

SUPPORTING INFORMATION



STATUS OF MLA'S 2017–18 KEY PERFORMANCE INDICATORS

AS AT 30 JUNE 2018

Status	Symbol	2017–18 KPIs in MLA's Strategic Plan 2016–2020	KPIs from MLA's Annual Investment Plan 2017–18	Total result	Percentage
Achieved	●		134	134	63.5
Partly achieved	●		22	22	10.4
Not achieved or not on track	●	4	30	34	16.1
Not available	●		1	1	0.5
On track to being achieved by 2020	●	20		20	9.5
Total		24	187	211	100.0

2017–18 KPI	Status	Commentary
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PROGRAM: Animal health and welfare

SUB-PROGRAM: Animal health		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT		
Strategic plan KPI: Two new products including vaccines, diagnostic tests and tools to reduce the cost and welfare impact of endemic and emergency disease in Australia	●	Negotiations are underway for the commercialisation of a novel Johne's Disease and cattle tick vaccine. Producers will soon have a benefit-cost calculator for interventions against endemic disease diagnosed at slaughter.
Foot and mouth disease risk management program phase three underway through the Rural R&D for Profit program	●	Phase three underway and running to plan. It is due for completion in August 2020.
One project underway to include cattle in ParaBoss	●	One project underway and running to plan. It is due for completion in December 2018.
At least eight new levy-funded animal health projects emanating from the first two open calls contracted and underway	●	All eight projects running to plan. Five of these projects relate to parasites.
At least six new MDC-funded animal health projects contracted and underway	●	All six MDC-funded projects are underway and running to plan.
Improved diagnosis and prevention of sheep footrot, resulting in determination of serogroup and virulence from a swab by molecular means	●	The PCR method greatly reduced the time needed for a serotype diagnosis, but could not indicate virulence.
A suite of new tick vaccine research underway: protective effect of novel antigens (completed in 2017 – commercialisation potential to be evaluated) and innovative delivery methods for sustained release	●	There are two tick vaccine research projects underway. One is aimed at a slow release formulation of the Bm86, the other at developing a vaccine containing a variety of antigens from the Beef CRC.
Commercial evaluation of Remote Early Disease Identification technology completed and reported to industry	●	This project has been completed and results, which were equivocal, have been reported to industry. A small, subsequent project has been initiated to improve the system's ability to detect cattle that are suffering respiratory disease.
Commercial evaluation of Bovine Respiratory Disease vaccination practices for the backgrounding supply chain completed and reported to industry	●	This large-scale study, involving 7,302 cattle across six sites in Australia, measured the effects of seven respiratory vaccines, administered to cattle in local backgrounding facilities and at entry to the feedlot, on feedlot health and growth rate. The results have been reported to industry.
Commercial evaluation of feedlot acclimation processes completed and reported to industry	●	This large-scale trial, involving 9,533 conventional control cattle and 9,518 acclimation treatment cattle, across 50 pen replicates and five feedlot sites, found no significant effects of acclimation on health or on-feedlot production metrics, carcass attributes or faecal cortisol variables. The results have been reported to industry.
Baseline assessment of the economic impact of clinical and subclinical Bovine Respiratory Disease established for the Australian feedlot industry	●	Project work was delayed, due to lack of cattle availability, but has now been completed and data is being analysed. Results will be available in 2018–19 and will be reported to industry.
Animal Health Management Plan and training materials developed and made available to industry	●	Antimicrobial Stewardship Guidelines have been completed and made available to all accredited feedlots and service providers in the feedlot sector. Industry training will be rolled out when the training materials are finalised in late 2018.

2017–18 KPI	Status	Commentary
SUB-PROGRAM: Animal welfare		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT		
Strategic plan KPI: Restrict % consumers limiting red meat consumption due to animal welfare concerns to 7%	●	June 2018 consumer survey results found that only 2.7% of consumers eat less red meat due to animal welfare concerns.
Less than 7% of the community limiting red meat consumption due to animal welfare concerns	●	June 2018 consumer survey results found that only 2.7% of consumers eat less red meat due to animal welfare concerns.
Welfare strategic partnership launched and at least 10 risky blue sky programs of work soundly established	●	The Strategic Partnership for Animal Welfare RD&A was launched in 2017. Two welfare benchmarking projects for cattle and sheep have been established.
Practical welfare assurance schemes for red meat scoped	●	A review of existing on-farm systems has been undertaken and a preliminary investigation of a voluntary on-farm animal welfare system has commenced.
Commercial track for NumNuts identified	●	A commercial path has been identified, although the instrument is still undergoing fine-tuning in field testing. A pack of lignocaine specific for NumNuts still needs to be registered.
Heat load forecast service updated and transitioned to commercial funding model	●	The feedlot industry heat load forecast service was updated prior to, and operated successfully for the 2017–18 summer period. ALFA will fund the operation of the service from the grainfed marketing levy stream for 2018–19 to ensure access fees are not a barrier to feedlot usage of the service.

PROGRAM: Domestic market

SUB-PROGRAM: Market knowledge (domestic)		
PILLAR 2: MARKET GROWTH AND DIVERSIFICATION		
PILLAR 6: STAKEHOLDER ENGAGEMENT		
Strategic Plan KPI: Improve proportion of users who find MLA Market Information 'extremely or highly valuable' to 60%	●	The proportion of users rating market information highly/extremely valuable was 65%.
High levels of satisfaction (above 85%) by industry stakeholders with MLA's market information services	●	The National Livestock Reporting Service subscriber survey found that 80% of stakeholders were satisfied with MLA's market information services.
Move to ISO 9001:2015	●	The move to ISO 9001:2015 was completed in May 2018 with accreditation being successful.
Deliver Data Capture and Reporting Service upgrade by 30 June 2018	●	Step 1 of the upgrade – the development of the replacement program – is complete. Step 2, which is to roll out the program to the market reporting team, will be completed after 30 June 2018.
High levels of satisfaction (above 85%) by industry stakeholders with MLA's market insights services	●	According to survey results following the publication of Consultation 1 and Consultation 2 documents, more than 90% of stakeholders are extremely/very satisfied with MLA's market insights services.
SUB-PROGRAM: Nutrition		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT		
Strategic Plan KPI: Restrict % of main grocery buyers limiting beef consumption for health reasons to 16%	●	Despite heightened media coverage, main grocery buyers limiting beef consumption has remained steady at 16%.
Strategic Plan KPI: Restrict % of main grocery buyers limiting lamb consumption for health reasons to 20%	●	The number of main grocery buyers limiting lamb consumption for health reasons has decreased to 10%.
Eight peer reviewed papers published	●	Eight peer reviewed papers have been published and posted on MLAhealthymeals.com.au, along with two videos summarising three nutrition research projects.
Eating red meat three or more times a week is recommended by 75–80% of general practitioners and dietitians	●	Two separate surveys revealed 68% of general practitioners and dietitians recommend 130g red meat three to four times/week.
Balanced media coverage of red meat and health issues (>75% positive and neutral coverage)	●	73% of media coverage on red meat and health issues was positive and/or neutral.
Consumers limit red meat consumption for health reasons (16% beef; 19% lamb)	●	16% of consumers are limiting beef and 10% of consumers are limiting lamb due to health reasons.

