland Country Life (QCL) articles.

Limited awareness or occasional users. A few producers admitted they did not use FutureBeef tools regularly or weren't familiar with all that was available. One said, '*Can't remember ever going onto the*

website'. Others indicated they'd like to engage more, for example, *'Would use podcasts if I knew about them'.* These responses suggest room for improved promotion of tools and clearer navigation pathways.

Q7: In your opinion, how does FutureBeef enable producers to adopt best practices? Could anything be improved to support this further?

Provides access to up-to-date, research-backed information. Many producers said FutureBeef enables best practice adoption by providing reliable, up-to-date information on a wide range of production topics. This includes research findings, technical advice, and practical tools. As one respondent put it, *'It brings new research to producers, a great resource to see how we can do things better or differently'.*

Offers tools in multiple formats to support learning and decision-making. Producers appreciated that FutureBeef provides information in different forms, webinars, articles, fact sheets, videos, and events, making it easier to fit into their routines. *'Attending webinars and reading articles help us learn new things… as we sometimes think we know the answers, but we don't,'* one producer said.

Enables learning from peers and real-world case studies. Case studies and producer stories were commonly mentioned as useful tools to support best practice adoption. They were seen as relatable, realistic, and grounded in practice. For example, one producer said, *'Case studies are really useful, such as Leucaena establishment'.*

Convenience and accessibility are key benefits. Several producers pointed to the convenience of being able to access information online, especially when working remotely or during limited downtime. *'Being online, it's so accessible. Great to know you can get good information while still on the property,'* said one.

Barriers include time, awareness, and content overload. Some producers admitted they were too busy to engage deeply or felt overwhelmed by the volume of content. *'I have looked at the eBulletin, but I get bombarded with emails and just don't have time to look at it,'* one said. Others mentioned that some content arrived too late to be useful, e.g., *'When drought feeding last year, it was six weeks later in the eBulletin'.* A few said more proactive promotion was needed, suggesting FutureBeef could market itself more clearly at field days or sale yards.

A few respondents called for more people on the ground, such as extension officers or producer champions, who could help with interpretation and local relevance. One large producer noted, *'most information seems to be production focused… could benefit from including more with an environmental focus'.* Others requested more on tick resistance, pasture legumes, climate risk, market timing, drought preparedness, and specific research areas, but no one topic was repeatedly mentioned by respondents.

Broaden focus to reflect industry-wide issues. A few responses encouraged FutureBeef to address broader industry challenges, such as labour shortages, freight subsidies, and market shifts. One producer commented, *'The current challenge is finding suitable young people to work on properties in western QLD,'* and another said, *'More info on optimum selling times for markets would be helpful'.* These views reflect an interest in seeing FutureBeef adapt to evolving industry needs.

Q8: What's one thing FutureBeef could do differently to make its services and tools more useful or relevant to you or others in your network?

Increase promotion and industry awareness. A common suggestion was to better promote FutureBeef's services. Several felt that awareness of the platform was still low and that more effort should go into getting it in front of the right people. As one producer noted, *'Promote it more—there are still lots of producers who don't know about it'.* Others suggested advertising in industry media like Queensland

Country Life and Beef Central or talking to 20 big producers and finding out what they want. Several also mentioned the need to engage younger people in the industry.

Make information more engaging, accessible, and targeted. Some producers expressed a need for more streamlined and accessible content, especially given time pressures and competing priorities. One said, '*Sometimes there is too much info—I need something that takes 20 seconds to grab my attention,*' suggesting a tiered information model (1-minute summary → 5-minute read → full article). Others wanted information more region-specific, with '*more targeted info for the main regions in Qld'.* Suggestions included creating an A4 snapshot of useful information for ringers each month that can be printed out and put on the office wall or kitchen fridge, with a QR code so they can then find out more if interested.

Improve usability for mobile users and those with poor connectivity. A few producers raised issues related to connectivity or device access. One noted, '*Don't have good internet where we are, so it's hard to download info,*' and another suggested, '*Create an app that has the relevant website info so it can be accessed on mobile phones'.* These responses point to the importance of improving mobile functionality and providing options for offline or low-bandwidth users.

Provide more practical, in-depth, and peer-based content. Several producers wanted more detailed how-to content, particularly around implementation and technology. Others wanted case studies and tech reviews, like on walk-over scales and ag tech updates. One idea was to create a Q&A forum for peer-to-peer learning, so producers could ask and answer questions based on practical experience.

Tailor information to diverse producer needs and demographics. There were suggestions to better cater to different experience levels, enterprise types, and demographics. For example, one producer asked for the provision of clear, relevant information for the seedstock and commercial breeding sectors, including simple guidance on EBVs, breeding moderate cattle, and avoiding extremes. They were also keen to see updates on changing consumer preferences and insights into global competitors like Brazil.

Other ideas and comments included, '*Provide links to local resources, events, agents, vets, consultants'.* Some respondents were happy with the platform as is, saying things like '*Keep doing what they are doing,*' or '*it serves my needs now'.*

Q9: What kinds of things do you use FutureBeef for?

The majority of producers explore topics mentioned in the eBulletin, webinars, social media (89%, n=67). Thirty nine percent (n=29) search the site independently to build their understanding, while 19% (n=14) use it to address specific problems. Another 24% use FutureBeef for other purposes, outlined below. As shown in Table 16 and Figure 15.

Table 16. What do you use FutureBeef for?

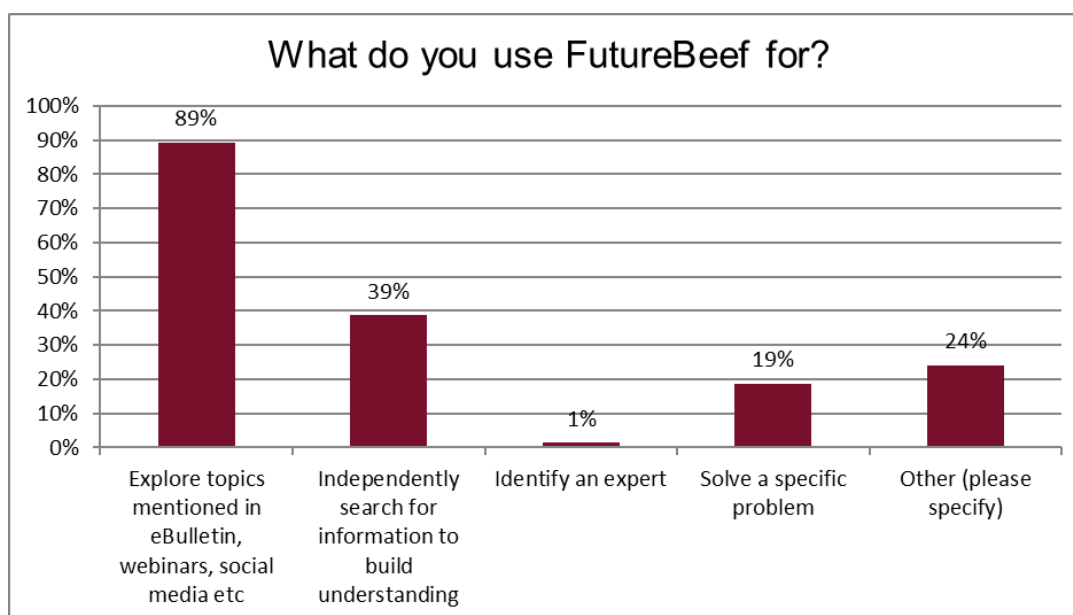| Answer choices	Responses	
Explore topics mentioned in eBulletin, webinars, social media etc	89%	67
Independently search for information to build understanding	39%	29
Identify an expert	1%	1
Solve a specific problem	19%	14
Other (please specify)	24%	18

Figure 15. What do you use FutureBeef for?

Producers reported using **FutureBeef primarily to stay informed.** Several described it as part of their regular routine, with one respondent saying, *'E-bulletin was a part of my morning routine – news for the beef industry.'* Others highlighted that the e-bulletin often prompted them to read further on specific topics or alerted them to issues they had not previously considered. As one producer explained, *'At times, you don't realise you have an issue until you read an article, and it shows you how to improve things.'* The e-bulletin was also viewed as a good tool for keeping producers up to date on initiatives such as Grazing Land Management (GLM).

FutureBeef is also valued as a **source of practical production information**. Producers noted using it for issues such as *'tick issues, animal production issues, [and] genetics,'* as well as *'phosphorus supplementation,*' and *'weeds, pests [and] rotational grazing.'* One respondent explained, *'We have a problem with feral pigs, so found info on management options.'*

Another key use of FutureBeef is in **workshops, webinars, and staff development opportunities**. Respondents said they used FutureBeef to identify training opportunities for their employees, with one noting, *'If we have a head stockman, we will send them to a workshop that FutureBeef had advertised.'* The website and events were also seen as important learning tools, particularly for staff development. Another producer reported *'Some staff love the workshops. The webinars go down well with some staff, and we know [if those staff are interested, they] will progress in the industry.*

A smaller group of respondents indicated that they accessed the website or content **when searching online for specific information**. One explained, *'If I have a problem, I may Google and FutureBeef may come up'* while another noted that the site provided targeted information compared with other departmental websites, *On FutureBeef, you get what you need. Don't have the time to get onto the department website, and then you can't find the info you need.'*

Some respondents also offered **suggestions for additional content**, with one producer stating, *"Would like to see more on carbon issues for producers."*

Finally, a number of producers admitted **using FutureBeef infrequently or not at all**, citing time pressures or different information-seeking preferences. Comments included, *'Don't use it very often,' 'Too busy to use it,'* and *'I do not source info this way, I find people that can help me.'*

Q10: Which of the following topics have you used FutureBeef for?

Producers have used FutureBeef across a range of topics, with the most common being animal production (76%, n=56) and land management (74%, n=55), reflecting a strong focus on core operational areas. Animal health and welfare was also a significant area of interest, accessed by 45% (n=33) of respondents. Fewer producers used the platform for genetics (31%, n=23), markets and processing (22%, n=16), or natural disasters (9%, n=7). Only 5% (n=4) reported using it for people and business topics. Additionally, 27% (n=20) selected 'other,' indicating use of FutureBeef for various additional needs such as event topics and dates and new technologies in general. As shown in Table 17 and Figure 16.

Table 17. Which topics have you used FutureBeef for?

