

## Appendix A:

# Status of MLA's 2016–17 key performance indicators

as at 30 June 2017

Status	Symbol	KPIs from MLA's <i>Annual Investment Plan 2016–17</i>	2016–17 KPIs in MLA's <i>Strategic Plan 2016–2020</i>	Total result	Percentage
Achieved	○ ○ ●	139	12	151	68.3%
Partly achieved	○ ● ○	19	2	21	9.5%
Not achieved	● ○ ○	35	6	41	18.6%
Not available		4	0	4	1.8%
On track to being achieved by 2020		0	4	4	1.8%
<b>Total</b>		<b>197</b>	<b>24</b>	<b>221</b>	<b>100%</b>

Node	2016–17 benchmark KPI or milestone	Status	Commentary
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PILLAR 1

## Consumer and community support

### Priority: Continuous improvement of the welfare of animals in our care

Strategic Plan KPI	Restrict % consumers limiting red meat consumption due to animal welfare concerns to 7%	○ ○ ●	Consumer sentiment tracking in July 2016 revealed 3.2% of consumers limited red meat consumption due to animal welfare concerns.
Strategic Plan KPI	One new tool, diagnostic or vaccine developed to reduce the cost and welfare impact of endemic and emergency disease in Australia	○ ○ ●	Capripox diagnostic ELISA test validated, FMD vaccine efficacy proven and FMD virus detection in serum samples achieved.
1.1.1	<b>Consumer sentiment tracking</b> Consumer research conducted annually to benchmark consumer attitudes and track community sentiment, including % limiting red meat consumption due to animal welfare concerns (target 7%)	○ ○ ●	Consumer sentiment tracking in July 2016 revealed 3.2% of consumers limited red meat consumption due to animal welfare concerns.
1.1.2	<b>Community engagement: animal welfare</b> Strategy development and implementation of a new online platform	○ ● ○	Strategy development is complete with implementation of the 'GoodMeat' online platform underway and scheduled for launch in early 2017–18.
	Average website page views: 2; average time spent on website: 1 minute 30 seconds; monthly average social engagements on Facebook: 1,000	○ ● ○	Average website page views: 2.12; average time spent on website: 2 minute 10 seconds; monthly average social engagements on Facebook: 434.
1.1.2.1	<b>Animal welfare indicators</b> Review current welfare indicators to give a 2016 benchmark	○ ○ ●	Indicators were reviewed and benchmarks identified.
1.1.3.1	<b>Animal husbandry</b> Completion of producer husbandry practices survey to give a 2016 benchmark	○ ○ ●	The national producer survey of sheep and cattle husbandry practices was completed.
	Welfare strategic partnership established	○ ○ ●	All parties signed up, projects evaluated and \$15.9 million projects underway as at June 2017.
	Heat load review completed and any recommended research and development implemented	○ ○ ●	Heat load review completed and two projects in place to address all recommendations.
1.1.3.2	<b>Live exports: welfare R&amp;D</b> A fully implementable LGAP program, IT system and implementation plan handed over to industry	○ ○ ●	LGAP program, IT system and implementation plan handed over to industry.
	In principle support by industry to implement LGAP following two caveats of funding support and government recognition of the program in writing	○ ○ ●	LGAP implementation supported in principle by ALEC and LiveCorp.
1.1.3.3	<b>Live exports: continuous improvement</b> High levels of satisfaction (above 85%) by industry stakeholders with MLA's adoption activities.	Not available	LiveCorp face-to-face exporter survey highlighted concerns of exporters associated with LEP ESCAS reporting policy and support, which MLA is acting on. Satisfaction levels were not available.
1.1.4.1	<b>Community events: animal welfare</b> At least 6,000 consumers provided the opportunity to engage with producers at a public event	○ ○ ●	MLA participated in Taste Festivals in Sydney and Melbourne and Regional Flavours in Brisbane where at least 6,000 consumers engaged with producers.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
1.1.4.2	<b>School education: animal welfare</b> At least two teacher-focused events feature MLA educational resources	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Teacher-focused events were held at the Sydney Royal Easter Show, as well as through a series of video conferencing education lessons.
	A minimum of 70 schools engaging with the MLA education materials	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Seventy schools were involved in MLA's video conferencing program; an additional 25 were reached through conferences and the Primary Industries Education Foundation Australia.
	A minimum of 750 education resource downloads	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	There were 1,770 downloads of MLA's education resources.
1.1.4.3	<b>Professional development: industry advocates</b> Professional development programs developed and implemented as per plan	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Advocacy workshops were conducted in Broome and Hahndorf with 40 producers in attendance.
	20 producers provided with professional development and/or leadership training	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	MLA engaged more than 25 producers in community events, advocacy workshops and professional development.
1.2.2.1	<b>Foot &amp; Mouth Disease (FMD) preparedness</b> FMD risk management plan underway	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	FMD risk management plan underway.
	Phase 2 FMD vaccine program completed	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Vaccine efficacy studies completed with Types A and O in cattle, sheep and pigs.
	Phase 3 FMD vaccine program underway through Rural R&D for Profit project	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Project underway, with first milestone achieved.
1.3.1.1	<b>Identification: endemic diseases</b> Endemic disease research, development and adoption strategy complete	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	On farm endemic disease research and development investment priorities are set under the Regional Consultation Strategy, superseding the need for a separate endemic disease RDA strategy.
	Methods piloted to allow sheep producers to see health data from cooperating processors	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	7,000 sheep producers now have online access to their animal health data via Livestock Data Link.
1.3.1.2	<b>R,D&amp;A collaboration: endemic diseases</b> Five or more new projects that address the economically important diseases of sheep and cattle underway as approved by the stakeholder consultation and expert panel	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Five MDC-funded (four from strategic partnerships) and six levy-funded projects underway, with emphasis on parasitic disease.
	Adoption programs for health such as ParaBoss established	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	ParaBoss is implementing development and extension activities to upskill service providers and encourage producer interaction with the online platform.
	Project implemented in two commercial feedlots to assess the 'remote early disease identification' system of detecting sick animals, and to determine the cost of respiratory disease	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Remote early disease identification system currently being evaluated in two commercial feedlots, with data collection phase underway.
	Project implemented to scientifically evaluate benefits of bedding for feedlot cattle during winter	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Project delayed due to contracting difficulties. Project has been re-advertised with project now to be conducted during winter 2018.
<b>Priority: Stewardship of environmental resources</b>			
Strategic Plan KPI	Restrict % consumers limiting red meat consumption due to environmental concerns to 7%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Consumer sentiment tracking in July 2016 revealed 1.6% of consumers limited red meat consumption due to environmental concerns.
Strategic Plan KPI	Reduce cost of feral animals and weeds by \$5 million	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Current estimates indicate the reduced that cost of feral animals and weeds is below \$5 million, while progress is being made through the release of the rabbit calicivirus at 584 sites reporting 20–40% knockdown.
1.4.1.1	<b>Rumen energy capture</b> Rumen energy capture strategic partnership developed	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Rumen efficiency strategic partnership scoped with draft science plan developed, but not finalised. The work will move into the Livestock Productivity Partnership and benefit from a collaborative effort.
	<i>Asparagopsis</i> algae feedlot feeding trial completed and decision made on whether to proceed with further development of technology	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Feeding trial delayed due to inability to source sufficient algae. Trial commenced May 2017.