2017–18 KPI	Status	Commentary
SUB-PROGRAM: Marketing and promotion (domestic)		
PILLAR 2: MARKET GROWTH AND DIVERSIFICATION		
Strategic Plan KPI: Increase % of domestic main grocery buyers willing to pay a premium for Australian beef to 22.2%	●	23% of domestic main grocery buyers are willing to pay a premium for Australian beef.
Strategic Plan KPI: Increase % of domestic main grocery buyers willing to pay a premium for Australian lamb to 20.8%	●	23% of domestic main grocery buyers are willing to pay a premium for Australian lamb.
Year-on-year increase in main grocery buyer endorsement of the statement “Willing to pay more for beef/lamb” to 20% (beef) and 22.5% (lamb) from 19% in 2015–16 (beef) and 21% in 2015–16 (lamb)	●	Main grocery buyers willing to pay more for beef/lamb: <ul style="list-style-type: none"> • Beef – 23% • Lamb – 23%
Maintain mean number of serves per week: 1.5–1.7 for beef and 0.7–0.9 for lamb	●	Mean number of serves per week: <ul style="list-style-type: none"> • Beef – 1.71 • Lamb – 0.79
Restrict the percentage of main grocery buyers limiting red meat for health reasons to 15% (beef) and 19% (lamb)	●	16% of main grocery buyers are limiting beef and 10% of consumers are limiting lamb due to health reasons. The KPI for beef (16%) was incorrectly stated in MLA's <i>Annual Investment Plan</i> . The KPI was actually intended to align with the strategic plan KPI (15% limiting beef for health reasons).
70% of participants satisfied with CoMarketing Program	●	CoMarketing participants are satisfied that their program achieved objectives.

PROGRAM: International markets

SUB-PROGRAM: Market access		
PILLAR 2: MARKET GROWTH AND DIVERSIFICATION		
Strategic Plan KPI: Achieve \$15m in new market opportunities by 2019–20	●	Positioning underway for harvesting gains from the Trans-Pacific Partnership, Peru free trade agreement and Pacific Alliance free trade agreement.
Strategic Plan KPI: Deliver \$150m in new export market opportunities	●	Improved access to Indonesia (secondary cuts) and the United Arab Emirates (shelf life) secured. Alleviation plans developed for additional priority non-tariff barriers (establishment accreditation and chilled access to China; shelf life extension in the Gulf Cooperation Council; flat-stacking of sheepmeat carcasses to Mexico) and implementation in progress.
Persuasive and well researched submissions, correspondence and advocacy strategies prepared by MLA are endorsed by industry/peak industry councils; are acknowledged by Government; and support delivery of favourable trade reform outcomes (attribution to MLA)	●	Submissions endorsed: PAFTA; CPTPP; A–EUFTA; EU grainfed beef; UK–Brexit; A–HKFTA; AUSFTA Review; PACER Plus; Pacific Alliance; IA–CEPA – all acknowledged and acted on by Department of Foreign Affairs and Trade/Department of Agriculture and Water Resources.
High level of satisfaction (above 85%) by industry and government stakeholders with MLA's contribution to implementing agreed industry strategies aimed at reducing impact of non-tariff (technical) barriers	●	While MLA's contribution on non-tariff barriers is acknowledged by industry and government stakeholders (73% satisfaction), frustration continues to be expressed regarding the progress in securing traction/resolving certain issues – some of which have been stalled by external political disruption. MLA has developed alleviation plans for each priority barrier and will continue to work in conjunction with Australian Meat Industry Council (as the lead agency) to leverage improvement.
SUB-PROGRAM: Market knowledge (international)		
PILLAR 2: MARKET GROWTH AND DIVERSIFICATION		
High levels of satisfaction (above 85%) by industry stakeholders with MLA's international market information	●	According to survey results following the publication of Consultation 1 and Consultation 2 documents, more than 90% of stakeholders are extremely/very satisfied with MLA's international market information.

2017–18 KPI	Status	Commentary
SUB-PROGRAM: Marketing and promotion (international)		
PILLAR 2: MARKET GROWTH AND DIVERSIFICATION		
Strategic Plan KPI: Increase percentage of global consumers who prefer Australian beef to 22.2%	●	24.6% of global consumers prefer Australian beef, as measured by the annual global tracker.
Strategic Plan KPI: Increase percentage of global consumers who prefer Australian lamb to 20.8%	●	27.2% of global consumers prefer Australian lamb, as measured by the annual global tracker.
Build or maintain customer awareness and preference of Australia's positive attributes (safety, quality) within target range	●	MLA has participated in five major tradeshows, 10 trade seminars and engaged hundreds of end users (supermarket staff, foodservice operators and chefs) to drive increased customer awareness of Australia's positive attributes. This year a global trade survey has been designed to capture customer perceptions (final results were not available at the time of printing).
Build or maintain consumer preference for Australian red meat (relative to core competitive set) within target range	●	MLA conducts an annual global tracker to assess the percentage of global consumers who prefer Australian red meat. Beef scored 24.6% vs target of 22.2% and lamb scored 27.2% vs target of 20.8%.
SUB-PROGRAM: Livestock export market activities		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT PILLAR 2: MARKET GROWTH AND DIVERSIFICATION PILLAR 4: PRODUCTIVITY AND PROFITABILITY		
Strategic Plan KPI: Live Export Global Index complete and cost of delivery reduced by 1%	●	A Live Export Global Index was developed, but the 'cost of delivery' data was not sufficient to validate the Index, especially for overseas markets. MLA is currently working with live exporters to collect more reliable data for both domestic and export situations.
High levels of satisfaction (above 85%) by industry stakeholders with LEP's extension and adoption activities	●	Stakeholders have high levels of satisfaction (85%) with LEP activities.
SUB-PROGRAM: Livestock export research and development		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT PILLAR 2: MARKET GROWTH AND DIVERSIFICATION PILLAR 4: PRODUCTIVITY AND PROFITABILITY		
Support supplied to allow industry to implement Livestock Global Assurance Program or alternate livestock product assurance programs	●	In April 2018, the Australian Livestock Exporters' Council and its members unanimously supported the implementation of Livestock Global Assurance Program. The Program is in the process of being established.
Annual survey of industry and government stakeholders indicates a high level of satisfaction (above 85%) with the conduct of the Livestock Export Program (LEP)	●	According to survey results, the majority of export industry stakeholders rated LEP performance at 85% or above. Government stakeholders are yet to be surveyed, but similar results are expected.
Global index developed to monitor improvements in efficiency of livestock	●	Due to concerns regarding the quality and accuracy of data collected by Euromonitor, this project was terminated. The development of the global index will be revisited in 2018–19.
Export delivery to align with Meat Industry Strategic Plan reporting requirements	●	New markets are being explored where possible in the midst of managing other industry issues. Maintaining the Middle Eastern market was a priority in the last quarter of 2017–18.
Research project implemented to manage heat stress and mortality during summer in hot/dry Middle East environments	●	This research project is ongoing with further validation and scoping research underway and planned.
Reporting framework developed and trialed to support the animal welfare indicators pilot project and broader research data collection	●	This framework has been developed and is being piloted. It is to be rolled out for use by industry in 2018–19.
Research projects implemented to identify suitable environmental monitoring technologies for use on board ships	●	One research project has been approved and integrated into a broader 'project partnership' which will include stocking density research. A working group has been established for this project.