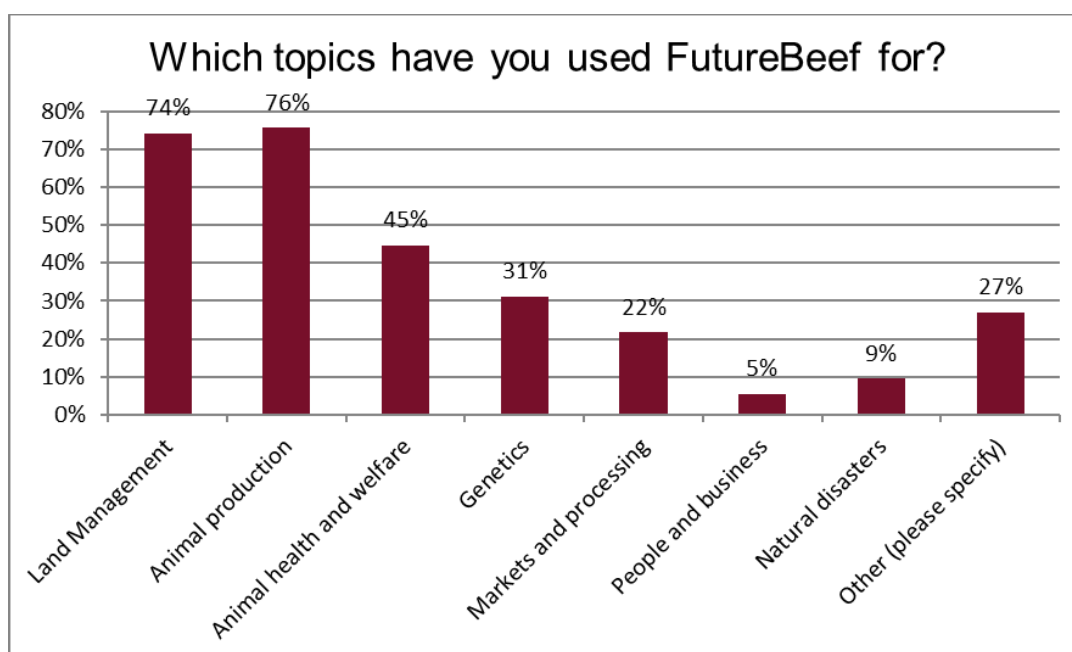| Answer choices	Responses	
Land management	74%	55
Animal production	76%	56
Animal health and welfare	45%	33
Genetics	31%	23
Markets and processing	22%	16
People and business	5%	4
Natural disasters	9%	7
Other (please specify)	27%	20

Figure 16. Which topics have you used FutureBeef for?

Producers reported using FutureBeef for a wide variety of topics, with many focusing on **animal health, nutrition, and land management**. Common areas of interest included *'phosphorus deficiency, giant rats, carbon management and supplements'*, as well as *pasture management, ticks, weeds, and links to seasonal forecasts*. Others sought information on *'early weaning, composite breeding, bull selection, feed quality, and botulism and tetanus issues'*. These responses demonstrate FutureBeef's role in supporting both daily management decisions and long-term planning.

Several producers highlighted the platform's value for **staff development and industry updates**. They accessed the *'events calendar and training for staff'* and kept up to date with *'legislation changes'* and

broader topics like *'sustainability and new technologies'*. One producer explained, *'I explore different things depending on what I read in the bulletin,'* showing how the eBulletin encourages them to investigate new information.

A few producers mentioned using FutureBeef to address specific challenges. For example, one said, *'I ended up phoning the DPI about disease and NLIS as well as supplementary feeding in drought,'* while others looked for content related to *'staff shortages and quality'* or *'availability of government finance for producers, e.g., QRIDA'*.

Some producers admitted they hadn't used the platform recently or couldn't recall specific topics. One noted, *'I'm interested in all aspects of the beef industry, and if the website was more southern focused, I would visit it much more.'* These comments highlight the opportunity to expand FutureBeef's relevance to a broader audience.

Overall, producers are using FutureBeef for a broad spectrum of production, business, and industry topics, ranging from land and pasture management to emerging technologies, pain management, and nutrition.

Q11: Which FutureBeef services or tools do you use most often?

Producers use the website (83%, n=60) and eBulletin (81%, n=58) to a much greater degree than the other services and tools. Case studies (26%, n=19), articles and factsheets (19% n=14), Facebook (18%, n=13), and videos (17% n=12) were favoured next. Followed by webinars (live 13% n=9, recorded 7% n=5) and tools and calculators (14% n=10). Responses for projects and reports (7%, n=5), newspaper features (7% n=5), podcasts (3% n=2) and publications (3% n=) and X/Twitter (91% n=1) were ranked low, and LinkedIn did not rank at all as a tool that is used most often. A shown in Table 18 and Figure 17.

Table 18. Which FutureBeef services or tools do you use most often?

| Answer choices	Responses	
Website: General	83%	60
Website: Case studies	26%	19
Website: Tools and calculators	14%	10
Website: Project reports and updates	7%	5
Website: Publications and books	3%	2
Website: Articles and factsheets	19%	14
eBulletin	81%	58
Webinars (live)	13%	9
Webinars (recorded)	7%	5
Videos	17%	12
Podcasts	3%	2
Facebook	18%	13
X/Twitter	1%	1
LinkedIn	0%	0
Newspaper/media features	7%	5
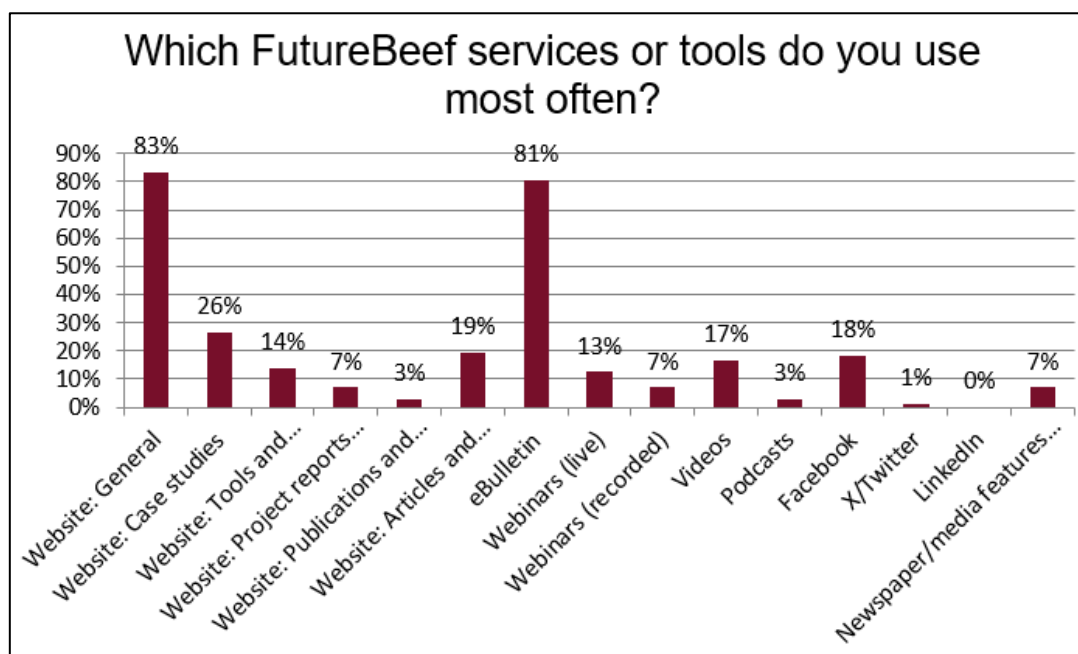
Figure 17. Which FutureBeef services or tools do you use most often?

Practical, easy-to-use tools are appreciated. After the **website and eBulletin**, case studies, Facebook, articles and videos were among the **most valued content formats**, particularly when tailored to local regions. One producer explained, '*I'll watch the video first, then read the article if still interested'.* This suggests that region-specific, story-driven content and flexible media formats enhance relevance and usability.

Webinars were also seen as effective by those who access them, especially when paired with interactive components. '*Webinars are really useful and I appreciate the Q&A sessions,'* said one respondent.

Several producers described FutureBeef's tools as **simple and user-friendly**. One highlighted the value of being able to access content when convenient: '*Website(is) great, can access information 24/7 as needed'.* These responses reflect a general appreciation for the platform's accessibility and straightforward design.

A few producers admitted they hadn't explored many of the tools, often simply because they **weren't aware of what was available**. As one put it, '*I haven't used the tools but should have a look, I wasn't aware FutureBeef had all these resources'.* This highlights a clear opportunity for improving visibility and promotion of underused features.

Some respondents felt the content leaned towards larger producers and would like **to see more tailored information** for smaller operators, although one respondent said, '*I'm a small beef producer, so don't need the site as much'.* Others wanted more region-specific content, particularly for the NT and WA, covering topics like fodder crops, freight savings, and genetics.

Q12: How often do you use FutureBeef tools or services?

Over half of the producers (51%, n=38) use FutureBeef on a monthly basis, followed by a quarter (25%, n=19) of them using it weekly. Twelve per cent (n=9) use FutureBeef every few months, with a few (5%, n=4) accessing it once or twice a year. Three percent use FutureBeef daily, and 4% (n=3) not at all. As shown in Table 19 and Figure 18.

Table 19. How often do you use FutureBeef tools or services?

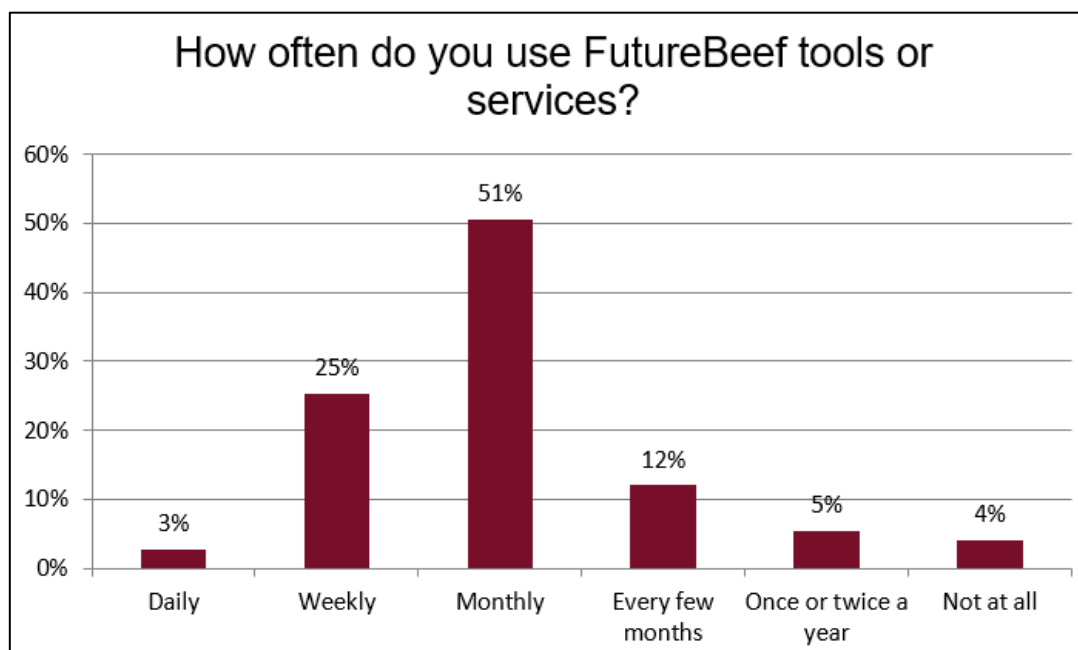| Answer choices	Responses	
Daily	3%	2
Weekly	25%	19
Monthly	51%	38
Every few months	12%	9
Once or twice a year	5%	4
Not at all	4%	3

Figure 18. How often do you use FutureBeef tools or services?

Q13. *Have you made, or are you planning to make, any changes to your enterprise based on FutureBeef information?*

Sixty two percent (n=40) advised they had made changes due to accessing FutureBeef, while 6% (n=4) said they intended to make changes, and 32% (n=21) had not made any changes due to their interaction with FutureBeef. As shown in Table 20 and Figure 19.