1.4.1.2	<b>Emission abatement productivity</b> One additional business model to reduce GHG emissions identified	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Business model for centralised processing of red meat waste released.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
1.4.1.3	<b>Waste management: supply chain</b> Provide the tools and resources for industry to achieve a 5% reduction in waste or increase in efficiency relative to 2015 levels (Benchmark 2015 Environment Performance Review – Red Meat Processing)	○ ○ ●	Tools and resources showed a reduction of >5% in waste leaving red meat processing sites.
1.4.2.1	<b>Emission abatement opportunities</b> Baseline GHG emissions (2015) from Australian feedlots enumerated	● ○ ○	Data collection finalised but not reported. GHG baseline emissions will be reported in 2017–18.
	Submit a method scope to ALFA for consideration. Scope a feedlot method and submit to the Department of Environment for consideration	○ ○ ●	Emission Reduction Fund methodology for feedlot backgrounding developed and submitted to ALFA and Department of Environment for consideration.
1.4.9.1	AMPC-funded and managed initiatives in alignment with strategic direction outlined on this page – no KPIs provided	–	–
1.5.1.1	<b>Consumer sentiment tracking</b> Consumer research conducted annually to benchmark consumer attitudes and track community sentiment, including % limiting red meat consumption due to environmental concerns (target 7%)	○ ○ ●	Consumer sentiment tracking in July 2016 revealed 1.6% of consumers limited red meat consumption due to environmental concerns.
1.5.1.2	<b>Community engagement: environment</b> Strategy development and implementation of a new online platform	○ ● ○	Strategy development is complete with implementation of the 'GoodMeat' online platform underway and scheduled for launch in August 2017.
	Average website page views: two; average time spent on website: 1 minute 30 seconds; monthly average social engagements on Facebook: 1,000	○ ● ○	Average website page views: 2.12; average time spent on website: 2 minute 10 seconds; monthly average social engagements on Facebook: 434.
1.5.1.4	<b>School education: environment</b> At least two teacher-focused events feature MLA educational resources	○ ○ ●	Teacher-focused events were held at the Sydney Royal Easter Show, as well as through a series of video conferencing education lessons.
	A minimum of 70 schools engaging with the MLA education materials	○ ○ ●	Seventy schools were involved in MLA's video conferencing program; an additional 25 were reached through conferences and the Primary Industries Education Foundation Australia.
	A minimum of 750 education resource downloads	○ ○ ●	There were 1,770 downloads of MLA's education resources.
1.5.1.5	<b>Resource use efficiency: supply chain</b> Provide the tools and resources for industry to achieve a 5% reduction in water and energy use intensity relative to 2015 levels (Benchmark 2015 Environment Performance Review – Red Meat Processing)	○ ○ ●	Tools and resources provided to achieve a 5% reduction in water and energy use intensity, including assessing the risk of wastewater recycling at processing plants and feedlots.
1.5.1.6	<b>Environmental management: on farm, feedlot and live export</b> Industry fact sheet on dust suppression completed and circulated to industry	○ ○ ●	Dust suppression fact sheets completed, circulated to industry and available on MLA website.
	Environmental risk assessment of live export depots in the north completed	● ○ ○	Project underway but final report not due until early 2018.
	Completion of analysis of the long-term Wambiana grazing trial; recommendations developed to increase livestock production while preserving the soil and pasture resource	○ ○ ●	Grazing recommendations for pasture, soil and animal production developed from the long-term Wambiana grazing trial.
	Grazing recommendations developed that concurrently improve wildlife biodiversity and animal production	○ ○ ●	Recommendations developed for animal and grazing outcomes that can also improve wildlife biodiversity.
1.5.2.1	<b>Weed management technologies</b> Biocontrol agents for parthenium released at eight sites in Queensland	○ ○ ●	Three parthenium biocontrol agents were field collected from 18 sites in central Queensland and released across eight sites in southern Queensland.
	Weed biocontrol app piloted with at least 100 land managers	● ○ ○	Weed biocontrol app is delayed due to a change in system architecture. The current web portal continues to be promoted at workshops and field days.
	Orse biocontrol agents released at six sites in Victoria and six sites in Tasmania	○ ○ ●	Orse biocontrol agents have been released at 24 sites in Tasmania and Victoria.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
1.5.2.2	<b>Pest animal management technologies</b> New strain of rabbit calicivirus released across Australia pending APVMA registration approval		Rabbit calicivirus (K5 RHDV) has been released at 584 sites nationally.
	PAPP, a new wild dog and fox toxin, becomes commercially available		PAPP registered and antidote available.
	Direction of MLA investment in future pest animal and pest plant confirmed based on the business case for Centre of Invasive Species Solutions		Case for investment in a new phase of the Invasive Animals CRC (the Centre for Invasive Species Solutions) presented to and supported by MLA Board.
1.5.2.3	<b>On farm Natural Resource Management (NRM) practices</b> Baseline study completed that describes on farm practices that relate to environmental outcomes on and off-farm		Survey delayed to ensure alignment with the Beef Sustainability Framework indicators and reporting processes. Survey to be re-scoped in 2017–18.
	Methods developed to monitor and report on continuous improvement of on farm practices that relate to on and off farm environmental conditions		Methods to monitor and report continuous improvement of on farm practices not established (see above). NRM Spatial Hub (commercialised as Farm Ma4D) can report on land condition, ground cover and potentially vegetation biodiversity.
1.6.1.1	<b>Climate variability: tools</b> MCV5 commences with change from 250km resolution to 60km resolution seasonal forecasting maps completed		MCV5 started with all partners signed and funding received for 2016–17. Bureau of Meteorology (BOM) has completed mapping from 250km to 60km and is available for MCV and accessible on the BOM website from September 2017.
1.6.1.2	<b>Climate variability: participatory learning</b> Delivery and adoption plan for climate adaptation developed and implemented harvesting outputs from MCV4		A standalone adoption plan for MCV4 was no longer deemed required. Rather, the outcomes will be built into and delivered via other programs including the Northern Australia Climate Program.
	'Harvest' research output by Producer Research Site producers, technicians and program reviews to define content and future delivery approaches for the Sustainable Feedbase Resources portfolio		Harvesting has been completed for the Producer Research Site program. An extension plan is under development to enhance producer adoption of the outcomes.
	'Producer tools strategy' completed		A standalone tool strategy was no longer deemed required. Rather, tools will be integrated into the MLA Digital Strategy.
1.6.1.3	<b>Climate variability: grazing systems</b> Contracting at least two climate adaptation projects post annual call project proposals		Two climate adaptation projects have been contracted post the annual call.
	Adaptation research, development and adoption program developed		Climate adaptation plan and new seasonal forecasting research and development plan developed.
<b>Priority: Role of red meat in a healthy diet</b>			
Strategic Plan KPI	Restrict % of main grocery buyers limiting red meat consumption for health reasons to 15% (beef)		Weighted average of consumers limiting beef for health reasons was 19%. Communications in 2017–18 will leverage consumer interest in making their meals healthier to address health concerns.
Strategic Plan KPI	Restrict % of main grocery buyers limiting red meat consumption for health reasons to 19% (lamb)		Weighted average of consumers limiting lamb for health reasons was 15%.
1.7.1.1	<b>Australian Dietary Guidelines alignment</b> Red meat remains recommended 3–4 times per week by the Australian Dietary Guidelines		There have been no updates to Australian Dietary Guidelines which continue to recommend red meat 3–4 times per week.
1.7.1.2	<b>Resources for health care professionals</b> Maintain proportion of health care professionals who recommend red meat 3+ week between 75–80%		Tracking in November 2016 and June 2017 indicates 74% of GPs and 74% of dietitians recommended 3+ serves of red meat per week.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
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PILLAR 2