2017–18 KPI	Status	Commentary
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PROGRAM: Eating quality

SUB-PROGRAM: Eating quality		
PILLAR 3: SUPPLY CHAIN EFFICIENCY AND INTEGRITY		
Strategic Plan KPI: Improve the MSA beef eating quality index to 58.61	●	The MSA Index averaged 57.78 in 2017–18, an increase of 0.19 on 2016–17.
Increase MSA registered producers to 55,000	●	A total of 53,317 producers are now MSA registered with 5,070 new registrations in 2017–18.
Increase proportion of national lamb slaughter following MSA pathways to 39%	●	26% of lamb slaughter followed MSA pathways (increased from 23%).
Increase proportion of adult cattle slaughter being MSA graded to 45%	●	43% of adult cattle slaughter MSA graded (increased from 40%).
Improve national MSA Index to 58.81	●	The MSA Index averaged 57.78 in 2017–18, an increase of 0.19 on 2016–17.
Improve compliance to MSA beef requirements to 94.3%	●	Compliance to MSA beef requirements was 94.5% at June 2018.
Successfully achieve ISO 9001:2015 certification	●	ISO 9001:2015 certification was achieved in April 2018.
Successfully pass audit requirements to maintain USDA Process Verified approval	●	A successful USDA audit was completed in December 2018.
MSA Model V1.8 released by pathways committee and approved by MSA taskforce committee for implementation	●	The MSA Model has been approved by MSA Pathways and Taskforce committees for implementation.
Increase number of MSA brands promoted in export markets to 18	●	Twelve MSA brands are actively communicating MSA in export markets through sublicensed supply chains.
Increase the usage of myMSA feedback system to 10,000 visits	●	There were 16,004 visits to myMSA by 6,955 producers at May 2018.

PROGRAM: Environmental sustainability

SUB-PROGRAM: Sustainability (off-farm)		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT		
Form one global partnership to provide solutions to increasing environmental performance through supply chain optimisation enabled by enhanced information systems	●	Global partnership formed through two MLA projects. Investigation into concentrated solar thermal technology for Australian feedlots is underway.
Provide the tools and resources for industry to achieve a 10% reduction in waste or increase in efficiency relative to 2015 levels	●	Tools and resources have been made available to industry to achieve a 10% reduction in waste or increase in efficiency relative to 2015 levels through four MLA projects.
Provide the tools and resources for industry to achieve a 10% reduction in water and energy use intensity relative to 2015 levels	●	Tools and resources have been made available to industry to achieve a 10% reduction in energy use intensity relative to 2015 levels through eight MLA projects. Investment in water efficiency R&D has not occurred as planned due to market conditions.
Secure \$2.5 million in partner investment	●	In excess of \$2.5 million in partner investment was attracted into the program via MDC.
Engage one supply chain in a strategy towards a carbon neutral red meat supply	●	One supply chain partner has been engaged in a concept design of a strategy towards a carbon neutral red meat supply.
SUB-PROGRAM: Sustainability (on-farm)		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT		
Strategic Plan KPI: Restrict % consumers limiting red meat consumption due to environmental concerns to 7%	●	1.8% of main grocery buyers/meal preparers are eating less red meat primarily due to environmental concerns.
More than 60% of new contracts in the Emissions Reduction Fund (ERF) are awarded to red meat properties across Australia and deliver more than \$150 million gross benefit per year to the red meat industry	●	In 2017–18, 48 carbon abatement projects were awarded to the red meat sector (>60% of new projects), which are projected to have an annual income potential of approximately \$12 million/year (collectively).
Within the ERF, more than 300,000 head of cattle in projects are covered by the MLA-sponsored Beef Herd Management Method and earn producers in total \$600–\$900k per year	●	More than two million head are involved in the Beef Herd Management Method with contracts earning more than \$600,000/year.
Investigation commenced on sequestration of carbon under managed savanna burning in northern Australia, so as to assess a potential new ERF method	●	Investigation has commenced with a new project currently in the contracting phase.

2017–18 KPI	Status	Commentary
Deliver report on ways the red meat industry may be carbon neutral by 2030 for consideration by the Cattle Council of Australia	●	Final report for project published in 2017–18.
Complete a 35-year update to the 2012 30-year study on the impact of beef on the environment	●	Project is 75% complete; however, the final report will not be available until September 2018.
Deliver fortnightly seasonal outlooks for producers from the Bureau of Meteorology by June 2018, including forecasts at 60km scale compared with the current 250km	●	The Bureau of Meteorology seasonal outlook is now being delivered fortnightly on a 60km scale.
Initiate a University of Melbourne study with input from producer groups to evaluate profitable grazing systems for pastures in hotter and more variable climates	●	University of Melbourne project has now been contracted.

PROGRAM: Integrity systems

SUB-PROGRAM: Market access science

PILLAR 2: MARKET GROWTH AND DIVERSIFICATION PILLAR 3: SUPPLY CHAIN EFFICIENCY AND INTEGRITY

Maintaining a high level of satisfaction (above 85%) by industry and government stakeholders with MLA's contribution to reducing impact of non-tariff (technical) barriers	●	Survey results revealed 89% of government and industry stakeholders are satisfied with the progress of MLA's market access science program.
Food safety risks associated with Australian product usage in all markets are assessed so that risk management options can be considered	●	A food safety risk profile for the red meat industry did not identify high food safety risks with any Australian meat products. MLA will continue to monitor the situation.
Agree with industry on how to approach the use of new genetic technologies by public health authorities	●	A strategy for using new genetic technologies in food safety studies has been discussed with industry and government stakeholders. Proposals for utilising these approaches will be discussed with industry in 2018–19.
Respond to the new South Korean positive list for residues	●	24 chemicals have been identified that are of moderate to high risk. The Department of Agriculture and Water Resources will respond to South Korea.
Correlation of Cadmium levels between sheep liver and kidney is reported	●	The correlation of Cadmium residues in sheep liver and kidney was found to be poor. Therefore, both offals will need to be tested in future research.
Chilled vacuum-packed shelf life model is validated so as to assist with a more accurate prediction of shelf life	●	The model has been validated and is being used in cold chain and supply chain management investigations, as well as in decision making on the suitability of product for sale.

SUB-PROGRAM: Integrity systems

PILLAR 3: SUPPLY CHAIN EFFICIENCY AND INTEGRITY

Strategic Plan KPI: Increase producer awareness and compliance of integrity systems to 83%	●	ISC's annual integrity survey revealed integrity program awareness levels are 99% for NLIS and NVDs and 93% for LPA in 2017–18.
Integrity Systems Policy Group operational and effective	●	SAFEMEAT's Integrity Systems Policy Group was established in October 2017 and has been operating effectively under its new Terms of Reference.
Industry endorsement of 2025 Integrity System Strategy	●	Industry consultation was conducted with the peak industry councils on the IS2025 strategy in April. Outputs of this consultation phase fed into the development of the key principles for the IS2025 strategy, which were endorsed by the IS Taskforce in May 2018.
Scoping of integrated technical solution for NLIS, LPA and eNVD completed	●	Scoping of an integrated solution for NLIS, LPA and eNVD was completed, adopting core elements of the MLA/ISC design-led thinking approach and building on the myMLA platform.
Pilots commenced for new animal identification and traceability technologies	●	The direction of this project has been varied to reflect a design-led thinking approach to review both a short-term and long-term solution to tag retention issues.
Implementation of LPA animal welfare and biosecurity modules	●	The implementation of two new elements of the Livestock Production Assurance (LPA) program – animal welfare and biosecurity – was achieved as part of a range of upgrades to the LPA program that were rolled out in October 2017.
Implementation of strengthened LPA recommitment process	●	The strengthened LPA reaccreditation process was implemented in October 2017 among a suite of upgrades designed to strengthen the LPA program. As at June 2018 more than 26,000 producers were reaccredited with LPA.