Table 20. Have you made any changes to your enterprise based on FutureBeef information?

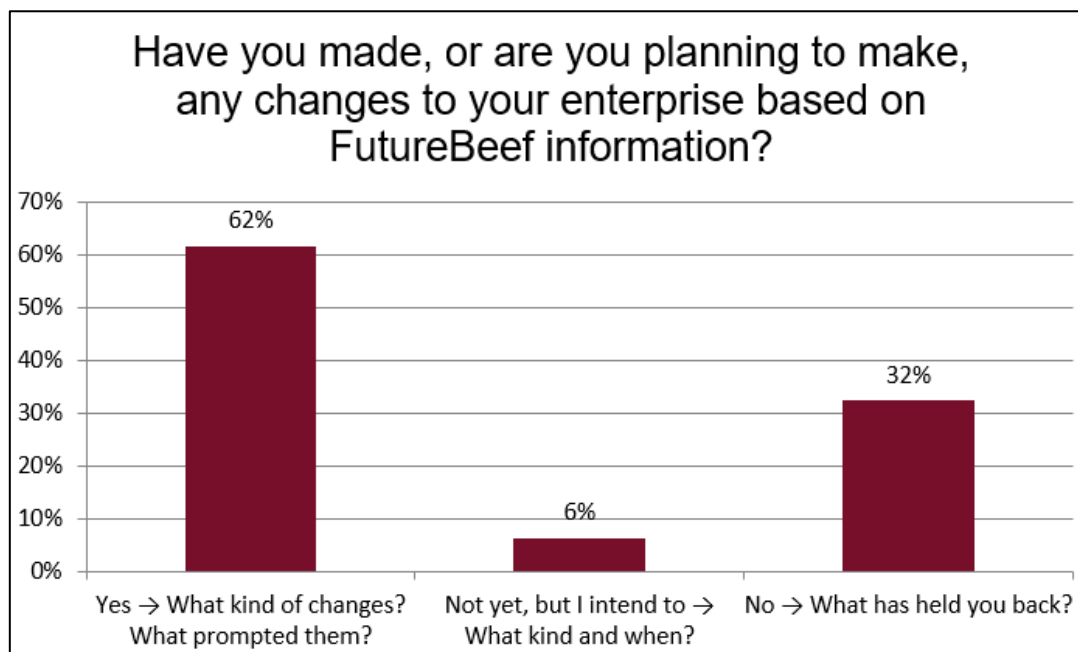| Answer choices	Responses	
Yes → What kind of changes? What prompted them?	62%	40
Not yet, but I intend to → What kind and when?	6%	4
No → What has held you back?	32%	21

Figure 19. Have you made any changes based on FutureBeef information?

Often part of a broader decision-making process. Many producers reported that FutureBeef has contributed to practical changes in cattle and land management, including improvements in vaccination programs, stocking rates, bull fertility, drought planning, and rotational grazing. While often not the sole driver of change, it plays an important role in the broader decision-making process. One producer noted, '*It has influenced us, but not just solely because of FutureBeef*'. Several respondents said it helped reinforce their thinking or supported decisions already underway.

Examples of enterprise-level shifts. Some producers described clear enterprise changes influenced by FutureBeef, such as switching market focus or adopting new breeding strategies. One said, '*Changed type of industry from live export into domestic sales and home kills, read about this in FutureBeef',* while another shared, '*It added to info from other places… we changed to composite breeding'.* These examples show how FutureBeef can contribute to longer-term strategic shifts.

Gradual or early-stage influence. For others, FutureBeef was more of a support tool in the early stages of learning or transition, particularly among newer producers. One producer said, '*As a small producer who only started looking after cattle four years ago, it's helped me with cattle management,'* and another commented, '*used the forage budget when we started to do feed budgeting'.* Others said changes may come in the future as they gain more experience or autonomy.

Helpful for planning, research and benchmarking. A number of respondents mentioned using FutureBeef for planning, including land rehabilitation, grazing land management (GLM), and forage budgeting. One producer noted, '*now plant more legumes than we used to'.* These examples reflect steady, research-informed adaptation.

Some producers did not recall making changes, or said they were unsure whether FutureBeef had influenced their practices. A few said they were too busy to access the website or that decision-making still sat with other family members.

Q14: Is there anything else you'd like to share about FutureBeef—whether from your experience, your observations, or ideas for improvement?

General satisfaction and appreciation. Many producers expressed overall satisfaction with FutureBeef, describing it as a helpful and trusted information source. Comments included, '*Keep up the excellent work*,' '*Really grateful FutureBeef is around,*' and '*It's a great resource. I think as time goes on, we'll use it more*'. Others highlighted its role as a dependable tool: '*A very handy thing to have access to,*' and '*Will always be using it as a freely available information source*'.

Improve visibility and engagement. An issue that was highlighted by a number of respondents, was that FutureBeef could improve marketing and presentation, noting that the platform risks being overlooked. One remarked, '*Now I understand FutureBeef more from this interview – they need to be better at marketing what it does,*' while another advised, '*Try and grab attention with a 1-liner and a great photo. A whole lot of words lose people quickly*'.

Service providers and stakeholders

Ten service providers and three industry stakeholders participated in the FutureBeef phone interviews. Service providers were defined as individual consultants, agribusiness firms, and non-government organisations such as NRM organisations. They can be either public or private organisations. Public service providers are government-funded. Service providers interviewed were part of the ebulletin subscriber list and had either attended activities or used FutureBeef information. Seven of the service providers interviewed were private service providers (consultants), two from NRM organisations and one from agribusiness. Industry stakeholders were defined as having a vested interest in the beef industry. Two of those interviewed were from research organisations, and one from a lobby group.

Q1: Location

These interviewees were predominantly based in Queensland. The remainder were from the Northern Territory and Western Australia. One private service provider interviewed was based in NSW and worked across Australia. All three industry stakeholders were based in Queensland. However, one was active across northern Australia and was able to provide a broad perspective.

Table 21. Which State or Territory are you based in?

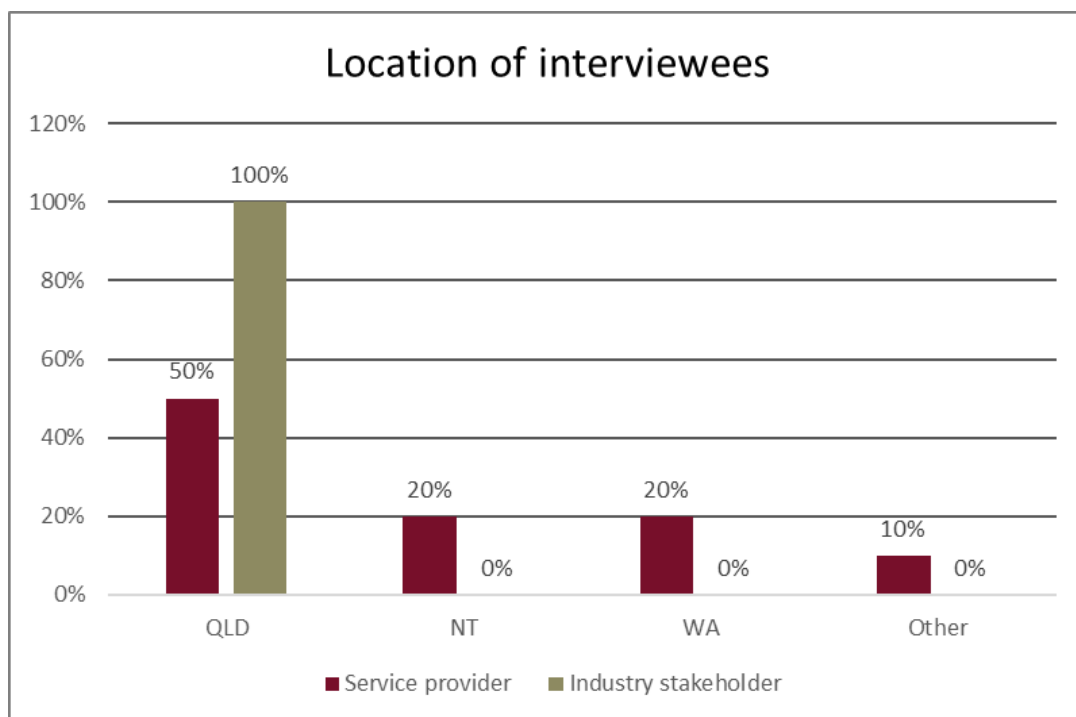| Answer choices	Service providers		Industry stakeholders	
QLD	50%	5	100%	3
NT	20%	2		
WA	20%	2		
Other	10%	1		
Total		10		3

Figure 20. Location of service providers and industry stakeholders interviewed for the review

Q2: Length of time involved in the industry

Most of the service providers (80%, n=8) indicated they have been involved in the beef industry for more than 20 years, with the remaining (20%, n=2) between 10 and 20 years. Two of the industry stakeholders had been involved in the industry between 10 and 20 years. One was unable to answer this question as they worked across sectors.

Table 22. How long have you been involved in the beef industry?

Answer choices	Service providers		Industry stakeholders	
More than 20 years	80%	8	33%	1
10 to 20 years	20%	2	33%	1
5 to 10 years				
Less than 5 years				
Works across sectors			33%	1

Q3: Value of FutureBeef

Interviewees were asked to rate how much they value FutureBeef as a central hub for beef information, as shown in Figure 21. The average score was 6.8 out of 10 (n=10) for service providers and 8 (n=3) for industry stakeholders. Overall, the feedback indicates appreciation for the platform's role in centralising industry information. Service providers lower score reflected two interviewees not using it regularly and two interviewees not viewing it as a one stop shop.
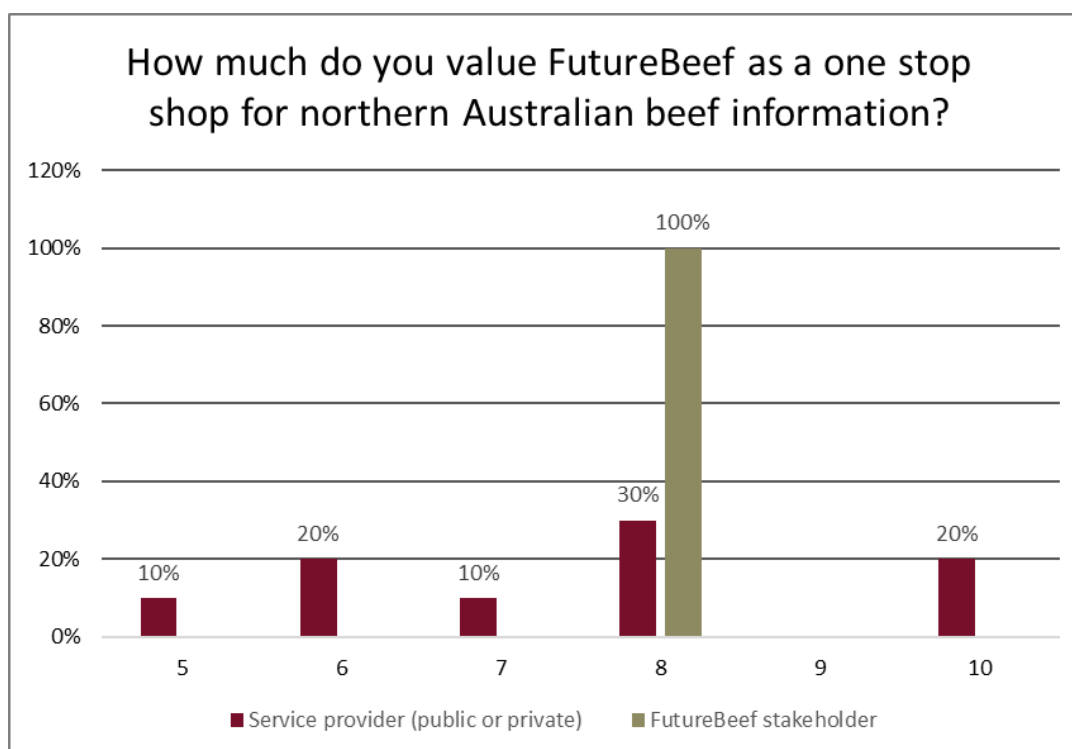
Figure 21. Value of FutureBeef amongst service provers and industry stakeholders interviewed