## Market growth and diversification

### Priority: Efficiency and value in trade and market access

Strategic Plan KPI	Achieve \$15m in new market opportunities by 2019–20	On track to achieve 2019–20 KPI	Positioning underway for harvesting TPP gains, Peru FTA and Pacific Alliance FTA.
Strategic Plan KPI	Deliver \$150m in new export market opportunities' KPI to go with 'Efficiency and value in trade and market access' priority by 2019–20	On track to achieve 2019–20 KPI	Access improved for secondary beef cuts and offal in Indonesia; chilled beef and export establishment accreditation into China; and extended shelf life for beef and sheepmeat exports to the United Arab Emirates.
2.1.1.1	<b>Reduce economic barriers to trade</b> Persuasive and well researched submissions, correspondence and advocacy strategies prepared by MLA are endorsed by industry/ peak councils and support delivery of favourable trade outcomes.	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Positioning for trade reform benefits continued with MLA coordinating numerous submissions and correspondence to Government, as well as implementing industry endorsed advocacy strategies.
2.2.1.1	<b>Reduce technical barriers to trade</b> High levels of satisfaction (above 85%) by industry and government stakeholders with MLA's contribution to implementing agreed industry strategies aimed at reducing non-tariff (technical) barriers (biannual survey)	Not available	Stakeholder survey not conducted (all stakeholder surveys were placed on hold while MLA enhanced coordination of multiple surveys targeting the same stakeholders). Survey to be carried out in 2017–18. Progress achieved on alleviating non-tariff barriers.
2.2.1.2	<b>Product quality and systems</b> Quality research results (three papers per annum) are produced to the satisfaction of government and industry stakeholders	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Three scientific papers were published. Food safety program survey conducted in July 2017 showed 60% of stakeholders were satisfied with the performance of the program.
2.2.9.1	AMPC-funded and managed initiatives in alignment with strategic direction outlined on this page – no KPIs provided	–	–

### Priority: Marketing and promoting Australian red meat and livestock

Strategic Plan KPI	Increase percentage of global consumers who prefer Australian beef to 22.2%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	23.4% 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 20.6%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	26.5% of global consumers prefer Australian lamb, as measured by the annual global tracker.
Strategic Plan KPI	Increase percentage of domestic main grocery buyers willing to pay a premium for Australian beef to 20%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	24% of domestic main grocery buyers are willing to pay a premium for Australian beef.
Strategic Plan KPI	Increase percentage of domestic main grocery buyers willing to pay a premium for Australian lamb to 22%	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	24% of domestic main grocery buyers are willing to pay a premium for Australian lamb.
2.3.1.1	<b>Market insights: export markets</b> High levels of satisfaction (above 85%) by industry stakeholders with MLA's international market information	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	MLA global market forums and industry strategy consultation received over 85% satisfaction with the market insights content provided.
2.3.1.2	<b>Insights2Innovation</b> All 2016–17 Rural R&D for Profit Insights2Innovation project outcomes achieved	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	All milestone reports submitted to Australian Government, as required.
	Outstanding 2015–16 outcomes achieved	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	The remaining 2015–16 outcome is the 'insights knowledge portal'. Content and material for this is being compiled. The Department of Agriculture and Water Resources has agreed this KPI will be achieved by the conclusion of the project in 2017–18.
2.3.2.1	<b>Business development: export markets</b> Build or maintain customer awareness of Australia's positive attributes (safety, quality, MSA) within target range	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Through MLA communications and engagement with overseas customers, industry has maintained high levels of awareness of Australia's integrity systems, with Australian systems rated higher than major competitors.
	Build or maintain customer preference for Australian red meat (relative to core competitive set) within target range	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Through MLA communications and engagement with overseas customers, industry has maintained high levels of satisfaction/preference for Australian product compared with major competitors.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
2.3.3.1	<b>Brand building: export markets</b> Build or maintain consumer preference for Australian red meat (relative to core competitive set) within target range	○ ○ ●	Australian beef and lamb was rated by consumers in all major markets as their favourite brand compared to competitors.
2.3.3.2	<b>CoMarketing: export markets</b> Minimum 70% of participants satisfied with CoMarketing program	○ ○ ●	89% of CoMarketing participants rated their overall outcome with the program as 7/10 or higher.
2.4.1	<b>Market insights: domestic market</b> Maintain consumer awareness and endorsement of positive nutritional benefits. Restrict % of main grocery buyers limiting red meat for health reasons to 15% (beef) and 19% (lamb)	○ ● ○	Main grocery buyers limiting red meat for health reasons were 20% (beef) and 17% (lamb). Further work is required to expand communications beyond nutrition and focus more broadly on the drivers of health.
2.4.2.1	<b>Business development: domestic market</b> Year-on-year increase in main grocery buyer endorsement of the statement “Willing to pay more for beef/lamb” to 19% (beef) and 21% (lamb)	○ ○ ●	Main grocery buyer endorsement of the statement “Willing to pay more for beef/lamb” to 24% (beef) and 24% (lamb).
2.4.3.1	<b>Marketing and promotion: domestic market</b> Maintain brand awareness at or above 46% (beef) and 15% (lamb)	○ ● ○	Brand awareness reached 46% for beef and 14% for lamb.
	Maintain mean number of serves per week; 1.5–1.7 for beef and 0.7–0.9 for lamb	○ ○ ●	Claimed consumption reached 1.77 for beef and 0.84 for lamb.
2.4.3.2	<b>CoMarketing: domestic market</b> Minimum 70% of participants satisfied with CoMarketing program	○ ○ ●	89% of CoMarketing participants rated their overall outcome with the program as 7/10 or higher.