2017–18 KPI	Status	Commentary
Integrity system communication, education and training strategy endorsed by industry to support compliance objectives: <ul style="list-style-type: none"> Livestock consignments accompanied by an eNVD to increase to 15% LPA awareness to increase to 83% 	●	The Integrity Systems Communications and Adoption strategy was endorsed by the ISC Board in May 2018. LPA awareness is at 93% (an increase of 19% on 2016–17 awareness levels). The eNVD adoption figure is slightly below the targeted KPI of 15%, with 11.8% of consignments during 2017–18 accompanied by an eNVD.
NLIS movement recording compliance increased to 95.5%	●	NLIS movement recording compliance was 96.77% for 2017–18.

PROGRAM: Objective measurement

SUB-PROGRAM: Objective measurement		
PILLAR 3: SUPPLY CHAIN EFFICIENCY AND INTEGRITY		
Strategic Plan KPI: Improve beef compliance through optimising efficiency across the value chain to 94.5%	●	In 2017–18, compliance to MSA requirements increased to 94.3%, an increase of 0.8 percentage points on 2016–17.
Rural research and development for profit objective measurement program successfully delivered and reporting accepted by the Australian Government	●	The Advanced Livestock Measurement Technologies (ALMTech) R&D program is on-track and delivering against its KPIs. All scheduled milestone and financial reports have been submitted and accepted by the Department of Agriculture and Water Resources.
DEXA output of carcase lean meat yield delivered in producer feedback from three lamb and three beef abattoirs	●	DEXA systems are installed in two lamb and one beef abattoir. The lamb plants are on-track to deliver lean meat yield data via Livestock Data Link.
Mobile CT system developed for DEXA calibration and research and development data collection	●	The development of a mobile medical CT has been tendered and a supplier selected. The build has not commenced due to co-funding not yet being secured.
Create tools to enable industry to implement value-based pricing models	●	The Lamb Carcase Value Calculator has been updated and industry utilisation supported. A beef version has commenced development through the Advanced Livestock Measurement Technologies program. A market optimisation model has been developed to direct cuts or carcasses to their most profitable market endpoint.
Updated Lamb Carcase Value Calculator utilised by four lamb supply chains to develop an improved understanding of variation in carcase value and providing opportunities to improve value chain profit	●	The Lamb Carcase Value Calculator has been updated and has been utilised by five lamb supply chains.
Funding model for DEXA installation in AUS-MEAT accredited plants finalised	●	An Objective Measurement Adoption Committee has been formed with representatives from peak industry councils and industry to progress industry debate on the most appropriate funding model. A final recommendation has not yet been reached.

PROGRAM: Producer adoption

SUB-PROGRAM: Producer adoption		
PILLAR 4: PRODUCTIVITY AND PROFITABILITY		
Strategic Plan KPI: Engage ≥ 2,000 producers in decision support programs who will improve business performance by ≥ 5% by 2020	●	More than 2,100 producers were engaged in programs to support decision making. The impact on business performance is to be assessed.
Strategic Plan KPI: By 2020, improvement in total factor productivity of: 1.75% (southern beef); 0.5% (northern beef); 0.5% (sheepmeat); 1.5% (feedlot); 0.5% (goat)	●	Projects are in place or being negotiated to build on historic benchmark data for northern and southern enterprises through to 2020 using consistent methodology.
At least 2,500 sheep and cattle producers engage in influence activities	●	1,669 producers have engaged in influence activities across Edge workshops, Bred Well Fed Well sheep and cattle (southern), profitable integration of cropping and livestock and participatory research sites.
At least 900 sheep and cattle producers engaged in involve and partner activities	●	522 producers are directly engaged in PDS and PGS, with 3,079 observers following PDS projects nationally.
At least 3,000 sheep and cattle producers engage in awareness activities	●	Awareness activities including Its Ewe Time Forums, Beef Ups, Pasture Updates, Red Meat Updates and Sheep Productivity and Profitability Webinars engaged 3,900 producers during 2017–18.
On average, participant satisfaction and value scores are greater than 7/10 for awareness and influence activities	●	On average, participant satisfaction and value scores for awareness and influence activities have exceeded 8.5/10.

2017–18 KPI	Status	Commentary
On average, producers participating in influence activities achieve a 75% knowledge and skills improvement score	●	On average producers participating in Edge workshops have achieved a knowledge and skills assessment score of 84.5%. Of those producers who have completed a Bred Well Fed Well workshop, on average 96% have indicated a better understanding of ASBVs, with 98% indicating an improved understanding of the importance of managing female nutrition.
On average, 75% of participating producers make at least one change practice	●	Two PDS projects completed in 2017–18 returned inconclusive results. Further projects are underway where better practice change data may be collected.
Commence at least 10 new Producer Demonstration Sites	●	Eight new PDS projects have commenced, with seven additional PDS projects in contracting phase.
At least 200 businesses involved in Profitable Grazing Systems groups	●	Five groups comprising 78 participants from 64 businesses have engaged in the Profitable Grazing Systems program during 2017–18. Fifteen groups are approaching contracting phase.
At least one new adoption delivery program based around disruptive technology/platforms	●	A joint project with Agriculture Victoria is underway, aiming to maximise the benefit of electronic identification for sheep across the value chain.
At least 30% of MLA sheepmeat and grassfed beef levies are invested in long-term strategic partnerships that address grassroots producers' and industry research, development and adoption (RD&A) priorities and maintain industry RD&A capacity	●	49.5% of MLA sheepmeat and grassfed beef levies were invested through the annual call in long-term strategic partnerships in 2017–18. Any project with at least three years' worth of investment is considered long-term and addresses industry RD&A priorities.
The Producer Innovation Fast-Track program is fully subscribed (value \$4 million) and 75% of participants express satisfaction with the program benefits	●	The pilot program was oversubscribed. 87% of respondents expressed satisfaction with the program benefits.
Feedlot productivity monitoring framework developed to align with <i>Meat Industry Strategic Plan</i> (MISP) reporting requirements	●	A framework for monitoring feedlot productivity measures was developed in 2017–18, with the first round of reporting to occur in 2018–19.
Animal health monitoring framework developed to align with MISP reporting requirements	●	A framework for monitoring animal health parameters was developed in 2017–18, with the first round of reporting to occur in 2018–19.
Feedlot Industry Training and Leadership Development Strategy and implementation plan approved by MLA and ALFA	●	A Feedlot Industry Training and Leadership Development Strategy has been developed and approved by MLA and ALFA. A detailed implementation plan for the strategy has also been developed and approved, with implementation to commence in 2018–19.