Q4: Describing FutureBeef

Interviewees were asked to describe FutureBeef and its value to someone who hadn't heard of it. They described a **comprehensive and practical resource** for anyone in the northern beef industry. Interviewees mentioned that *'it's a one stop shop and has everything you need to know about the industry'.* Another said, *'It's a repository of information on various topics relating to beef industry in Northern Australia'.* Interviewees also mentioned that FutureBeef is a **collaborative initiative** involving various government bodies and organisations, including the Queensland government, MLA (Meat & Livestock Australia), and other state agencies. One said, *'Loose network of state DPI across QLD, NT and WA in partnership with MLA. They promote events, circulate newsletters, [and have a] website brand to operate under'.* Interviewees also felt that FutureBeef is valued for its **independent**, **research-based information**. One interviewee said, *'It's a useful way of getting independent information relevant to red meat industry. Timely, topical and has hard data to fall back on'.*

Q5: FutureBeef products and tools used

The website and the eBulletin were the most used FutureBeef resources by service providers and industry stakeholders. This was followed by webinars and social media use varied but was low. Interviewees indicated that the eBulletin while useful tended to be something that was '*flicked through ... don't tend to read unless of specific interest'.* Four service providers indicated that they used FutureBeef weekly and the remaining when required, usually every few months. Two industry stakeholders used FutureBeef monthly and one weekly.

Q6: Influence of FutureBeef on decision making in the northern beef industry

Interviewees were asked whether FutureBeef influences decision-making in the northern Australian beef industry. Many were unsure of or unable to comment on the direct impact FutureBeef has on decision-making. Other interviewees felt that awareness and use of FutureBeef are not universal across the industry. While it's seen as a great resource, its influence on decision-making is somewhat limited due to a lack of widespread usage. One interviewee noted, '*It's a great resource but not all producers use it'.* They also

highlighted that producers tend to seek multiple sources of information and validate decisions with peers. FutureBeef is recognised as being part of this mix, but it's not seen as a primary influencer on its own. It's often used alongside other resources. One said, '*Impossible to answer – people get information from various sources and layer it up for their own decision'.*

Q7: How FutureBeef enables producers to adopt best practices

Interviewees were also asked how they felt FutureBeef enabled producers to adopt best practice. There were several positive ways in which they felt FutureBeef enabled this. Firstly, they felt FutureBeef supported access to independent, evidence-based information. The fact that there is no bias or commercial interest behind the content is valued. They felt there was content in a variety of formats, allowing producers to access information through reading reports, attending webinars, or participating in workshops. They highlighted case studies as being particularly useful. These provide examples that are directly relevant to producers, which helps them better understand how to implement best practices in their own operations. They also felt that the commitment to updating content and making sure it stays current is critical.

Q8: Improvements for supporting best practices

There were areas for improvement for supporting best practice. Suggestions were to consider the need for interpretation and context. Some interviewees felt that while FutureBeef provides valuable resources, producers often need more interpretation or context to fully understand how to apply the information to their specific situations. This highlighted the importance of extension services to support FutureBeef. One summarised this saying, '*... it's great to have all of the information but sometimes need someone to make sense of it'.* Some interviewees also felt that FutureBeef could be more interactive and responsive. The platform is often described as a library of resources rather than a dynamic or interactive tool that can engage users and help them with specific, real-time queries. One interviewee suggested '*... a chatbot/chat function to help people do smarter searches*'. Another suggested simplified summaries or mini snapshots of key information. This would make it easier for producers to quickly assess whether a practice is relevant or actionable. In addition, a few interviewees pointed out that sometimes information on FutureBeef can be outdated or difficult to access. Issues like broken links and the platform's reliance on users' ability to search effectively may limit its support for best practice.

There was also a suggestion that FutureBeef could broaden its sources and partnerships, especially with private sector consultants, universities, and scientific organisations, to bring in a wider range of expertise and increase the platform's reach. This highlighted the potential for competition with private consultants and one service provider expressed concern that government-sponsored free resources may be seen as unfair competition for consultants who provide one-on-one paid services using the same information.

Q7: Final comments

FutureBeef was considered an important and trusted resource in the industry and interviewees felt the team were doing a good job. Awareness is a major issue, with many producers unaware of FutureBeef's existence or its potential, highlighting the need for better promotion and a possible rebranding. The design and branding of the website came up as an area that could use improvement. Interviewees thought that it feels outdated and not particularly engaging. Interviewees also suggested that FutureBeef could better tailor its resources to regional needs and active issues. Other improvements suggested included more promotion to raise awareness about the platform and its capabilities. One commented, '*Surprised at how few people know about FutureBeef. The vast majority of producers when asked haven't heard of and don't know what the FutureBeef team can do*'.

FutureBeef team and Advisory Committee

A total of 14 FutureBeef team members and four Advisory Committee members were interviewed for the midterm review. Most FutureBeef team members described their role as focusing on content development for the website, including webinars, videos, landing pages, social media posts, and articles for the eBulletin. The FutureBeef Project Leader was interviewed in a dual capacity—as both a team member and an Advisory Committee member—but was only counted as an Advisory Committee member in response to duplicate questions.

Q1: Workplace and location

Among team members, most interviewees were employed by the Queensland's Department of Primary Industries (DPI) (see Figure 22). Three were from the Northern Territory's Department of Agriculture and Fisheries (DAF), two from the Western Australia's Department of Primary Industries and Regional Development (DPIRD), and one from Meat & Livestock Australia (MLA). Within the Advisory Committee, two members were from DPI, one member represented DAF and another represented MLA.
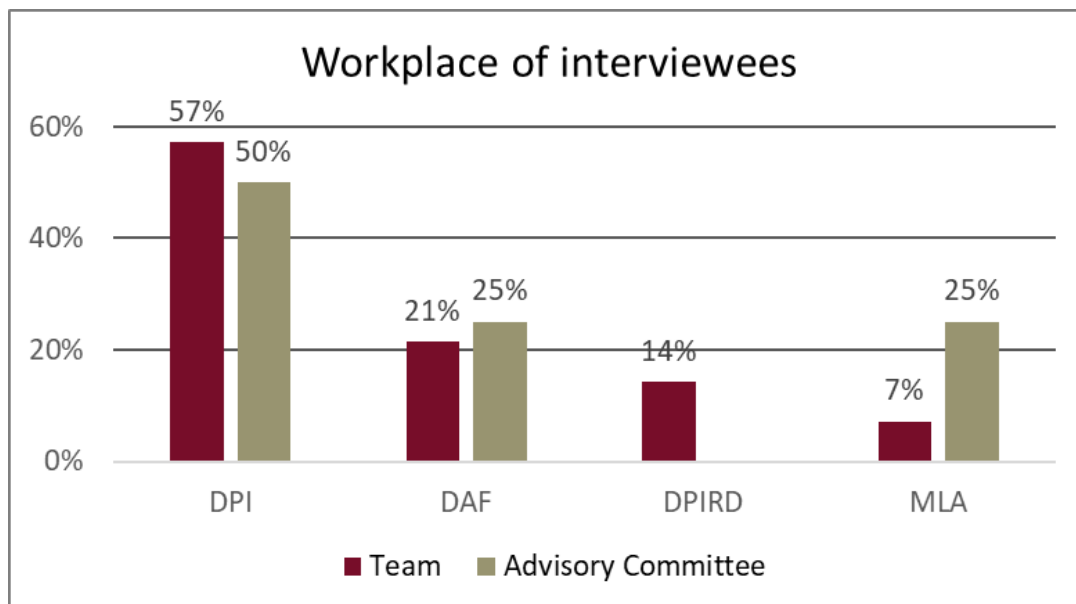

Figure 22: Workplace of interviewees

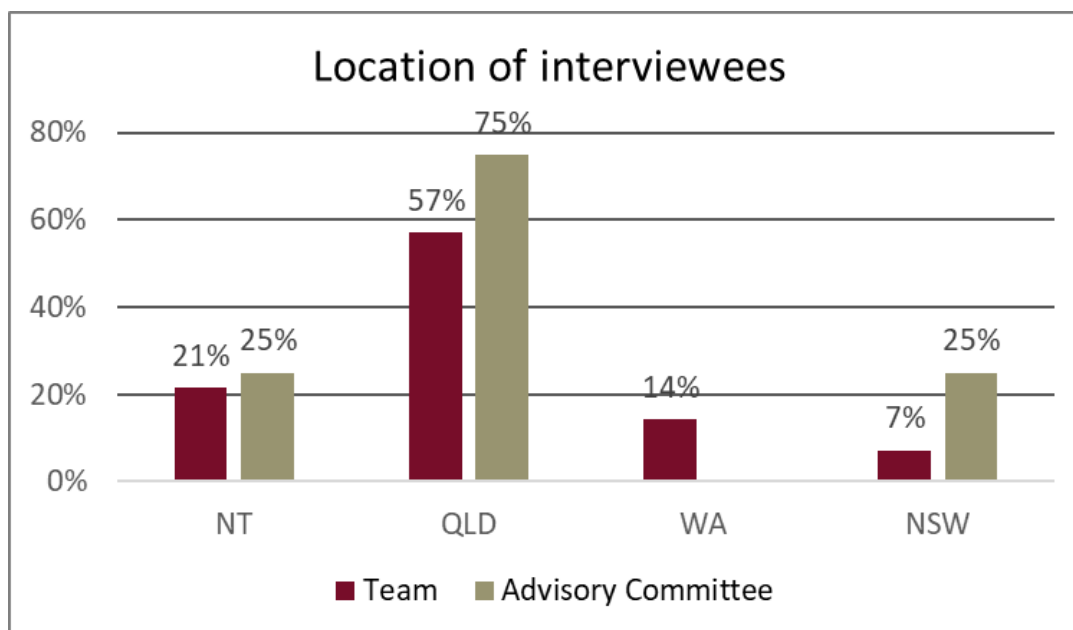Most interviewees were based in Queensland, as shown in Figure 23.