## Supply chain efficiency and integrity

Priority: Optimising product quality and cost efficiency			
Strategic Plan KPI	Improve the MSA beef eating quality index to 58.11	● ○ ○	The MSA Index averaged 57.59 in 2016–17, an increase of 0.07 on 2015–16.
Strategic Plan KPI	Improve beef compliance through optimising efficiency across the value chain to 94.25%	● ○ ○	In 2016–17, compliance to MSA requirements increased to 93.9%. With efforts on producer engagement with feedback systems such as myMSA and LDL, compliance should continue to improve.
3.1.1.1	<b>MSA: R&amp;D and business development</b> 3.3 million cattle MSA graded (42% of national adult cattle slaughter)	● ○ ○	2.8 million cattle were MSA graded, representing 40% of the national adult cattle slaughter.
	3.8 million lambs MSA trade marked (19% of lamb slaughter)	○ ○ ●	4.1 million lambs were MSA trade marked (representing 18.4% of the national lamb slaughter).
	Commercialise the latest MSA research and development through the release of a new version of the MSA model	○ ● ○	Outcomes from the latest meat colour research have been released and implemented in an MSA beef model update. Prototype of cut x cook model for sheepmeat is complete but awaiting IMF measurement technology to be commercialised.
	Yearling sheepmeat category testing completed	○ ○ ●	Yearling sheepmeat category testing has been completed.
3.1.1.2	<b>MSA: producer education</b> Deliver 20 ‘Beefing Up Performance’ workshops	● ○ ○	64 producer engagement sessions were held for 2,871 producers. Six of these were ‘Beefing Up Performance’ workshops.
	Produce four producer case studies	○ ○ ●	Four MSA producer case studies were released by MLA.
3.1.1.3	<b>MSA: brands</b> Increase MSA licensed brands to 140	○ ○ ●	The number of MSA licensed brands increased to 156.
3.1.2.1	<b>Decision making tools: supply chain</b> Methodology developed and tested on one beef and one lamb value chain	○ ○ ●	Benchmarking now available in myMSA and the lamb carcass value calculator is being implemented in lamb supply chains.
3.1.2.2	<b>MSA: producer tools</b> Increase the MSA beef index to 58.41	● ○ ○	The average MSA Index for MSA graded carcasses was 57.59 in 2016–17. The average for grassfed and grainfed cattle was 58.41 and 56.65 respectively.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
3.1.2.3	<b>Objective measurement technologies</b> Lamb technology providing producer feedback in one location	○ ○ ●	One lamb processor is providing producers with information about lean meat yield on individual carcasses via Livestock Data Link.
	Two beef technologies developed and ready for value chain trials	○ ○ ●	First beef DEXA production installation scheduled for mid-2017. Hyperspectral beef grading camera scheduled for first round evaluation trials in mid-2017.
	All 2016–17 Rural R&D for Profit objective measurement project outcomes achieved	○ ○ ●	Rural R&D for Profit milestones on track. All reports submitted on schedule and accepted by the Department of Agriculture and Water Resources.
3.1.2.4	<b>Market compliance: producers</b> Deliver outcomes of the mixing and stress trial	○ ○ ●	The mixing and stress trial has been completed with outcomes to be included in next release of the MSA model.
3.1.3.1	<b>Global eating quality</b> Australian industry endorsement of the MSA International strategy	○ ○ ●	The MSA international strategy for research collaboration has been endorsed.
	UNECE working group endorse the inclusion of eating quality language into the UNECE language	○ ○ ●	MSA carcass grading measurements and consumer sensory protocols have been accepted by the UNECE language within the Specialized Section on Standardisation of Meat.
3.1.3.2	<b>MSA: global expansion</b> 15 brands promoting MSA into international markets	● ○ ○	11 MSA licensed brands are promoting MSA in international markets.
3.1.4.2	<b>MSA: benchmarking</b> MSA beef compliance above 93.9%	○ ○ ●	MSA beef compliance improved from 92.7% to 93.9%.
3.1.4.3	<b>Infrastructure and business models</b> Three supply chains trialling objective carcass measurement technology for MSA grading	○ ○ ●	Six processors are trialling technologies for measuring eating quality measurements for MSA grading.
	Three supply chains trialling integrated information systems	○ ○ ●	Three beef supply chains are trialling integrated information systems to link and share value chain data and quantify the benefits.
	8,000 producer visits to the myMSA website	○ ○ ●	More than 3,400 producers collectively visited the myMSA feedback system more than 12,000 times.
3.1.4.5	<b>Information systems: supply chain</b> 5% of producers in three additional supply chains accessing LDL	○ ● ○	LDL is used in three supply chains. 15% of producers accessed the system in one of these chains. Data is not available for the remaining two chains.
	Integrated industry information platform agreed and being implemented	○ ● ○	Following industry consultation, the scope changed to link and facilitate access to MLA data systems. Further consultation will be carried out in 2017–18.
3.1.5.1	<b>Value-based pricing (VBP) models</b> Complete strategic review and implementation plan of VBP options, benefit scenarios, enablers and barriers	○ ○ ●	Development of supply chain objective measurement strategy and value proposition to stakeholders completed and published. Several MDC projects underway with participating processors to test and model benefits for VBP.
3.1.6.1	<b>MSA: integrity and compliance</b> 900 end users complete MSA training	● ○ ○	567 participants completed MSA end user training.
	Achieve ISO 9001/2015 certification	○ ○ ●	MSA successfully maintained ISO certification.
	Maintain USDA Processed Verified Program certification	○ ○ ●	MSA successfully maintained USDA Processed Verified Program certification.
3.1.9.1	AMPC-funded and managed initiatives in alignment with strategic direction outlined on this page – no KPIs provided	–	–
<b>Priority: Guaranteeing product quality and systems integrity</b>			
Strategic Plan KPI	Increase producer awareness and compliance of integrity systems to 79%	○ ● ○	LPA awareness levels remained unchanged at 74%. The LPA reaccreditation process, coupled with an integrity systems communication campaign, will support the awareness objectives set through to 2020. There is almost complete awareness for NVDs (97%) and NLIS (99%).
3.3.1.1	<b>Next horizon technologies</b> Options for new animal identification and in-market traceability technologies identified	○ ○ ●	Five options for new animal identification and in-market traceability technologies were shortlisted for feasibility review prior to proof-of-concept.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
3.3.1.2	<b>Livestock and product integrity</b> NLIS database refresh completed and is delivering services that meet industry and trading partner requirements	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The NLIS database refresh was completed and the new interface methodologies are now available for use.
	95.25% of property to property movements recorded in NLIS	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Livestock movement recording compliance on the NLIS database reached 95.8%.
3.3.1.3	<b>Integrity systems: food safety</b> Maintain 85% stakeholder satisfaction level	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	The food safety program survey conducted in July 2017 showed that 74% of stakeholders were satisfied with the program.
	Maintain global recognition of research quality evidenced by at least three papers accepted by international peer reviewed journals	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Research to assure safe product has resulted in one published research paper. Others are accepted, under review or in preparation.
3.3.2.1	<b>Integrity systems: SAFEMEAT</b> Integrated integrity systems company fully operational and delivering services that meet industry and trading partner requirements	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The Integrity Systems Company was established and is managing the delivery of the integrity system on behalf of industry and government.
	Improvement in LPA awareness to increase to 79%	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	LPA awareness levels remained unchanged at 74%. The LPA reaccreditation process, coupled with an integrity systems communication campaign, will support the awareness objectives set through to 2020.
	Corrective actions raised in audit to be less than 16.2%	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	A corrective action was raised in 19.4% of audits conducted under the LPA random audit program.
3.3.2.2	<b>Electronic technologies</b> eNVD trials completed and roll out commenced with 10% of consignments to be eNVD only	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	eNVD trials were completed and roll out of the eNVD commenced. The 10% uptake target was not achieved. Broad roll out of the free eNVD through the LPA Service Centre has commenced.