PROGRAM: Product and packaging innovation

SUB-PROGRAM: High Value Food Frontiers		
PILLAR 2: MARKET GROWTH AND DIVERSIFICATION		
PILLAR 3: SUPPLY CHAIN EFFICIENCY AND INTEGRITY		
Three new red meat value-adding technology or packaging solutions identified and undergoing research and development via MDC	●	Value-adding technology platforms and solutions under investigation include 3D printed food, freeze-drying and extrusion, as well as active and intelligent smart packaging.
Three new business models validated and ready to launch	●	MDC partnered with six companies in developing value-added export strategies and new business models. These included dry aged beef where ageing is undertaken in transit to Europe, Made in Australia ready meals for Asia markets, beef snacks for Japan, and dumplings containing Australian red meat for China market. These are all planned for launch in 2018–19.
Progress towards 2025 goal for the High Value Food Frontiers program of 50% red meat production converted to high-value product	●	MDC has identified six high value growth themes (snacking, ageing population, experience more, personalised nutrition, food without fear, sustainable food) and commenced engagement on these themes with industry to explore potential high value product and export opportunities.
Communicating the 2Morrow's Food Insights2Innovation market and consumer insights via at least 10 workshops or speaking engagements	●	2Morrow's Food market and consumer insights were communicated via five local and national conferences, 13 presentations to current and potential partners, hackathons, and communication materials and resources, including videos, brochures and media coverage, to create interest and engagement in drivers and opportunities for high value food frontiers innovation strategies.
Meet the agreed, cross-sectoral 2017–18 KPIs for the Rural Research and Development for Profit Insights2Innovation program	●	The Rural R&D for Profit Insights2Innovation project was completed in June 2018, with the final report submitted to the Department of Agriculture and Water Resources detailing the achievement of agreed cross-sectoral KPIs.

2017–18 KPI	Status	Commentary
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PROGRAM: Value chain information and efficiency

SUB-PROGRAM: Digital value chain information		
PILLAR 3: SUPPLY CHAIN EFFICIENCY AND INTEGRITY		
Red meat data system fully scoped and initiated	●	A system to store, link and analyse industry data is currently being scoped and the implementation plan executed.
Five projects initiated exploring application of digital technology with industry data	●	There are more than five projects underway which are exploring digital technologies and generating data.
Initiate an evaluation program to monitor the impact of digital technologies on compliance rates for industry	●	Projects have been scoped to look at the difference Livestock Data Link is making on compliance by comparing users with non-users. Findings are not yet available.
Phase II of myMLA/single sign-on scoped and initiated	●	Phase II of myMLA/single sign-on has been scoped and solution providers are being engaged.
Feedback on 10% of industry throughput is available through Livestock Data Link	●	This KPI was met for animal health and breeder data; however, it fell short for compliance data (8% of industry throughput available).
Industry endorsement of the red meat data system principles and rules	●	The data principles have been developed and endorsed by MLA, but stakeholder engagement and industry endorsement is currently being progressed.
Digital advocates program initiated	●	This program was replaced by the Supply Chain Adoption and Extension Officers and Digital Value Chain Officers, both of which are being successfully developed and deployed.
Solution provider network established	●	The solution provider network is currently being evaluated and a project has been developed to assess commercial opportunities.
myMLA registrations increase to 15,000	●	myMLA registrations exceeded 30,000 at June 2018.
Deliver at least one producer facing digital farm management tool	●	MaiaGrazing Lite, Livestock Labs animal health monitoring implant, SmartShepherd and electronic National Vendor Declarations were all delivered in 2017–18 via MDC.

PROGRAM: Productivity (off-farm)

SUB-PROGRAM: Productivity (off-farm)		
PILLAR 4: PRODUCTIVITY AND PROFITABILITY		
Strategic Plan KPI: Leverage co-investment through the MLA Donor Company (MDC) in the processing automation R&D portfolio by \$10m/year	●	\$12 million was contracted in 2017–18.
Productivity benefit of technologies adopted in 2017–18 and previous years deliver impact of \$30m/year	●	The productivity benefit of technologies adopted in 2017–18 exceeded \$30m/year. The automated lamb boning systems now operating in four production plants are the significant contributors to this impact. In the beef sector, automated rib cutting and load-out automation are the early advances, while BladeStop and spray chilling continue their adoption processes.
80% of the expected outcomes from productivity and logistics investments are achieved, including: <ul style="list-style-type: none"> contract first beef boning sensing and automation module development production demonstration of lamb LEAP V forequarter processing additional lamb middle processing modules trialled prototype demonstration of lamb LEAP II hindquarter processing first automated primal pick and pack plant demonstration first automated carton handling in-plant demonstration 	●	Two significant technology providers for beef boning automation have now engaged via MDC co-funding and are developing system concepts and the first automated module. LEAP V and II have been demonstrated in-plant. Lamb middle processing modules have not been trialled. Automated pack-out and load-out technologies are progressing.

2017–18 KPI	Status	Commentary
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PROGRAM: Productivity (on-farm)

SUB-PROGRAM: Beef productivity		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT PILLAR 4: PRODUCTIVITY AND PROFITABILITY		
Rumen manipulation practices that contribute to improved rangeland productivity of 0.5% by 2020	●	Projects to test practices commenced recently and practices will be adoption-ready in 2018–19.
Reductions in greenhouse gas emission intensities through new technologies	●	New projects which will provide laboratory evidence for greenhouse gas reductions have been implemented prior to field roll out.
Improved breeder herd fertility and reductions in calf loss resulting in 2% increase in weaning rates	●	Field work has commenced to link risk factors to causation and test the effect and cost–benefit of interventions. Adoption of these technologies remains a challenge.
Leverage of production systems such as use of Redlands leucaena for northern bioregions that increases turn-off by 1.5%/year	●	MLA is actively supporting the producer-driven Leucaena Network to provide extension and adoption services that increase uptake on farm. Trials to demonstrate increased turn-off are underway.
Development and demonstration of digital technologies that improve animal and enterprise management	●	Multiple projects based on Hitachi models have been developed and demonstrated. An autonomous drone project is on-track across two commercial properties.
Technologies and practices increase market compliance by 10%	●	Technology that delivers accuracy of P8 fat and body condition score prediction near 90% has been developed. Commercialisation discussions are underway which will achieve the practices when successful.
Feedlot induction automation feasibility study completed, reported to industry, and decision made on progression to commercial implementation	●	The feasibility study concluded automation of the feedlot induction process is feasible. However, further development research is required before it can be implemented commercially. Work is being commissioned to progress this.
Business model for feedlot research and development centre of excellence completed	●	Three potential business models for a feedlot research and development centre of excellence have been developed for industry consideration.
Asparagopsis feeding trial completed, reported to industry, and decision made on progression to commercial implementation	●	The Asparagopsis feeding trial demonstrated complete elimination of rumen methane production. Commercialisation arrangements are being negotiated with CSIRO.
SUB-PROGRAM: Feedbase production and utilisation		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT PILLAR 4: PRODUCTIVITY AND PROFITABILITY		
Strategic Plan KPI: Reduce cost of feral animals and weeds by \$15 million	●	Current estimates indicate the reduced cost of feral animals and weeds is approximately \$17 million, with progress made through the release of the rabbit calicivirus, reporting an estimated average of 36% reduction across the country.
New legume options identified that potentially increase dry matter production by 50% in northern and southern Australia production zones	●	Research reports highlight prospective plants and pasture combinations that can increase dry matter production and fill feed gaps.
Proof of concept of potential 30% reduction in phosphorus costs from more efficient practices and plants	●	Efficient use of phosphorus can be achieved, recognising phosphorus required between species and in the soil.
Genomic tools for annual legumes/phalaris developed to halve generation interval	●	Genomic markers have been published, paving the way to improve pasture breeding and potentially reducing the time required in breeding an improved sub-clover and medics.
Hand-held biomass sensor piloted and mobile device app ready to be commercialised	●	Commercial interest in developing the biomass sensor is being sought.
Seed company partnership in pasture variety testing with >30 trials in 15 locations covering 10 species	●	The Pasture Trial Network has expanded the locations and species being investigated, exceeding targets. Ten seed companies are providing entries.
Reduced rabbit populations from new K5 calicivirus reported from >500 sites nationally	●	The virus was released at >580 sites. Reduced populations have been reported at monitoring sites nationally.
New pig toxin (sodium-nitrate based) submitted for APVMA registration	●	The new pig toxin has been submitted for registration; however, APVMA approval is required before commercial release – duration of the APVMA review is uncertain.
Prospective biocontrol agents identified for blackberry and silverleaf nightshade	●	Agents failed host-specificity testing and will not be released. Non-target species were impacted by the agent.
Redistribution of biocontrol agents for parkinsonia, parthenium and gorse at >200 sites partnering with six local governments and five Landcare groups	●	Distribution of agents for the target weeds was successfully completed across northern and south-east Australia.