Figure 23: Geographic location of interviewees

Q2: Length of time involved in the industry

The majority at worked in the beef industry for more than 5 years (see Figure 24), indicating strong sector knowledge and familiarity with stakeholder and producer needs.
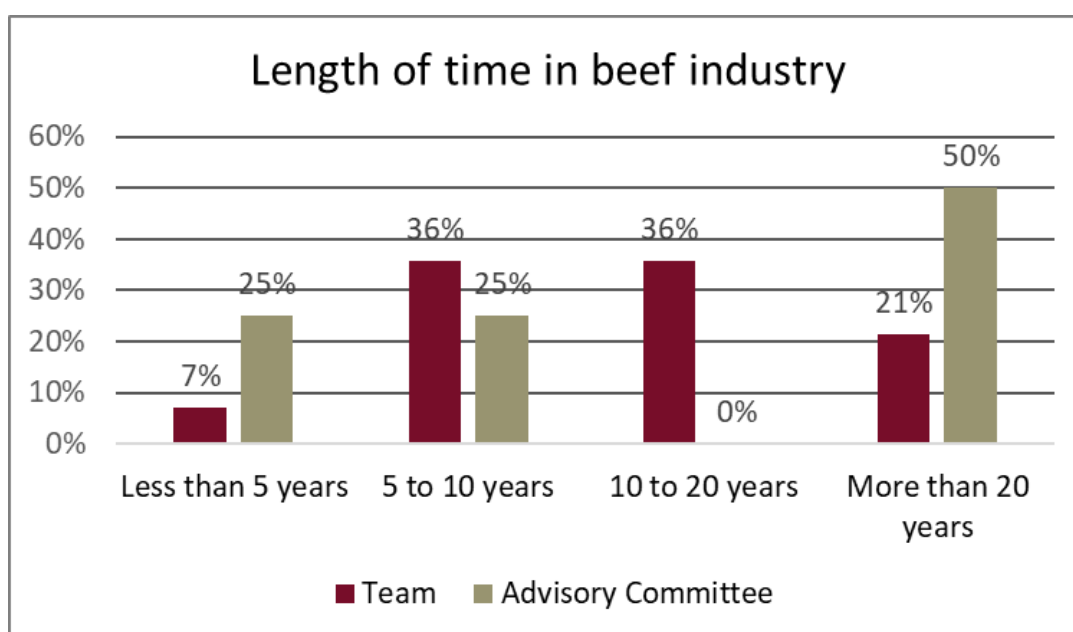

Figure 24: Professional experience in the beef industry of interviewees

Q3: Value of FutureBeef

When asked to rate the value of FutureBeef as a one-stop shop for North Australian beef information on a scale from 1 to 10, team members gave an average score of 8.5, while Advisory Committee members gave an average of 8.25 (see Figure 24). All interviewees rated FutureBeef above average.
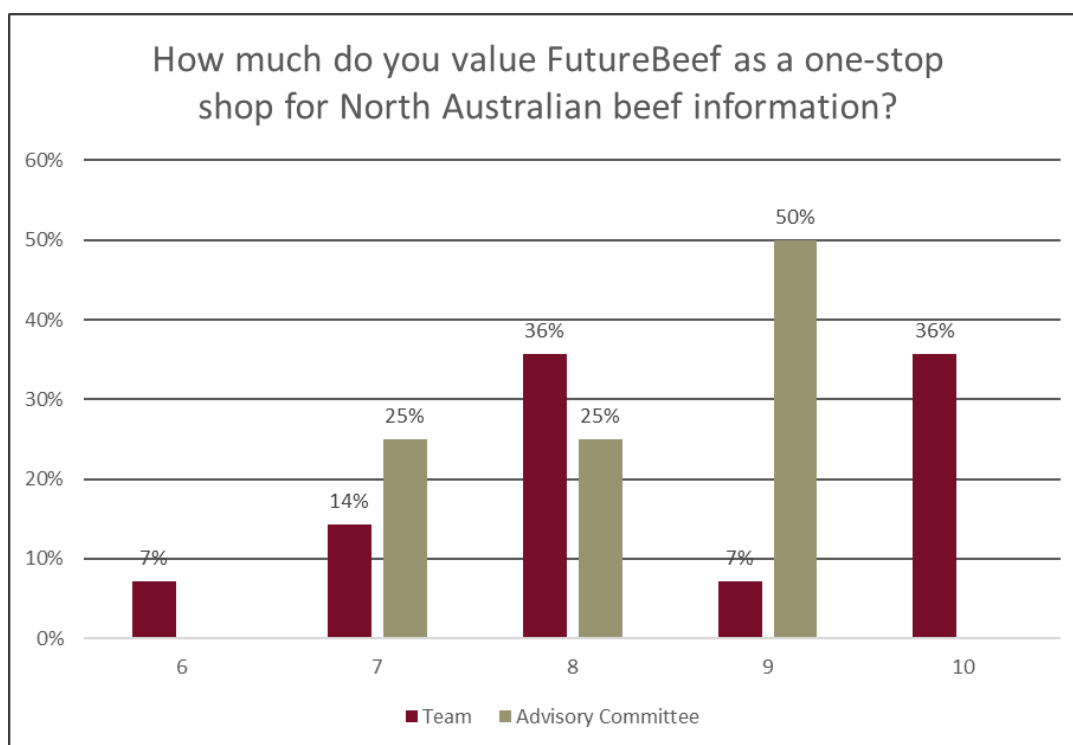
Figure 25: How much do you value FutureBeef?

Overall, interviewees thought that FutureBeef was a source of high-quality content. Interviewees described FutureBeef as a very important repository for extension resources.

Q4: Describing FutureBeef

Interviewees consistently described FutureBeef as a source of high-quality, evidence-based content and a valuable repository for extension resources. Its key strength lies in acting as a central hub where a wide range of users across the industry can access useful and relevant information. One interviewee explained:

> It is a hub for independent information – we are not aligned to brands or companies – and we provide up to date and accurate information and we share the most relevant scientific information and make it accessible and relevant to producers.

Another added, it is 'incredibly useful for producers to have information in one location'.

Q5: Influence of FutureBeef on decision making

While FutureBeef was widely recognised as a valuable source of information, interviewees gave a broader range of scores when asked how much they believed it influenced decision-making in the northern beef industry (see Figure 26). Three interviewees declined to answer, noting they were unsure. As one explained, 'I don't know if people use it to make decisions'. Among those who responded, the average rating was 5.1 from team members and 6.7 from Advisory Committee members.
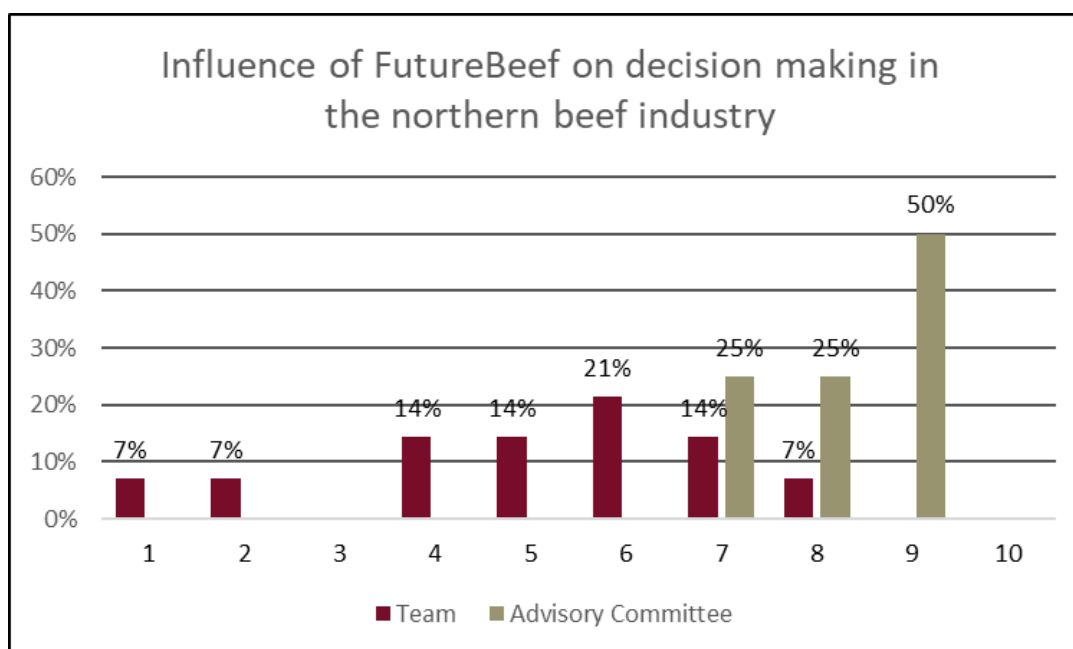
Figure 26: Influence of FutureBeef on decision making in the northern beef industry

Overall, interviewees agreed that while FutureBeef provides relevant and useful information, this alone is not sufficient to drive behaviour change. One interviewee described FutureBeef as something that '*contributes*' to decision-making, clarifying that '*we can't say we have great influence, we provide an opportunity to discuss ideas*'. Another noted that '*adoption is hard from FutureBeef, it is more an awareness raising tool*,' and similarly, '*no producer would look up something on FutureBeef and make a decision on that*'. Although FutureBeef is seen as playing a role in informing decisions, it operates alongside many other factors. At present, interviewees felt that its direct impact on decision-making could not be reliably quantified.

According to team members, the primary audience for FutureBeef is northern Australian beef producers. Both team and Advisory Committee members identified the eBulletin as a key channel for connecting with this audience and delivering value to the industry. Other tools and services perceived as most effective are summarised in Table 23**Error! Reference source not found.**. The table indicates the number of interviewees who think that tool is effective.

Table 23: Most effective FutureBeef tools and services

Tool / Service	Most effective in connecting with audience (Team member, n=14)	Most effective in delivering value to industry (Advisory committee, n=4)
eBulletin	7	2
Facebook	6	0
Webinars	6	3
LinkedIn	6	0
Website (general)	1	2

Both groups saw the multichannel approach as essential to reaching the target audience. Communication channels are interconnected, with most traffic directed back to the website, which serves as the central repository for content such as webinars and case studies.

However, interviewees emphasised that quality content alone is not sufficient to engage the audience. As one noted, '*we have over 1000 pages of info but that's not enough to get people here*'. Awareness of FutureBeef among producers was seen as limited. One interviewee observed that producers who were aware of it tended to be those already engaged in research: '*when I talk to producers, I find that they are aware of FutureBeef but… I am talking to producers highly engaged in research. To engage less keen producers, it's harder. We need to reach those who are sitting on the fence*'.

Interviewees saw FutureBeef's core value in creating awareness and providing rich, accurate, and unbiased information across a wide range of topics, freely accessible to all.

The recent focus on offering more practical guidance – particularly through the *pathways to adoption* pages – was highlighted as a positive development with the potential to increase FutureBeef's impact. As one interviewee described, '*we are moving towards a more practical, incremental implementation way of sharing and displaying information'.* This shift was welcomed by many team members as a step toward strengthening FutureBeef's influence on decision-making and practice change.