## PILLAR 4

## Productivity and profitability

### Priority: Production efficiencies in farms and feedlots

Strategic Plan KPI	Engage ≥ 2,000 producers in decision support programs who will improve business performance by ≥ 5% by 2020	On track to be achieved by 2020	More than 4,200 producers 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)	On track to be achieved by 2020	Projects are in place or being negotiated to build on historic benchmark data for northern and southern enterprises through to 2020 using consistent methodology.
4.1.1.1	<b>Producer adoption: beef</b> The Profitable Grazing Systems pilot completed and decision made by MLA to proceed or not with full roll out	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Profitable Grazing Systems business plan approved at December 2016 MLA Board meeting for full roll out.
4.1.1.2	<b>Producer adoption: sheepmeat</b> Program established	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Profitable Grazing Systems business plan approved at December 2016 MLA Board meeting for full roll out.
	Baseline monitoring and evaluation measures established	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Baseline estimates for pregnancy scanning practices and lambing survival established. Market research on barriers to adoption of lamb survival practices conducted and a blueprint for extension and adoption strategies delivered.
4.1.1.3	<b>Regional performance benchmarking</b> Complete consultation and strategy development	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	The need for a farm monitor system was established during the development of Profitable Grazing Systems. Industry consultation and full implementation has been delayed until 2017–18.
4.1.1.4	<b>Demonstration and participatory R&amp;D</b> 350 sheep producers engaged in PDS sites	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	More than 500 producers have engaged in demonstration site projects and/or extension activities at more than 175 individual sites.
4.1.1.5	<b>Regional consultation model</b> Regional consultation events held in all regional committee locations	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Regional consultation events were held in all regional committee locations. Committees delivered priorities through to the annual call process.
	Red Meat Panel approval of MLA recommended project investments	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The Red Meat Panel endorsed 18 projects for funding. These projects have been approved by the MLA Board and contracted.



Node	2016–17 benchmark KPI or milestone	Status	Commentary
4.1.1.6	<b>Professional and scientific on farm expertise</b> Five PhD scholarships funded in key research and development capability areas	○ ○ ●	Five new PhD scholarships were awarded.
4.2.1.1	<b>Pasture productivity: northern Australia</b> Two new research and development projects that improve northern feedbase productivity based on legume production underway	○ ○ ●	Two new legume projects have commenced: one on legume management; the other on combining legumes and grasses.
	Northern feedbase and sustainability research, development and adoption plan developed	● ○ ○	Northern feedbase and sustainability research, development, extension and adoption plan has not been compiled. Development workshops have been completed which will inform the plan.
	Feed demand calculator tool for northern Australia scoped	● ○ ○	Feed demand calculator tool for northern Australia has not progressed. The MLA Digital Strategy and tools strategy will inform future action.
	Management products developed for improved grazing management outcomes in Queensland's reef catchments	○ ○ ●	Grazing guidelines that benefit reef, land and animal production and wildlife biodiversity have been drafted. The 'Safe carrying capacity' tool was developed in the Farm Map project.
4.2.1.2	<b>Production efficiency: northern Australia</b> Two research and development projects underway to improve weaning rates through improving calf mortality by 1%	● ○ ○	One recently completed project recommended management interventions to reduce foetal and calf loss in beef herds in northern Australia. A second project to improve nutrition through leucaena aims to increase fertility and reproduction, but not reduce calf mortality.
	Two research and development projects underway to improve growth and market compliance through use of supplements and objective measures	○ ○ ●	Two projects are underway: one on phosphorus supplementation; the other on enhancing compensatory growth through increasing skeletal growth in the dry season.
	Two industry adoption projects on the planting and management of leucaena	○ ○ ●	Two projects are underway: 'Assessing productivity gains for cattle grazing Redlands leucaena'; and the MDC-supported 'Optimising leucaena-based forage productivity'.
	Redraft northern adoption programs and delivery of courses to develop business skills	○ ○ ●	Technical updating of EDGE Network material finalised. Material modularised to allow flexibility of delivery and promote greater use by service providers.
	Oversight and management of the Northern Business Mentoring Program through the MDC	○ ○ ●	Webinars and workshops operating as feeder activities. There are two groups running in Queensland and two emerging groups in WA and NSW. Interested participants mentored for future consultancy roles.
4.2.1.3	<b>Genetics and genomics: northern Australia</b> Implement the National Livestock Genetics Consortium and genetics/genomics investment plan by December 2016	○ ○ ●	The genetics strategy was implemented by the National Livestock Genetics Consortium by December 2016.
4.2.2.1	<b>Pasture productivity: southern Australia</b> First results from the Pasture Variety Trial Network released to industry with results from over 100 varieties of six key pasture species evaluated in five environments	○ ● ○	Pasture Variety Trial Network data released to seed companies for comment and use. Website has been reworked, after completion of testing with end users/seed companies. Seeking public release in early 2017–18.
	'Southern feedbase investment RD&E plan 2' developed with research and industry partners	● ○ ○	Southern feedbase investment RD&E plan has not been compiled. Development workshops have been completed which will inform the plan.
	Delivery messages and format from three research themes in the southern feedbase plan identified	○ ○ ●	Key messages harvested from the Producer Research Sites network across southern Australia. Material for delivery being developed from projects on new legumes, phosphorus efficiency, subtropical pastures and grazing crops.
4.2.2.2	<b>Production efficiency: southern Australia</b> Two new research and development projects to improve growth and market compliance through use of supplements and objective measures in live cattle	○ ○ ●	Two projects are underway: 'Supplementation to reduce the impact of mycotoxins and insufficient magnesium on dark cutting'; and '3D imaging prototype and refinement of machine learning algorithms with Angus cattle'.
	Implementation of Business EDGE courses for southern producers	○ ● ○	Business EDGE delivery implemented in NSW, Victoria, Tasmania and SA. WA delayed to take advantage of PGS roll out in 2017–18.
	'Farm Innovation Network' strategy of multi-modal PDS sites implemented across regional research committees	● ○ ○	A 'Farm Innovation Network' strategy, based on multiple PDS sites and group mentoring, has been scoped out, but not implemented.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
4.2.2.3	<b>Genetics and genomics: southern Australia</b> Implement the National Livestock Genetics Consortium and genetics/genomics investment plan by December 2016	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The genetics strategy was implemented by the National Livestock Genetics Consortium by December 2016.