2017–18 KPI	Status	Commentary
SUB-PROGRAM: Goat productivity		
PILLAR 4: PRODUCTIVITY AND PROFITABILITY		
Supply estimates, scenario modelling and key messages generated for NSW, leading to informed advice back to industry regarding herd expansion needs providing increased security	●	Population modelling program is on-track with strong engagement from industry.
Benchmarks established for rangeland goat growth rates with and without supplementation, leading to informed and proven advice back to industry to assist with expansion	●	Benchmarks were established and reported back to industry in June 2018.
At least 400 goat producers engaged in awareness activities; at least 50 engaged in influence and motivate activities with on average a 75% knowledge and skills improvement score; at least 50 goat producers enrolled in Profitable Grazing Systems groups with on average 75% making at least one practice change	●	Approximately 220 goat producers engaged in awareness activities as at 30 May through webinars and field days. Four producers were involved in knowledge and skills improvement. No goat producers were involved in Profitable Grazing Systems.
SUB-PROGRAM: Livestock genetics		
PILLAR 4: PRODUCTIVITY AND PROFITABILITY		
Implement single-step genetic evaluation for Angus, Hereford and Brahman (incorporates genomics to estimated breeding values)	●	Single-step BREEDPLAN evaluation implemented for Brahman, Hereford, Angus and Wagyu.
Increase the rate of change in the aggregated beef \$ index values by 5% to \$2.64	●	The aggregated index value for performance-recorded beef breeds increased by 4.5%.
Increase the number of performance recorded beef animals with estimated breeding values from 119,583 to 125,562	●	More than 144,000 2016-born animals' performance recorded in BREEDPLAN.
Develop a nationally coordinated livestock extension and adoption service that increases the effectiveness of use and demand by the commercial producer (managed within MLA)	●	Genetics Adoption Strategy developed and supported by National Livestock Genetics Consortium Taskforce and industry. Genetics adoption steering committee established to oversee implementation of strategy.
Increase the number of animals in the Merino analysis by 5%	●	Animals included in the Merino analysis remained at 110,000.
Increase the numbers in the maternal analysis by 2%	●	Animals included in the maternal analysis increased by 9.8% to 32,500.
Maintain animal numbers in the terminal analysis	●	The number of 2016-born animals with performance submitted to the Terminal LAMBPLAN analysis increased by 2.3% to approximately 98,000.
SUB-PROGRAM: Sheep productivity		
PILLAR 4: PRODUCTIVITY AND PROFITABILITY		
Develop new knowledge to enable producers to increase marking rates by 5% and reduce ewe mortality rates by 1% and deliver through: <ul style="list-style-type: none"> guidelines for management of ewe lambs for reproductive success guidelines for management of modern maternal ewes guidelines for managing ewes in late pregnancy and early lactation when grazing crops guidelines for strategic use of lucerne to improve conception rate 	●	R&D projects have been completed in the four key areas, delivering new management knowledge to enable sheep producers to increase marking rates and reduce ewe mortality. This is now being communicated through MLA and industry partner channels. The guidelines are included in MLA adoption programs such as Bred Well Fed Well and Profitable Grazing Systems.
Delivery of a research, development and adoption investment plan for the mixed farming zone	●	An RD&A investment plan has been developed and delivered to inform future investments in the mixed farming zone.

2017–18 KPI	Status	Commentary
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PROGRAM: Capability building

SUB-PROGRAM: Innovation capability building		
PILLAR 4: PRODUCTIVITY AND PROFITABILITY PILLAR 5: LEADERSHIP AND COLLABORATIVE CULTURE		
Retention of four to six red meat industry participants in the Young Food Innovators program	●	From the program's first cohort, five participants have been retained in the red meat sector. Seven participants from the program's second intake will be retained.
Recruitment of 8–12 young producers into the Young Food Innovators program	●	Fifteen producers took part in the second intake of the Young Food Innovators program.
Implement a program for a Digital Value Chain Officer with three partners	●	Four positions have been contracted with another five going through the approval process.
At least three case studies demonstrate innovation capability development through Insights2Innovation program	●	Five case studies were completed for the final Insights2Innovation report.
33% of current Collaborative Innovation Strategies Program partners successfully adopt the next generation Collaborative ColInnovation Program	●	At least 33% of current Collaborative Innovation Strategic Program partners have successfully adopted this program.
Delivery of the Intercollegiate Meat Judging (ICMJ) annual conference	●	The annual ICMJ conference was held in July 2017.
Delivery of an industry development education program for 20 ICMJ finalists	●	Industry education program held for 20 selected students.
Delivery of an industry insights tour of US and Japan markets for Australian ICMJ team and selected 'young guns'	●	The Australian team toured the US in January 2018 and won two US meat judging contests. Five young guns participated in the Japan tour.
Appoint at least five new PhD students	●	More than five PhD students have been appointed.
At least 10 early career scientists employed in MLA-funded research and development	●	More than 10 early career scientists have been employed by MLA-funded research and development.
At least 10 farm advisors mentored	●	Ten co-funded interns have been embedded in farm management consultancies and are actively participating in mentoring and a structured capability development program.
Delivery of ICMJ program involving a minimum of 120 students	●	The annual ICMJ conference and contest was held for 125 students and their 35 coaches, representing 14 different tertiary institutions including four international teams.
SUB-PROGRAM: Industry leadership and capacity building		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT PILLAR 5: LEADERSHIP AND COLLABORATIVE CULTURE PILLAR 6: STAKEHOLDER ENGAGEMENT		
Conduct a review of the industry leadership scholarships currently provided by MLA to ensure their alignment with achieving MLA's Strategic Plan objectives and maximum value to industry	●	Internal review complete and changes implemented.
At least 10 industry representatives complete media and/or presentation training	●	Forty-one producers participated in MLA workshops in Alice Springs and Albury.
40 industry people identified and trained as industry advocates	●	Thirty-eight advocates trained at an MLA advocates workshop held in Alice Springs as part of Red Meat 2017. MLA also conducted a workshop with its three sponsored Horizon scholars in Albury in August 2017.
Successful implementation of a new 'Building capacity in the grassfed beef industry' project, including a governance gap analysis, director training and skills development	●	This project is underway. Governance review, board and committee professional development is tracking to agreed milestones. The youth alumni strategy has been completed. The committee alumni strategy has commenced.
Eight established sheep industry leaders will have developed high-level governance skills through completion of the Australian Institute of Company Directors course as recipients of a Sheepmeat Industry Governance Scholarship	●	Nine people completed the course in October 2017 through the Sheepmeat Industry Governance Scholarship.
15 emerging sheep industry leaders will have well-developed leadership skills through completion of the second round of the Sheepmeat Industry Leadership Program	●	Sixteen emerging sheep industry leaders completed the second round of the Sheepmeat Industry Leadership Program.