However, most producers are hands-on learners who rely heavily on peer-to-peer learning. FutureBeef was not seen as a substitute for physical extension activities or direct engagement with other producers and stakeholders. As one interviewee put it, '*more on the ground data, more case studies to show how things work*' could help reduce barriers to adoption. Another noted the value of engaging, field-based content: '*getting videos done about things in the paddock to be more engaging*' would support uptake.

This feedback indicates that providing practical information and suggestions, beyond the concepts and scientific information, could help increase the relevance and impact of FutureBeef.

Q6: Issues raised

However, several issues were raised that affect the reach and potential value-add of FutureBeef, particularly in the areas of promotion, content, and usability.

Promotion

Interviewees noted that FutureBeef's role within the broader adoption ecosystem is not always clear. One team member shared: '*When I started this job, I couldn't understand what FutureBeef was. I wonder if there's a gap there, about how FutureBeef relates to those people who provide adoption services one-on-one'.*

Clarifying FutureBeef's position would help the team better define its audience and allocate resources accordingly.

Promoting FutureBeef more systematically during extension activities was seen as essential. This includes encouraging advisors and extension officers to reference the source of their information and direct producers to relevant FutureBeef content. As one interviewee put it, '*individual projects and extension officers need to use it and incorporate it in their day'.*

Many team members expressed uncertainty about what promotional strategies were working and indicated a need for more data to support a targeted, strategic approach to content dissemination. Several interviewees recommended discontinuing the use of X (Twitter), citing limited value.

Content

Interviewees based outside Queensland highlighted that a significant portion of content is specific to Queensland's context – its soils, climate, and producers. Increasing the availability of regionally relevant content was viewed as critical for broadening FutureBeef's relevance and reach.

Webinars are resource-intensive and the time it takes to plan and prepare them meant that at times the content was not relevant to current events. Recommendations were made to have a more strategic approach to selecting and scheduling webinar topics was recommended. Several interviewees also suggested reviving the podcast, noting its potential to reach a wider audience. One interviewee described podcasts as '*more consumer friendly, easier to digest*'.

While a few knowledge gaps were identified (such as soil science, business and financial planning, and animal health) interviewees emphasised that content expansion should be balanced with careful curation. The breadth of existing material was seen as both a strength and a challenge. There was a consistent call to review and update current content to ensure relevance and accuracy. One interviewee noted, '*housekeeping is a big job,*' and an Advisory Committee member commented that maintaining content manually was unsustainable. Opportunities to automate updates and reduce duplication by linking to trusted external sources were recommended. As one person advised, '*review what is already out there and stop duplicating'.*

Team members particularly emphasised the need for practical, implementation-focused content, rather than conceptual material alone. Suggestions included developing additional pathways to adoption, expanding case studies, and piloting short modules or courses that producers could complete independently.

Usability

Website functionality and user experience were the most frequently raised concerns. One interviewee commented that the '*website needs a full review, it needs improved useability, more visually engaging and easier to use and find information'.*

The search function was viewed as a major barrier. Interviewees reported that even when relevant content exists, users may be unable to locate it. As one explained, '*we need the website search function to be improved; it is currently terrible. I recommend that people use Google as the platform to search the FutureBeef website. It's a roadblock to people using it, including staff*'.

Suggestions to improve visual layout and modernise the site were also common, along with ideas to enhance interactivity. To reflect producers' preference for peer-to-peer learning, one interviewee proposed developing features that would allow users to ask and answer questions or discuss topics directly on the platform.

Q7: Final comments

Despite a strong commitment to the project, interviewees consistently highlighted limited capacity as a key constraint. Most team members only dedicate a small portion of their time to FutureBeef, making it difficult to address known gaps or implement improvements. As one team member explained, '*the hardest part for us is capacity… we only have limited capacity; if we want to do something we will have to stop something else*'. This limited allocation affects responsiveness and delivery: '*having bigger allocation would reduce the overall workload and allow people to get through what needs to be done*'.

High staff turnover – partly driven by short-term contracts – was also noted as a barrier to effectiveness. New staff require time and support to become familiar with the platform and its tools. In response, the Project Leader emphasised the importance of developing standard operating procedures to ensure continuity.

Advisory Committee members raised concerns about the current funding model, suggesting that FutureBeef should receive permanent funding to ensure sustainability. One member stated, '*it's a great source of info, it's well-known, people do use it, but its impact is not clear and needs to be looked at, it's not sustainable right now*'. The link between funding and the ability to demonstrate measurable impact was noted as a challenge, particularly given the difficulty of attributing behavioural change directly to the platform.

There was also concern that the current focus on predefined targets was limiting the project's ability to reflect, take stock, and pivot when needed. Advisory Committee members suggested scaling back resource-intensive activities with limited impact and reviewing FutureBeef's role and positioning within the broader extension ecosystem.

Despite these challenges, team members expressed strong appreciation for the Project Leader and for the wider team. The project was described as a model of interstate collaboration, though several interviewees noted that expanding collaboration further – across regions, agencies, and roles – could help amplify its impact.

4. Reflections and recommendations

This section synthesises the evaluation findings, highlights what is working well, and sets out a streamlined, prioritised set of actions to strengthen FutureBeef for the remainder of the project.

4.1. What's working well

FutureBeef is recognised as a **credible, independent hub** for northern beef information. Producers, service providers and stakeholders consistently value its ability to:

- Provide a **central, trusted repository** of evidence-based resources ("one-stop shop").

- Facilitate **strong engagement with FutureBeef through the eBulletin**, which links readers to resources, events and updates.

- Offer **on-demand access via the website** to technical content, case studies and tools.

- Enable **flexible, self-paced learning** through factsheets, videos, webinars and podcasts.

- Deliver **practical, diverse formats** and regionally relevant case studies that support adoption.

- Demonstrate **clear contributions to practice change**, particularly in grazing, nutrition and animal health.

A central, trusted and credible information hub

Producers, service providers, stakeholders, and FutureBeef team members describe FutureBeef as a single, independent home for high-quality, research-based resources. Labels such as "one-stop shop", "repository" and "trusted source" recur across interviews, especially from producers who appreciate the absence of commercial bias and the range of topics spanning production, animal health and land management.

Strong engagement through the eBulletin

The eBulletin is FutureBeef's most accessed product. Its concise, skimmable format aligns with northern beef work rhythms and facilitates regular connection to fresh knowledge. Producers and service providers often treat it as a springboard, clicking through to webinars or website articles they might otherwise miss.

On-demand access via the website

The website offers 24/7 access to technical information, case studies and practical tools. Users rely on it as the backbone of FutureBeef's digital delivery, with other channels—webinars, social media and the eBulletin—driving traffic back to this resource.

Flexible, self-directed learning

A mix of factsheets, videos, webinars and podcasts enables producers to learn at their own pace. They use these resources both to solve immediate issues (e.g. animal health concerns, seasonal planning) and to build longer-term knowledge in areas such as grazing management and nutrition. This is useful where those seeking information are remote and time poor.

Practical, diverse formats and regionally relevant case studies

FutureBeef delivers information in multiple formats, accommodating users' differing preferences and limited time. Region-specific case studies and "pathways to adoption" resources make the content tangible and actionable, and service providers value this diversity for supporting their own extension work.

Clear contributions to practice change

Survey and interview data *demonstrate* that producers are applying FutureBeef knowledge to improve pasture management, nutrition, supplementation, vaccination protocols and grazing strategies. While exact attribution is complex, many respondents credit the platform with providing the confidence and detail needed to act.

Similarities and differences across audiences

All groups recognise FutureBeef's credibility and practicality, highlighting the eBulletin's value and the website's centrality. Differences include:

- **Producers** focus on day-to-day utility, emphasising convenience and relevance.

- **Service providers and stakeholders** see FutureBeef as a reference tool that benefits from complementary face-to-face engagement.

- **FutureBeef team members** acknowledge limited capacity and the need for structured promotion and strategic content planning.

Despite these nuances, there is broad consensus that FutureBeef is an important component of northern beef extension and can achieve even greater impact through improved targeting, usability and promotion.

4.2. Areas for improvement and recommendations

While the FutureBeef project is delivering value, several areas were identified where improvements could strengthen accessibility, effectiveness, and long-term impact. The following recommendations draw on feedback from producers, service providers, stakeholders, and the FutureBeef team, with a focus on enhancing usability, visibility, relevance, and delivery efficiency. To support implementation planning, the nine recommendations have been grouped into **high priority**, **medium priority**, and **longer-term actions** based on their urgency, feasibility, and likely impact on producer engagement and project outcomes.

A. High priority

1. **Improve awareness and promotion**

Many producers were unaware of the full range of FutureBeef tools, suggesting that promotional efforts have not fully penetrated the broader northern beef community. Even among subscribers, some only skimmed the eBulletin or used the platform sporadically.

Recommendations:
- Develop **tailored promotional messages** for different audience segments (e.g. small-scale producers, new entrants, NT/WA producers, and ringers). This approach can improve engagement by ensuring the content is relevant and appropriate for the specific needs and challenges of each audience. Use the eBulletin and social media to promote these messages to different segments.
- Ask partners **to use the FutureBeef logo** and backlinks **consistently**. This helps strengthen brand recognition, improve search engine visibility, and reinforce FutureBeef as a trusted source of information across the northern beef industry.
- Continue to **showcase FutureBeef content, tools and events** at field days, workshops, and through industry media such as *Queensland Country Life* and *Beef Central*. Leveraging these channels ensures broader reach among producers and reinforces FutureBeef's role in supporting profitable and sustainable beef businesses. Discontinue promoting content through **Twitter/X**, as so few producers now use that platform.

2. Upgrade website search and navigation

While the FutureBeef website is central to the project, users frequently described it as difficult to navigate. In particular, the **search function** was consistently criticised for returning long lists of links that are hard to interpret or sort. Multiple producers and team members reported relying on external search engines like Google to find FutureBeef content.

Recommendations:

- Add user **filters** (e.g. topic, region, enterprise type) and **user-type pathways** (e.g. 'I'm new to the beef industry' or 'I want to plan pasture improvements').
- Test changes with producers to **pinpoint friction points**.
- Implement an **AI-driven search tool or chatbot**. The integration of an AI-driven search experience would enable delivery of summarised answers, not just search results. Several tools now offer semantic and contextual search, capable of tailoring responses based on natural language queries and user metadata such as regional location, enterprise size, season of year, and recent weather conditions. For instance, a user asking, 'What's the best feed option for calves in northern WA this dry season?' could receive a short, synthesised response with links to relevant factsheets, videos, and events—rather than a list of articles to sift through. Options to consider discussing with your web developer include using **Algolia** (https://www.algolia.com/) in the search bar or the **SmartSearchWP** chatbot (www.smartsearchwp.com/en/), or other plug-ins integrated with OpenAI that are compatible with WordPress.

3. Present information in bite-sized layers

Producers are often time-poor and may struggle to find or digest lengthy or complex information. To better meet their needs, FutureBeef should streamline how information is accessed and presented.

Recommendations:

- **Adopt a tiered content structure** by presenting information using the inverted triangle communication approach where the most important information is presented first (a summary that can be read in 20-seconds), followed by supporting details (a two-minute read) and background context (linking to a full resource). This approach helps audiences quickly grasp the key message in layers—so users can engage at the level that suits them.
- **Create bite-sized, practical content** including printable A4 snapshots promoted through the eBulletin with key tips on practical topics for workers with limited connectivity/digital skills. Encourage these to be displayed in lunchrooms or staff areas where workers such as ringers will see them. Design using the inverted triangle approach so the most important information stands out and include QR codes linking to videos and other resources for deeper learning. Track usage of the QR codes using Bit.ly or similar.