4.2.3.1	<b>Genetics and genomics: sheepmeat</b> Implement the National Livestock Genetics Consortium and genetics/genomics investment plan by December 2016	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The genetics strategy was implemented by the National Livestock Genetics Consortium by December 2016.
	Sheep Genetics business plan and management agreement finalised and implemented	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Sheep Genetics business plan implemented under the sole management of MLA.
	Sheep CRC Annual Operating Plan approved and milestones achieved	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The Annual Operating Plan was approved and the milestones were achieved.
	Sheep CRC outputs embedded in adoption programs	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Outputs from the Sheep CRC genetics program, single step analysis and genotyping embedded into the Sheep Genetics evaluations.
	The rate of genetic gain across the national flock is 2% per annum	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	There has been an increase in excess of 2% in the genetic trends calculated for Sheep Genetics clients.
	Genetic improvement in 'number of lambs weaned' (NLW) of at least 0.15 percentage points pa across maternal and Merino breeds	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The 'number of lambs weaned' increased by one percentage point.
	Decreasing ewe mortality by maintaining genetic trends for the related traits of BWR, WEC, DAG and FAT and investigating a survival/longevity breeding value	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Improvement in the rate of genetic gain across the national flock has been demonstrated through an increase in the genetic trends calculated for Sheep Genetics clients.
	Maintaining or improving lean meat yield by supporting the adoption of the eating quality index for terminal sheep breeds	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Average lean meat yield ASBV increased from 2.5 to 2.7. Eating quality index reported.
4.2.3.2	<b>Mixed farming systems: sheepmeat</b> Scoping study completed	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Scoping study has been contracted but not completed.
4.2.3.3	<b>Ewe and lamb survival</b> 1% on baseline (89% national average marking rate)	Not available	Data is not available on a current year annual basis. However, research projects are on track and provide practices to improve reproduction.
4.2.3.4	<b>Adoption campaigns and events: sheepmeat</b> Market research and scoping study completed	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	'Barriers to adoption of lamb survival' best practice strategies market research complete and an adoption plan delivered.
	Two producer capability building activities piloted and evaluated	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Two activities (Lambs Alive and an incentive program to demonstrate the benefits of pregnancy scanning to non-scanners) were piloted and evaluated.
4.2.4.1	<b>Genetics and genomics: feedlots</b> Implement the National Livestock Genetics Consortium and genetics/genomics investment plan by December 2016	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The genetics strategy was implemented by the National Livestock Genetics Consortium by December 2016.
4.2.4.2	<b>Feedlot productivity</b> Project implemented to examine potential to automate the feedlot induction process	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Project implemented and progressing against milestones.
	Enzyme dag treatment project completed and decision made on whether to further progress development, with a view to commercialisation	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Project successfully completed and final report received. Decision will be made in 2017–18 on further development and commercialisation.
4.2.4.3	<b>Education and adoption: feedlots</b> Feedlot productivity benchmarking project implemented	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Project applications were evaluated and the project is expected to be contracted in 2017–18.
	Monitoring, evaluation and reporting framework established for all feedlot projects	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Draft monitoring, evaluation and reporting framework established, but still to be approved by ALFA and MLA.
	Three rounds of workshops delivered in conjunction with ALFA	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Animal welfare officer training workshops successfully completed. Focus redirected to delivery of Smart Beef conference in November 2017.
4.2.5.1	<b>Tools and benchmarking: goats</b> First forecast of goat herd numbers completed and made available to industry	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Goat herd numbers forecast completed and reported at industry meetings and through e-newsletter.
	Preliminary data from goat growth rate trial made available to industry	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Preliminary data from goat growth rate trial finalised and reported at industry meetings.
4.2.5.2	<b>Education and adoption: goats</b> WormBoss content updated and made available to goat industry	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Content updated and available to industry on WormBoss website.
	Updated Nutrition, Depot Management and Parasite Management modules of Going Into Goats made available to industry	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Development of modules delayed. Modules are expected to be finalised in 2017–18.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
<b>Priority: Processing productivity</b>			
Strategic Plan KPI	Leverage co-investment through the MLA Donor Company (MDC) in the processing automation R&D portfolio by \$10m/year	○ ○ ●	\$13.4 million contracted in 2016–17.
4.3.1.1	<b>Processing efficiency technologies</b> Maintain at least 80% of expected program outcomes from processing efficiency technologies achieved	● ○ ○	70% of program outcomes have been achieved with some delays in commencing further beef automation.
	Annual productivity benefit of technologies adopted in 2016–17 and previous years reaches \$30m/year	○ ○ ●	Annual productivity benefits of automation technologies installed in 2016–17 have reached \$44 million/year.
4.3.9.1	AMPC-funded and managed initiatives in alignment with strategic direction outlined on this page – no KPIs provided	–	–
<b>Priority: Live export productivity</b>			
Strategic Plan KPI	Live Export Global Index complete	● ○ ○	A project is underway to develop the Live Export Global Index.
4.4.1.1	<b>Global index: benchmarking (R&amp;D)</b> A desktop study is undertaken that is the first stage of a more comprehensive project to develop and define a global index for the livestock export industry	● ○ ○	Project delayed. Consultant contracted and due to commence project in July 2017.
4.4.1.2	<b>Supply chain cost reductions (R&amp;D)</b> Further research is undertaken with the aim of improving the management of heat stress and mortality in live export feedlots throughout the Middle East summer	○ ● ○	Phase 1 data collection completed and reported. Phase 2 data collection to be implemented during the Middle Eastern summer in 2018.
	Develop and trial a monitoring and reporting framework to identify problems, enable corrective actions and capture improvements; all will contribute to improved animal health and welfare through the supply chain	● ○ ○	Animal welfare indicators agreed with industry. Development and trial of monitoring and reporting framework to commence in July 2017
4.4.1.3	<b>Improved performance in-market</b> High levels of satisfaction (above 85%) by industry stakeholders with MLA's training and education activities	○ ○ ●	Workshop surveys indicated high levels of satisfaction with both content and presenters of practical and technical material.