2017–18 KPI	Status	Commentary
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PROGRAM: Communication

SUB-PROGRAM: Communication (community)		
PILLAR 1: CONSUMER AND COMMUNITY SUPPORT		
PILLAR 5: LEADERSHIP AND COLLABORATIVE CULTURE		
Implementation of a new online community engagement platform incorporated within MLA's Domestic Market Strategy	●	Development of the Australian Good Meat platform is ongoing and is now scheduled for launch in early 2018–19.
10% growth in subscribers to and user engagement with MLA's community Facebook page against the 2016–17 benchmark	●	MLA's community Facebook page Target 100 was not actively used in 2017–18 due to the development of the Australian Good Meat platform.
'Virtual reality' demonstration of the sustainability of the red meat industry trialed and introduced to the consumer engagement program	●	MLA's Paddock to Plate Story was launched at the Royal Queensland Show in August 2017 and has since been incorporated into the community engagement program.
At least two teacher-focused events feature MLA educational resources	●	MLA's education resources were featured at the Sydney Royal Easter Show Teacher Development Day and the Primary Industries Education Foundation Australia (PIEFA) Conference and were included in delegate satchels at 30 education conferences and seminars around the country via Kids Media and PIEFA.
A minimum of 70 schools engaging with MLA education materials	●	MLA used numerous education materials to engage with more than 100 schools in 2017–18.
A minimum 750 education resource downloads	●	MLA's new primary/middle school teaching resources 'Cattle and sheep farming today' have achieved more than 2,500 online downloads since launch in January 2018.
Development of an additional two primary school resources	●	MLA introduced a new suite of curriculum-linked resources ('Cattle and sheep farming today') to the education program in January 2018. The suite includes five interactive resources.
SUB-PROGRAM: Communication (stakeholder)		
PILLAR 5: LEADERSHIP AND COLLABORATIVE CULTURE		
PILLAR 6: STAKEHOLDER ENGAGEMENT		
Strategic Plan KPI: Improve stakeholder endorsement of MLA programs to 2.7/5	●	MLA's annual member survey completed in May 2018 revealed overall member satisfaction with MLA was 3.4.
Strategic Plan KPI: Improved industry crisis and issues management capability – one simulation with PICs	●	Internal systems review conducted by MLA. Simulation exercise offered to RMAC but not taken up. MLA support provided to PICs in response to an issue with live sheep exports to the Middle East.
Strategic Plan KPI: Increase member satisfaction with MLA to 3.7/5	●	MLA's annual member survey completed in May 2018 revealed overall member satisfaction with MLA increased from 3.35 in 2017 to 3.4 in 2018.
Strategic Plan KPI: Improve stakeholder endorsement of the value of MLA products and services – methodology, benchmarks and targets set	●	MLA's annual member survey revealed overall satisfaction with MLA communications was up from 6.6/10 in 2017 to 6.9 in 2018; importance of MLA membership up from 7.1 to 7.4; average satisfaction with marketing activities was 6.9; R&D was 6.7 and consumer and marketing insights was 6.6. Value of MLA beef programs ranged from 7 to 8.2, sheep programs from 7.4 to 8.2, and goat programs 6.3 to 8.8.
Development of an implementation plan for the Australian Beef Sustainability Framework	●	An implementation plan was established and the first Annual Update report was released at Beef Australia 2018.
High levels of producer satisfaction (above 70%) with MLA communications	●	Producer satisfaction with MLA print and digital communications rated 7.3/10 in MLA's 2018 member survey.
Increase in media volume and promotion of key messages against the 2016–17 benchmark	●	Overall media volume has increased by 106 clips (July 2017 to May 2018). Volume of coverage increased by 6.8% in targeted print media outlets.
All MLA members with recorded email accounts to be pre-registered for myMLA online services	●	Functionality set up although not instigated yet due to the success of MLA's campaign to drive voluntary adoption of myMLA and other online services.
Completed registrations to myMLA (MLA members and non-members) to exceed 15,000 – with 50% of users having linked an account through single sign-on	●	myMLA registrations now in excess of 30,000 and growing with more than 50% having linked an account through single sign-on.
mla.com.au content and navigation upgraded	●	This is an ongoing project, the first stage of which has been revision of the 'About MLA' website content and home page enhancement based on user feedback.

2017–18 KPI	Status	Commentary
10% growth in subscribers to and user engagement with MLA's Corporate Facebook Page against the 2016–17 benchmark	●	MLA achieved an increase of 26% in Facebook followers and 23% increase in engagement.
Annual Report and Annual Investment Plan supplied on time and endorsed by peak industry councils and the Australian Government	●	The Annual Report 2016–17 was supplied on time and received a Gold Award at the Australasian Reporting Awards. The Annual Investment Plan was also supplied on time and endorsed.
Stakeholder engagement strategy implemented in line with recommendations of the 2015 ACIL Allen Performance Review	●	This process is ongoing, with a stocktake of MLA's stakeholder engagement strategy conducted in April 2017 against the 2015 performance review to measure progress, identify gaps and vulnerabilities and recommend actions. The stocktake identified where MLA has addressed the review's recommendations and findings and areas requiring further work.
High levels of satisfaction (above 70%) recorded by attendees at MLA events	●	Attendee satisfaction with MLA's flagship industry event Red Meat 2017 averaged 8.6/10.

PROGRAM: Corporate services

SUB-PROGRAM: Corporate services		
PILLAR 5: LEADERSHIP AND COLLABORATIVE CULTURE CORPORATE SERVICES		
Successful roll-out of a program-based 'Path to Impact' organisational, reporting and evaluation structure that will maximise industry benefits from MLA's investments	●	Path to Impact structure for investment management established and in use.
Clean audit report received	●	Audit complete and report received.
Internal audit program delivered to the satisfaction of the MLA Audit and Risk Committee	●	Internal audits delivered in accordance with the MLA Audit and Risk Committee work program.
Operation within the framework of the Statutory Funding Agreement with the Commonwealth and statutory obligations	●	A compliance matrix is completed each year to capture MLA operations within the Funding Agreement with the Commonwealth.
Crisis Portal maintained and reflects the latest Risk Management Plan	●	The Crisis Portal is regularly maintained and the Risk Management Plan is updated to reflect learnings.
Risk Management Plan is maintained in accordance with the Board's risk appetite and reflects industry context	●	The Risk Management Plan is maintained and is regularly updated.