4. Increase eBulletin frequency

The eBulletin is FutureBeef's most widely used product, but its current **monthly frequency** may be limiting ongoing engagement. Interview and survey data suggest many users engage with FutureBeef only when prompted by the eBulletin each month. Additionally, its **length can be overwhelming**. For example, the July edition included 17 news items and 27 events—so long that many Gmail users were required to click 'View entire message,' opening a separate window and breaking the user experience.

To keep FutureBeef front-of-mind, the eBulletin should be sent **more frequently** (weekly or fortnightly) in a shorter, more focused format. Each edition could contain 5–7 items, grouped by theme or region, and include digestible summaries linking to full content. This would reduce cognitive load, improve visibility across devices, and make better use of producers' limited attention spans.

Recommendations:

- Trial a **fortnightly eBulletin** to keep FutureBeef front-of-mind and allow for shorter, more focused editions with 5–7 items each. If successful, consider trialling a weekly edition.
- Group content **thematically** or by region to increase relevance (e.g. 'Top 3 tips for NT producers this month').
- Consider an optional **SMS summary** or **Facebook notification** linking to the eBulletin, to expand the reach of each edition.

B. Medium priority

5. Build region-specific, practical content hubs

Producers and service providers from WA and the NT frequently requested more region-specific content. Others asked for tools tailored to their scale or production system (e.g. small enterprises).

Recommendations:

- Continue to **co-design content** with key contacts from NT and WA regions to ensure relevance. As they are often time-poor, consider phoning them to gather the information, and not just rely on email.
- **Tag content** by region, topic, and enterprise type, and feature regional collections on the homepage.
- Include more real-world **case studies** and practical **how-to guides**, with a focus on step-by-step implementation.
- Continue building out the **'pathways to adoption' model** and consider bundling related content into themed resource hubs.

6. Adopt a proactive content strategy and management framework

Team members noted the challenges of managing a large and aging content base without a strategic framework or automation. Users also identified outdated material and duplication as barriers to trust and usability.

Recommendations:

- Continue to run a **rolling content audit** to archive outdated items and remove duplication.
- Use website analytics (search terms, page views, bounce rates) to **identify well performing content** and user interests (e.g. searches conducted) and create supplementary information that may be of use.

7. Use more producer stories to boost learning

Producers respond to content highlighting what other producers have done. Sharing more of these stories can increase engagement and support behaviour change.

Recommendations:

- Publish more **producer case studies and testimonials,** especially those highlighting before-and-after changes.
- Include more **Q&A-style articles or podcast-style interviews** that highlight producer experiences and insights.
- Offer **webinars with panel discussions** featuring producers sharing practical challenges and on-farm innovations.

8. Promote less used tools

Many producers are unaware of the full range of FutureBeef tools, including useful calculators. Promoting these resources more actively could boost their uptake and impact.

Recommendations:
- Feature **one tool per month** in the eBulletin, with a clear example of how it's used in practice.
- Create a **'Top 5 tools you might have missed'** section on the website or run a webinar to spotlight them.
- Develop **short explainer videos or animations** to show how each tool works and how it helps producers.

C. Low priority

9. Expand content beyond production

While production-focused content remains important, some producers are also seeking information on broader strategic issues that impact their businesses. Expanding the range of topics can help FutureBeef remain relevant and valuable to a wider audience.

Recommendations:
- Provide **regular updates and practical insights** on non-production related topics (such as labour challenges and workforce development, market trends and timing, and sustainability including carbon and climate risk management).
- Collaborate with other respected organisations **along the value chain** to share relevant updates, approaches, and resources, ensuring producers have access to timely, credible, and practical information beyond the farm gate.

10. Secure long-term capacity and partnerships

Capacity constraints were raised repeatedly by team members (particularly those interstate), who juggle FutureBeef work alongside other roles. This affects responsiveness, delivery consistency, and the ability to implement improvements.

Recommendations:
- **Clarify expectations and streamline roles** across jurisdictions by mapping out who is responsible for what aspects of FutureBeef delivery, ensuring alignment across teams. This may involve reviewing current work arrangements, defining core versus optional responsibilities, and agreeing on lead contacts for key topics/regional areas. Clearer role definitions will help reduce overlap, minimise gaps, and support smoother handovers when staff change or are unavailable.
- Explore **further collaboration** with universities, producer groups, and other stakeholders to co-develop or validate content.
- Further develop **internal standard operating procedures** (SOPs) to support onboarding and reduce knowledge loss due to staff turnover. These SOPs should document key processes, content workflows, roles and responsibilities, and platform management tasks to ensure consistency across jurisdictions. Having clear, accessible guidance will make it easier to train new team members, maintain delivery standards, and avoid disruptions when staff move on or change roles.

4.3. Conclusion

The evaluation confirms that FutureBeef continues to deliver **significant value** to northern Australian beef producers and the wider extension network. Its strength lies in the **credibility, accessibility, and breadth** of its resources—particularly the **eBulletin and website**—which are well regarded across stakeholder groups.

A set of recommendations aim to build on the strong foundation already established by the FutureBeef project. By improving visibility, usability, and content relevance—while also addressing internal resourcing challenges—FutureBeef can enhance its value to producers and service providers across northern Australia. Strengthening the platform's strategic focus, diversifying its content, and deepening engagement through peer learning and tailored delivery will help ensure FutureBeef continues to support a more connected, informed beef industry into the future.

Appendices

Appendix A: Online survey instrument
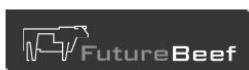
FutureBeef Mid-term Evaluation

FutureBeef is a collaborative project supporting the northern Australian beef industry. It's a partnership between the governments of QLD, NT and WA, and Meat & Livestock Australia. The project delivers a wide range of communication products and services, including fact sheets, videos, webinars, newsletters, and tools to support producers and advisors. https://futurebeef.com.au/

Thank you for taking the time to complete this survey on FutureBeef. We're independent consultants conducting a review of the FutureBeef project, and your feedback will help us better understand what's working, what can be improved, and how FutureBeef can maximise its impact.

The answers you provide will be treated in confidence and only aggregated results will be reported and shared beyond the consulting team. If you have any feedback or concerns about the conduct of this survey you can contact the FutureBeef Project Leader, Nicole Sallur by email at Nicole.Sallur@dpi.qld.gov.au.

This survey should take around 10 minutes to complete and your responses will remain confidential. **By continuing you understand that your participation in the survey is entirely voluntary and confidential.** You are free to withdraw from the survey at any time.

Thank you for contributing your thoughts and ideas!

1. What is your role in the northern beef industry?
   - ◯ Producer
   - ◯ Private service provider (consultant, agent, advisor)
   - ◯ Public service provider (local/ state/ federal government, including NRM groups)
   - ◯ Other (please specify)

2. Where do you primarily work or farm?
   - ◯ QLD
   - ◯ NT
   - ◯ WA
   - ◯ Other (please specify)

3. How long have you been involved in the beef industry?
   - ◯ Less than 5 years
   - ◯ 5 to 10 years
   - ◯ 10 to 20 years
   - ◯ More than 20 years

Use and value of FutureBeef communications

4. How often do you use or interact with FutureBeef tools or services?

- ◯ Daily
- ◯ Weekly
- ◯ Monthly
- ◯ Every few months
- ◯ Once or twice a year
- ◯ Not at all

Further comments (if required)

[ ]

5. How much do you value FutureBeef as a one-stop shop for northern Australian beef information, on a scale from 1 (low) to 10 (high)?

1	2	3	4	5	6	7	8	9	10
◯	◯	◯	◯	◯	◯	◯	◯	◯	◯

Further comments (if required)

[ ]

6. How satisfied are you with each of the following communication tools, again on a scale from 1 (low) to 10 (high)?

	1	2	3	4	5	6	7	8	9	10	N/A
Website	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯
eBulletin	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯
Webinars (live)	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯
Webinars (recorded)	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯
Videos	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯
Podcasts	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯
Facebook	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯
X/Twitter	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯
LinkedIn	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯
Newspaper/media features	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯	◯

Further comments (if required)

[ ]

7. What might make these tools even more useful or valuable for you? If making a suggestion about a specific tool, please give its name first.

[ ]

Evidence of change and impact

8. Have you (or the people you work with) made any practice changes based on information provided by FutureBeef?

○ Yes

○ Not yet, but intend to

○ No

If yes or intend to, could you please provide a specific example of a change.

[text box]

9. In which areas were these changes made? (Select all that apply)

☐ Land management

☐ Animal production

☐ Animal health and welfare

☐ Genetics

☐ Markets and processing

☐ People and business

☐ Natural disasters

☐ Other (please specify)

[text box]

10. Which FutureBeef products or tools supported these changes? (Select all that apply)

☐ Website

☐ eBulletin

☐ Webinars (live)

☐ Webinars (recorded)

☐ Videos

☐ Podcasts

☐ Facebook

☐ X/Twitter

☐ LinkedIn

☐ Newspaper/media features

Further comments (if required)

[text box]

Future improvement and final reflections

11. What's one thing FutureBeef could do differently to be more useful or relevant to you or those in your network?

[text box]

12. Looking ahead, what kinds of services or tools should FutureBeef focus on to stay relevant and useful?

13. Is there anything else you'd like to share about FutureBeef—whether from your experience, your observations, or ideas for improvement?

Thank you for sharing your thoughts and ideas with us!

Appendix B: Interview instrument
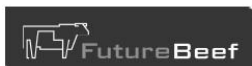
FutureBeef

FutureBeef Mid-term Evaluation: Phone interviews

Interview introduction

Thank you for taking the time to speak with me today. I'm an independent consultant doing a midterm review of the FutureBeef project, and I'd really appreciate your input.

I've only got about 10 main questions to ask, but I may ask a few follow-up questions along the way to clarify or expand on your responses. It'll probably take about 20 or 30 minutes, depending on how keen you are to talk about it. Everything you share will be kept confidential. While your comments may be included in the report, your name won't be associated with them, and they'll be combined with feedback from other participants.

If required: FutureBeef is a partnership between governments and industry across northern Australia that supports beef producers with practical information, tools and training to boost productivity and profitability. The FutureBeef website—futurebeef.com.au—offers a wide range of resources, including fact sheets, how-to videos, recorded webinars, and management guides tailored to northern production systems. They also share timely updates through eBulletins, social media, helping producers stay up to date with the latest research and best practice. We're keen to hear from you about what's working and what could be improved.

1. Are you happy to proceed with the interview?

  ◯ Yes [proceed]

  ◯ No [don't proceed, thank them politely]

2. Name of interviewer

  ◯ Denise

  ◯ Julie

  ◯ Jane

  ◯ John

3. Interviewee's details

Full name

Organisation or property name

Nearest town

4. Whereabouts are you based? (Only ask if not obvious from previous question)

  ◯ QLD

  ◯ NT

  ◯ WA

Other (please specify)

5. How long have you been involved in the beef industry?

○ Less than 5 years

○ 5 to 10 years

○ 10 to 20 years

○ More than 20 years

Other (please specify)

[   ]

6. How much do you value FutureBeef as a one-stop shop for North Australian beef information, on a scale from 1 (low) to 10 (high)?