## PILLAR 5

# Leadership and collaborative culture

<b>Priority: Building leadership capability</b>			
Strategic Plan KPI	Improve stakeholder endorsement of MLA programs to 2.6/5	○ ○ ●	MLA's annual member survey was completed in June 2017; overall satisfaction with MLA was 3.4/5.
5.1.1.1	<b>Scholarships</b> 100 Development and application of criteria so that scholarships are aligned with MISP2020 objectives	○ ○ ●	Application criteria has been identified which aligns with MISP2020 and the process of appointing scholarships has been developed.
5.1.1.2	<b>Professional development: PICs and SFOs</b> Professional development programs developed and implemented as per plan	○ ○ ●	Sheepmeat Council of Australia's 'Building leadership capability for the sheep industry' and Cattle Council of Australia's 'Building capacity in the grassfed beef industry' programs operating to plan.
	20 producers provided with professional development and/or leadership training	○ ○ ●	Representatives from RMAC and the Sheepmeat, Goat and Cattle Councils attended media and presentation training. Forty producers attended advocacy workshops.
5.1.1.3	<b>Professional development: industry advocates</b> Professional development programs developed and implemented as per plan	○ ○ ●	Advocacy workshops conducted in Broome and Hahndorf with 40 producers in attendance.
	20 producers provided with professional development and/or leadership training	○ ○ ●	Representatives from RMAC and the Sheepmeat, Goat and Cattle Councils attended media and presentation training. Forty producers attended advocacy workshops.
5.1.1.4	<b>Professional development: feedlot industry</b> One ARLP Scholarship awarded to a lotfeeding industry representative	○ ○ ●	Will McCrohn from JBS Australia was awarded the ARLP Scholarship and will commence the program in October 2017.
	Two lotfeeding industry representatives successfully complete the ARLF TRAIL program	○ ○ ●	Andrew Slack, Smithfield Feedlot, and Jeff Schuller, Ashleigh Park Feedlot, successfully completed the ARLF TRAIL program in May 2017.
	Project implemented to develop a training strategy for the feedlot sector	○ ○ ●	Project to develop training strategy finalised in May 2017. ALFA now considering implementation of strategy.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
5.1.1.5	<b>Intercollegiate Meat Judging Program</b> Delivery of annual ICMJ program	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The annual ICMJ program was delivered to more than 150 participants. An industry education program and US industry tour was also held.
	Delivery of economic analysis	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The economic analysis of the program will be completed in 2017–18.
	Establish an additional overseas tour to a key export market	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	An industry tour to Japan was established with five emerging industry leaders.
	Establish a framework for work experience scholarships	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	A work experience framework is still being developed in consultation with industry workplaces.
5.1.2.1	<b>Professional development: industry experts</b> Development and implementation of a professional development program for MLA senior managers and regular speakers	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Thirty-nine MLA staff attended pitch coaching and 14 MLA staff attended media training.
5.1.2.2	<b>Innovation leadership</b> Expanded CISp model developed and trialled.	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	CISp model has evolved to Collaborative Co-innovation program. Seventeen identified modules are under ongoing development with a number of new participants trialling them.
	CISp partner survey and reviews demonstrate significant benefits	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	CISp partner scheduled six monthly or annual formal reviews completed and significant benefits articulated in corresponding milestone reports.
	Equal or greater than 80% of Young Food Innovator participants/host companies demonstrate medium to high satisfaction	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	All participants and host companies have expressed satisfaction and continued support of the program via scheduled reviews and milestone reports.
	Value chain capability initiatives achieve targets according to Insights2Innovation evaluation framework	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Targets achieved according to the evaluation framework.
5.1.3.1	<b>Print and media communications</b> Year-on-year improvement in member satisfaction with MLA communications; target 7.8/10	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	MLA member satisfaction with printed communications reached 7.3/10. The survey methodology changed in 2017 from random basis to representative sample.
5.1.3.2	<b>Digital engagement</b> Score 7.8/10 in annual MLA member survey	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	MLA member satisfaction with digital communications reached 6.9/10. The survey methodology changed in 2017 from random basis to representative sample.
	Development and application of a strategy to increase engagement across MLA's digital platforms	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Strategy implemented and increasing engagement recorded across mla.com.au, electronic direct mail, Facebook and Twitter.
	'myMLA' dashboard with single sign-on and Data Capture and Reporting Service (DCRS) integration launched and fully operational	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	myMLA, single sign-on, Data Capture and Reporting Service and other new online services now operational and uptake increasing.
5.1.9.1	AMPC-funded and managed initiatives in alignment with strategic direction outlined on this page – no KPIs provided	–	–
<b>Priority: Protecting and promoting our industry</b>			
Strategic Plan KPI	Improved industry crisis and issues management capability – one simulation with PICs	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	MLA simulation conducted in November 2016. Industry briefed and simulation planned in 2017–18.
5.3.1.1	<b>Beef Industry Sustainability Framework</b> Expenditure acquitted to budget	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The original budget was revised up following agreement with PICs. This was subsequently acquitted.
5.4.1.1	<b>Industry crisis planning</b> Annual simulation conducted and assessed with RMAC and PICs	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Simulation conducted within MLA in November 2016. Crisis management presentation provided by MLA to RMAC in May 2017.
5.4.1.2	<b>Crisis portal</b> Portal maintained and reflects the latest risk management plan	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The Crisis Portal is maintained regularly to reflect the <i>Risk Management Plan</i> . It contains information and issues briefs which are prepared based on risks identified for MLA and the greater industry.
5.4.1.3	<b>Risk management</b> Quarterly review of plan	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	The MLA <i>Risk Management Plan</i> was reviewed and approved by the Board in March 2017. The MLA risk register, based on the Plan, was reported to the Audit and Risk Committee quarterly.

Node	2016–17 benchmark KPI or milestone	Status	Commentary
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PILLAR 6

## Stakeholder engagement

### Priority: Engagement with producers and stakeholders

Strategic Plan KPI	Increase member satisfaction with MLA to 3.6/5	<span style="color: red;">●</span> <span style="color: grey;">○</span> <span style="color: grey;">○</span>	MLA's annual member survey was completed in June 2017 and revealed the overall satisfaction with MLA was 3.4/5.
Strategic Plan KPI	Improve proportion of users who find MLA Market Information 'extremely or highly valuable' to 58%	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	The proportion of users rating market information 'highly/extremely valuable' was 64%.
Strategic Plan KPI	Improve stakeholder endorsement of the value of MLA products and services – methodology, benchmarks and targets set	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	MLA annual member survey methodology changed from random to representative sample. Small, non-commercial producers were excluded and corporate farms were included. Key benchmarks were established.
6.1.1.1	<b>Corporate reporting</b> Annual Report and Annual Investment Plan supplied on time, endorsed by PICs and Australian Government and Annual Report qualifies for an Australasian Reporting Award	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	MLA's <i>Annual Report 2015–16</i> and <i>Annual Investment Plan 2017–18</i> were endorsed by industry and government stakeholders. MLA's <i>Annual Report</i> was awarded a gold award at Australasian Reporting Awards.
6.1.2.1	<b>Stakeholder consultation</b> Quarterly reporting to each PIC on <i>Annual Investment Plan 2016–17</i>	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	Peak industry councils were provided with quarterly progress reports on the progress of the <i>Annual Investment Plan 2016–17</i> .
	Consultation in development of <i>Annual Investment Plan 2017–18</i>	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	Peak industry councils were consulted during the development of the <i>Annual Investment Plan 2017–18</i> .
6.1.2.2	<b>Peak Industry Council support</b> PIC expenditure acquitted to budget and audited	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	Payments were made on the achievement of milestones within formal contracts.
6.1.2.3	<b>Industry issues research</b> Projects delivered on time and to specification	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	Topics of reports commissioned for peak industry councils included beef imports, 'state of the nation' and sheepmeat market survey.
	Overall PIC satisfaction with the usefulness of reports generated; target 8/10	Not available	All completed reports were received and endorsed by peak industry councils but a survey was not completed (all stakeholder surveys were placed on hold while MLA enhanced coordination of multiple surveys targeting the same stakeholders).
6.1.2.4	<b>Membership services</b> Year-on-year improvement in member satisfaction with MLA membership services; target 7.2/10	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	MLA member satisfaction with MLA customer service reached 7.3/10. The survey methodology changed in 2017 from random basis to representative sample.
6.1.3.1	<b>Events</b> Year-on-year improvement in attendee rating of events; target 7.2/10	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	Attendee satisfaction with MLA's 2016 AGM in November averaged 7.9/10.
	MLA events delivered to budget	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	All events delivered to budget.
	Revised process implemented for sponsorship rounds	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	Improvements made included online contract generation and a revised sponsorship application form.
6.2.1.1	<b>Market information</b> Minimum 70% of industry survey respondents satisfied with MLA's market information services	<span style="color: grey;">○</span> <span style="color: grey;">○</span> <span style="color: green;">●</span>	97% of subscribers to MLA's market information service indicated that the content was valuable, with 64% rating it highly valuable.