COMARKETING PROGRAM PARTICIPANTS 2017–18

Beef CoMarketing	\$
Adams Food Group	2,144
AACo	131,046
Andrews Meat Industries	32,357
Arcadian Organic Meat	65,031
Argyle Prestige Meats	55,000
Australian Beef Group	2,964
Australian Country Choice	29,988
Australian Organic Meats	7,238
Beefcorp	7,886
Biggenden Meatworks	3,960
Bindaree Beef Group	100,506*
Bingil Bay	3,521
China Marketing Solutions	15,000
Dardanup Butchering Co	48,590
Elders International	2,187
G & K O'Connor	3,282
Gippsland Natural Meats	15,900
Greenham Tasmania	173,440
Hardwick Meatworks	15,000
Harmony Fine Foods	3,000
Harvey Industries Group	147,434
JBS Australia	320,000
John Dee	7,165
KC Natural	5,717
Kilcoy Pastoral Company	46,563
Lotte International	35,000
Margaret River Premium Meats	11,135
Matrad	35,000
Meat Tender	7,000
Mort & Co.	28,094
Mulwarra	41,703
New World Foods	35,000
NH Foods	56,000
Nolan Meats	29,445
North Australian Pastoral Co	35,560
Northern Co-operative Meat Co	2,748
OBE Organic	21,453
Outback Beef	5,597
Rangers Valley	28,993
Richard Gunner Fine Meats	11,952
Sanger Australia	87,267*
Signature Beef	8,168
South Australian Cattle Co	9,993
Stanbroke Beef	99,838
Stockyard	51,259
Tabuan	4,633
Tasmania Feedlot	70,000

Beef CoMarketing (continued)	\$
Teys Australia	175,613
Thomas Foods International	181,112
Top Cut Foods	5,389
Warmoll Foods	65,269
Western Meat Packers	22,605
White Stripe Foods	44,750
Wyloo Pastoral	8,063
Total	2,463,553

Lamb CoMarketing	\$
Adams Food Group	2,144
Dardanup Butchering Co	34,054
Dorper Lamb	3,917
Fletcher International	16,407
Flinders Island Meat	10,000
Haywill Holdings	440
Hillside Meat Processors	8,492
JBS Australia	110,080
Junee Lamb	18,468
KC Natural	3,807
Meat Tender	5,142
Mikoni Park	5,178
Mulwarra	19,878
Outback Lamb	1,484
Richard Gunner Fine Meats	183
Sanger Australia	2,513*
Thomas Foods International	132,308
Top Cut Foods	8,923
V & V Walsh	4,354
WAMMCO	64,446
Western Meat Packers	6,799
White Stripe Foods	23,843
Total	482,830

Goat CoMarketing	\$
Darling River Goat Exports	5,000
GL & NJ Pratt (Diamond Grove)	80
Gourmet Goat Lady	1,000
JBS Australia	1,550
Thomas Foods International	20,000
Total	27,629

* Separate business arrangement for Sanger Australia and Bindaree Beef Group after April 2018.

RURAL R&D FOR PROFIT PROJECTS

The Australian Government's Rural R&D for Profit program boosts funding to the rural Research and Development Corporations (RDCs) – of which MLA is one – for nationally coordinated, strategic research that delivers outcomes for Australian producers. Three rounds of funding have been announced to date. Below are the projects which have been awarded funding where MLA is either the lead or a partner organisation. For more information go to agriculture.gov.au and search 'R&D for profit'.

Project	Start date	Expected finish date	Contributors	Total budget
Wastes to profits: Technologies and business models for the management of wastes in the animal industries	23/6/17	26/3/22	Australian Meat Processor Corporation; Dairy Australia Limited; Australian Pork Limited; Queensland University of Technology; University of Queensland; University of Southern Queensland; Murdoch University; Pacific Northwest National Laboratory; JBS Australia; Teys Australia; Australian Country Choice; Australian Lamb Company; Harvey Beef; Ridley Corporation Ltd; Aduro Biopolymers; Zeolite Australia Pty Ltd; Barwon Water; Queensland Urban Utilities	\$14,373,729
Forewarned is forearmed: equipping farmers and agricultural value chains to proactively manage the impacts of extreme climate events	26/6/17	30/5/22	Grains Research and Development Corporation; Rural Industries Research and Development Corporation (AgriFutures Australia); Cotton Research and Development Corporation; Sugar Research Australia Limited; Wine Australia; Dairy Australia Limited; Australian Pork Limited; Australian Bureau of Meteorology; University of Melbourne; University of Southern Queensland; QLD Department of Agriculture and Fisheries; Suncorp; Monash University; South Australian Research and Development Institute; VIC Department of Economic Development, Jobs, Transport and Resources	\$14,662,435
Boosting profit and reducing risk of mixed farms in low and medium rainfall areas with newly discovered legume pastures enabled by innovative management methods	RRnDfP start date 23/06/2017 MLA start date 30/05/2018	RRnDfP finish date 30/05/2022 MLA finish date 30/06/2022	Australian Wool Innovation Limited; Meat & Livestock Australia; Murdoch University; South Australian Research and Development Institute; WA Department of Agriculture and Food; Charles Sturt University; Commonwealth Scientific and Industrial Research Organisation	\$16,558,866
Dung beetle ecosystem engineers – enduring benefits for livestock producers via science and a new community partnership model	23/6/17	23/5/22	Commonwealth Scientific and Industrial Research Organisation; Invetec Pty Ltd; University of Western Australia; Landcare Research New Zealand; Mingenew Irwin Group; University of New England; Charles Sturt University; WA Department of Agriculture and Food; Dung Beetles for Landcare Farming; Dung Beetle Solutions Australia; Warren Catchment Council; Leschenault Catchment Council	\$22,693,536

ACRONYMS, GLOSSARY AND INDEX

Acronyms

AGM	Annual General Meeting
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DEXA	dual-energy X-ray absorptiometry
EBV	estimated breeding value
EU	European Union
FTA	free trade agreement
KPI	key performance indicator
LDL	Livestock Data Link
LEP	Livestock Export Program
LPA	Livestock Production Assurance
MDC	MLA Donor Company
MLA	Meat & Livestock Australia
MSA	Meat Standards Australia
NLIS	National Livestock Identification System
NVD	National Vendor Declaration
OTH	Over-the-hooks
R&D	research and development
RMAC	Red Meat Advisory Council
TPP	Trans-Pacific Partnership
UAE	United Arab Emirates
US	United States

Glossary

Dual-energy X-ray absorptiometry (DEXA)

An objective measurement tool which measures meat, fat and bone in a carcase.

Livestock Data Link (LDL)

LDL is an online application that facilitates improved information sharing across the supply chain, enabling feedback to be received, analysed and compared in an efficient way.

Livestock Production Assurance (LPA)

The LPA program is the Australian livestock industry's on-farm assurance program covering food safety, animal welfare and biosecurity.

Meat Standards Australia (MSA)

MSA is Australia's eating quality grading system which predicts the eating quality of cuts within a carcase.

National Livestock Identification System (NLIS)

NLIS is Australia's system for the identification and traceability of cattle, sheep and goats. It ensures lifetime movements of these species can be identified and recorded within Australia.

National Vendor Declaration (NVD)

Producers use the NVD to declare information about the food safety status of their livestock being sold. It is a key tool underpinning Australia's food safety reputation for livestock.

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