1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○

Further comments (if required)

[   ]

7. How would you describe FutureBeef and its value to someone who hasn't heard of it?

[   ]

8. How much do you think FutureBeef influences decision-making in the northern beef industry, again on a scale from 1 (low) to 10 (high)?

1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○

Further comments (if required)

[   ]

9. Which FutureBeef products or tools do you use? (Run through list prompting for a quick yes or no)

- [ ] Website
- [ ] eBulletin
- [ ] Webinars (live)
- [ ] Webinars (recorded)
- [ ] Videos
- [ ] Podcasts
- [ ] Facebook
- [ ] X/Twitter
- [ ] LinkedIn
- [ ] Newspaper/media features e.g. Qld Country Life

Which do you think are most effective? What works well, and what could be improved?

10. In your opinion, how does FutureBeef enable producers to adopt best practices? Could anything be improved to support this further?

11. What's one thing FutureBeef could do differently to make its services and tools more useful or relevant to you or others in your network?

12. What best describes your role? (Silent question used to route later questions)

- ○ Producer
- ○ Service provider (public or private)
- ○ FutureBeef stakeholder
- ○ FutureBeef team member
- ○ FutureBeef advisory committee member

FutureBeef Mid-term Evaluation: Phone interviews

Producers

13. What kinds of things do you use FutureBeef for?

☐ Explore topics mentioned in eBulletin, webinars, social media etc

☐ Independently search for information to build understanding

☐ Identify an expert

☐ Solve a specific problem

☐ Other (please specify)

14. Which of the following topics have you used FutureBeef for?

☐ Land management

☐ Animal production

☐ Animal health and welfare

☐ Genetics

☐ Markets and processing

☐ People and business

☐ Natural disasters

☐ Other (please specify)

15. Which FutureBeef services or tools do you use most often?

- [ ] Website: General
- [ ] Website: Case studies
- [ ] Website: Tools and calculators
- [ ] Website: Project reports and updates
- [ ] Website: Publications and books
- [ ] Website: Articles and factsheets
- [ ] eBulletin
- [ ] Webinars (live)
- [ ] Webinars (recorded)
- [ ] Videos
- [ ] Podcasts
- [ ] Facebook
- [ ] X/Twitter
- [ ] LinkedIn
- [ ] Newspaper/media features e.g. Qld Country Life
- [ ] What works well and what could be improved?

16. How often do you use FutureBeef tools or services?

- ( ) Daily
- ( ) Weekly
- ( ) Monthly
- ( ) Every few months
- ( ) Once or twice a year
- ( ) Not at all

Further comments (if required)

17. Have you made—or are you planning to make—any changes to your enterprise based on FutureBeef information?

○ Yes → What kind of changes? What prompted them?

○ Not yet, but I intend to → What kind and when?

○ No → What has held you back?

Explanation:

```
```

FutureBeef Mid-term Evaluation: Phone interviews

Service providers

18. In your role, what are the main ways you engage with FutureBeef services and tools?

☐ For research

☐ In extension

☐ In consulting

Other (please specify)

```

```

19. Which FutureBeef services or tools do you rely on most in your work with producers?

☐ Website: General

☐ Website: Case studies

☐ Website: Tools and calculators

☐ Website: Project reports and updates

☐ Website: Publications and books

☐ Website: Articles and factsheets

☐ eBulletin

☐ Webinars (live)

☐ Webinars (recorded)

☐ Videos

☐ Podcasts

☐ Facebook

☐ X/Twitter

☐ LinkedIn

☐ Newspaper/media features e.g. Qld Country Life

☐ What works well and what could be improved?

```

```

20. How often do you engage with FutureBeef tools or services?

◯ Daily

◯ Weekly

◯ Monthly

◯ Every few months

◯ Once or twice a year

◯ Not at all

Further comments (if required)

[ ]

21. Have you observed producers making (or intend to make) changes based on FutureBeef information?

◯ Yes → What types of changes have you seen? What helped?

◯ Not yet, but I intend to → What kind and when?

◯ No → What do you think held them back?

Explanation

[ ]

22. Have you used information from FutureBeef to improve or update the advice you provide to producers?

◯ Yes → What types of information/ advice?

◯ Not yet, but I intend to

◯ No → Why not?

Explanation

[ ]

FutureBeef

Stakeholders

23. Which FutureBeef services or tools do you rely on most in your work with producers?

☐ Website: General

☐ Website: Case studies

☐ Website: Tools and calculators

☐ Website: Project reports and updates

☐ Website: Publications and books

☐ Website: Articles and factsheets

☐ eBulletin

☐ Webinars (live)

☐ Webinars (recorded)

☐ Videos

☐ Podcasts

☐ Facebook

☐ X/Twitter

☐ LinkedIn

☐ Newspaper/media features e.g. Qld Country Life

☐ What works well and what could be improved?

24. How often do you engage with FutureBeef tools or services?
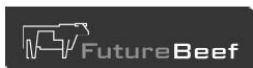
○ Daily

○ Weekly

○ Monthly

○ Every few months

○ Once or twice a year

○ Not at all

Further comments (if required)

25. Have you observed producers making (or intend to make) changes based on FutureBeef information?

○ Yes → What types of changes have you seen? What helped?

○ Not yet, but I intend to → What kind and when?

○ No → What do you think held them back?

Comments:

FutureBeef team

26. What is the main focus of your role in the FutureBeef team?

27. Are there any knowledge areas missing from FutureBeef website, and if so, how would including these help?

28. Who do you see as the key audiences for FutureBeef, and how are services promoted to them? How could awareness or engagement be improved among producers or service providers?

29. Which FutureBeef services or tools do you find most effective in connecting with your audience?

- [ ] Website: General
- [ ] Website: Case studies
- [ ] Website: Tools and calculators
- [ ] Website: Project reports and updates
- [ ] Website: Publications and books
- [ ] Website: Articles and factsheets
- [ ] eBulletin
- [ ] Webinars (live)
- [ ] Webinars (recorded)
- [ ] Videos
- [ ] Podcasts
- [ ] Facebook
- [ ] X/Twitter
- [ ] LinkedIn
- [ ] Newspaper/media features e.g. Qld Country Life

What works well and what could be improved?

30. Are there any processes or procedures that make your job harder or limit your effectiveness? What changes would help you deliver FutureBeef more effectively?

31. Looking ahead, what improvements would increase FutureBeef's impact with producers and other audiences?

FutureBeef Mid-term Evaluation: Phone interviews

FutureBeef advisory committee

32. On a scale from 1 (low) to 10 (high), how effectively does FutureBeef draw on current research, industry insights, and stakeholder input to inform its services and tools?

1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○

What opportunities might there be to strengthen how this information is sourced or applied?

33. What key content or knowledge areas might be missing or underrepresented in the program? How would including these enhance outcomes for producers or service providers?

34. Who do you see as FutureBeef's primary and secondary audiences? How well is the program reaching and engaging with them? Where could awareness or engagement be improved?

35. Which FutureBeef services or communication tools do you believe are most effective in delivering value to producers or the wider industry?

- [ ] Website: General
- [ ] Website: Case studies
- [ ] Website: Tools and calculators
- [ ] Website: Project reports and updates
- [ ] Website: Publications and books
- [ ] Website: Articles and factsheets
- [ ] eBulletin
- [ ] Webinars (live)
- [ ] Webinars (recorded)
- [ ] Videos
- [ ] Podcasts
- [ ] Facebook
- [ ] X/Twitter
- [ ] LinkedIn
- [ ] Newspaper/media features e.g. Qld Country Life
- [ ] Comments

36. What major industry programs does FutureBeef link with or promote? Are there program-level improvements that could support this further?

37. What aspects of program design, coordination or governance might be refined to improve FutureBeef's effectiveness or responsiveness?

38. Looking ahead, what strategic improvements might enhance FutureBeef's relevance and impact in the next 3 to 5 years?

39. Is there anything else you'd like to share about FutureBeef's performance, potential, or role in the industry?

FutureBeef Mid-term Evaluation: Phone interviews

Final common question

40. Those were all the questions I had for you, but is there anything else you'd like to share about FutureBeef—whether from your experience, observations, or ideas for improvement?

Thank you for sharing your insights with me today, I really appreciate it.

Appendix C: List of interviewees

The following is the list of people interviewed for the FutureBeef midterm review. To maintain confidentiality, responses were de-identified during analysis and reporting. In addition, quotes have not been attributed to individuals.

Producers	
Joe Atkins	Lachlan Lynch
Charles Baritling	Sarah Malloy
Matt Barrett	Ken Mckenzie
Victoria Bennett	John McLean
Monique Betts	Don and Wendy McLennan
Locksley Bishop	Kate Morgan
Chris Black	Sandy Mulcahy
Tamara Boshammer	Nick Murray
Robert Braes	Jeremy Obrien
Mark Brown	Katie O'Donoghue
Doug Brownlie	Kirstie Olive
Tim Burns	Andrew Percy
Dan Coaster-Garton	Nicola Pickering
Jennifer Colston	Greg Pomfret
Tammy Comiskey	Binoy Ponnachan
Len and Kate Cover	Michael Porter
Anthony Cox	Angus Propsting
Matthew Crowther	Peter Ramsey
Glenn Dale	Scott Rathbone
Chelsea Dodds	Dennis Richardson
Mieke Elder	Fiona Rolls
Warren Evans	Gill Russell
Blair Evans	Kaara Shaw
David Fallon	Wendy and Pete Sheehan
Pip and Stirling Feron	Glen Sibson
Kylie Fisher	Graeme and Diane Smith
Liam Forrester	Johnelle Stevens
Calvin Gallagher	Rachael Stone
Susan George	Jake Stringer
Bevan Glasgow	Andrew Stubbs
Brad Hall	Joseph Tully
Ali Howard	Georgia Vermey
Lachlan Jensen	Boyd Webb
Dave Joseph	Wendy Whittaker
Jim King	Darryl Whittington
Thomas Lavel	Jordon Young
Ray Lord	Ashley Zischke

Industry stakeholders
Cameron Leckie, UniSQ/ SQNNSW Innovation Hub
Paul Burke, NABRC
Roxane Blackley, Desert Channels Queensland

Service providers	
Whitney Dollemore, private	Bradley Oleksyn, public
Matthew Fletcher, private	Alan Peggs, private
Hannah Goode, private	Rhonda Toms-Morgan, private
Desiree Jackson, private	Dionne Walsh, private
Ian MacLean, private	Eloise Moir, private
FutureBeef team	
Kacie Baker, QLD	Alison Kain, NT
Alice Bambling, QLD	Felicity McIntosh, QLD
Greg Bath, QLD	Carly Mortimer, MLA
Bec Butcher, WA	Nicole Sallur, QLD
Kate Brown, QLD	Katie Schultz, QLD
Mel Dayman, QLD	Jodie Ward, QLD
Stacey Holzapfel, NT	Mary Williams, NT
Ben Jones, WA	
Advisory Committee	
Steven Bray, QLD	Caroline (Caz) Pettit, NT
Sarah Hassall, MLA	Nicole Sallur, QLD