## Appendix B: CoMarketing program participants 2016–17

Beef CoMarketing	\$
AACo	292,668
Andrews Meat Industries	33,514
Arcadian Organic Meats	22,389
Argyle Prestige Meat	22,510
Australian Beef Group	11,000
Australian Country Choice	61,578
Australian Organic Meats	6,378
Bingil Bay	1,477
Binnie Beef	11,136
Dardanup Butchering Co	50,630
Elders International	69
Gippsland Natural Meats	11,134
Global Meats	2,299
Greenham Tasmania	97,757
Harvey Industries Group	98,724
Haywill Holdings	2,495
JBS Australia	292,505
John Dee	10,122
JR Exports	4,103
KC Natural	12,899
Lotte International	16,156
Macka's Australian Black Angus	10,000
Manildra Meat Co	5,021
Matrad	35,000
Meat Tender	3,000
Moroney Pastoral Co	4,333
Mort & Co.	14,451
Morton Export Meat	5,000
Mulwarra	37,979
Murray Valley Meats	38,850
New World Foods	44,798
NH Foods	59,101
Nolan Meats	29,630
Northern Co-operative Meat Co	23,411
OBE Organic	24,020
Providore Global	12,975
Rangeland Quality Meats	225
Rangers Valley	36,959
Ravensthorpe Agricultural Co	14,129
Richard Gunner Fine Meats	5,166
Sanger Australia (Bindaree Beef)	71,850
Stanbroke Beef	61,512
Stockyard	26,484
Tabuan	7,250
Tasmania Feedlot	67,451
Teys Australia	184,009

Beef CoMarketing (continued)	\$
Thomas Foods International	53,074
Top Cut Foods	9,929
Warmoll Foods	56,930
Western Meat Packers	35,212
White Stripe	42,069
<b>Total</b>	<b>2,081,357</b>

Lamb CoMarketing	\$
1888 Certified	3,409
Arcadian Organic Meats	3,371
Blue Leaf Organic Meat	4,080
Dardanup Butchering Co	31,655
Fletcher International	7,500
Flinders Island Meat	22,015
Global Meats	1,232
Haywill Holdings	2,495
JBS Australia	20,738
KC Natural	282
Manildra Meat Co	3,166
Meat Tender	1,000
Mulwarra	17,437
Murray Valley Meat Co	14,254
Richard Gunner Fine Meats	1,375
Riverside Meats	11,796
SAMEX Australian Meat Co	21,884
Sanger Australia (Bindaree Beef)	1,989
Thomas Foods International	35,627
Top Cut Foods	6,999
V&V Walsh	30,733
WAMMCO	2,355
White Stripe Foods	16,750
<b>Total</b>	<b>262,143</b>

Goat CoMarketing	\$
Samex Australian Meat Co	6,650
Thomas Foods International	4,773
<b>Total</b>	<b>11,423</b>

## Appendix C:

# 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. Two 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](http://agriculture.gov.au) and search 'R&D for profit'.

Project (round)	Start date	Expected finish date	Lead organisation (other RDCs and partners) <sup>2</sup>	Total budget <sup>1</sup> (grant funding)
Improved use of seasonal forecasting to increase farmer profitability (1)	1/06/2015	30/06/2018	<b>RIRDC</b> (CRDC; GRDC; MLA; FRDC; WA; SRA; HI; SARDI; DAFWA; BoM; USQ; Birchip Cropping Group; Vic DEDJTR; NSW DPI; Monash University)	<b>\$3,559,448</b> (\$1,829,249)
Stimulating private sector extension in Australian agriculture to increase returns from R&D (1)	1/06/2015	30/06/2018	<b>DA</b> (MLA; HI; CRDC; APL; SRA; University of Melbourne; Vic DEDJTR; NSW DPI)	<b>\$3,190,000</b> (\$1,595,000)
Waste to revenue: novel fertilisers and feeds (1)	26/06/2015	30/06/2018	<b>APL</b> (DA; SRA; RIRDC; MLA; UQ; UWA)	<b>\$2,001,069</b> (\$862,693)
Fast-tracking and maximising the long-lasting benefits of weed biological control for farm productivity (1)	17/06/2015	20/06/2018	<b>MLA</b> (GRDC; DA; CSIRO; NSW DPI; PIRSA; Queensland Department of Agriculture, Forestry and Fisheries; Vic DEDJTR; TasWeed Biocontrol; Murdoch University; NSW Local Land Services; Victoria Gorse Taskforce and Landcare Groups; Pilbara Mesquite Management Committee; SA Grains Industry Trust; SA Government)	<b>\$3,795,836</b> (\$1,897,918)
Market and consumer insights to drive food value chain innovation and growth (1)	20/06/2015	28/08/2018	<b>MLA</b> (RIRDC, FRDC, CRDC, Victorian DEDJTR; HI; CSIRO; Australian Seafood Cooperative Research Centre (no longer in existence); WA; APL; DA)	<b>\$8,550,500</b> (\$2,873,500)
Accelerating precision agriculture to decision agriculture (2)	1/06/2016	28/02/2018	<b>CRDC</b> (all RDCs; Australian Farm Institute, Data to Decisions CRC; University of New England, Griffith University; University of the Sunshine Coast; CSIRO)	<b>\$3,557,976</b> (\$1,397,561)
Globally competitive Australian meat value chains enabled by advanced measurement technologies and integrated flock feedback systems (ALMTech) (2)	1/06/2016	20/09/2020	<b>MLA</b> (AMPC; APL; Scott Automation & Robotics; Murdoch University; University of Technology Sydney; Department of Agriculture and Food Western Australia; Victorian Department of Economic Development, Jobs, Transport and Resources; NSW DPI; South Australian Research and Development Institute; JBS Australia; Australian Cattle and Beef Holdings; Australian Country Choice Pty Ltd; Teys Australia Management Pty Ltd; Harvey Beef; Frontmatec; PorkScan; University of Melbourne, University of Adelaide, Animal Genetics and Breeding Unit, Australian Lot Feeders Association, University of New England; Australian Lamb Company)	<b>\$11,947,000</b> (\$4,850,000)
Phosphorus efficient pastures – delivering high nitrogen and water use efficiently and reducing of production across southern Australia (2)	1/09/2016	1/07/2020	<b>MLA</b> (DA; AWI; CSIRO; DPI & Office of the NSW Department of Trade & Investment in Regional Infrastructure & Services; University of Western Australia; Murdoch University; Bookham Agricultural Bureau; Tablelands Farming Systems; Central Ranges Grassland Society; Monaro Farming Systems; Association for Sheep Husbandry, Excellence, Evaluation and Production; Southern Dirt; Boggabri grazing group; Purlewaugh NSW Farmers)	<b>\$8,437,829</b> (\$3,460,000)
Improved surveillance, preparedness and return to trade for emergency animal disease incursions using FMD as a model (2)	15/12/2016	14/09/2020	<b>MLA</b> (CSIRO; Animal Health Australia; Charles Sturt University; Bureau of Meteorology; Australian Bureau of Agricultural and Resource Economics and Sciences; Australian Government Department of Agriculture and Water Resources – Animal Health Policy Branch)	<b>\$11,739,936</b> (\$5,869,968)
Enhancing supply chain profitability through reporting and utilisation of peri-mortem information by livestock producers' (Health 4 Wealth) (2)	28/06/2016	31/07/2020	<b>APL</b> (MLA; South Australian Research and Development Institute; Vic DEDJTR)	<b>\$1,725,594</b> (\$711,668)
Enhancing the profitability and productivity of livestock farming through virtual herding technology (2)	1/07/2016	30/06/2020	<b>DA</b> (MLA; AWI; APL; CSIRO; Tasmanian Institute of Agriculture at University of Tasmania; University of Sydney; University of New England; University of Melbourne; Agersens Pty Ltd)	<b>\$5,836,805</b> (\$2,600,000)

1 Total budget (amounts in bold) includes grant funding, cash and in kind funding.

2 See page 117 for acronyms of these organisations.

# Acronyms, glossary and index

## Acronyms

<b>AGM</b>	Annual General Meeting
<b>CSIRO</b>	Commonwealth Scientific and Industrial Research Organisation
<b>DEXA</b>	Dual-Energy X-ray Absorptiometry
<b>EBV</b>	estimated breeding value
<b>ESCAS</b>	Exporter Supply Chain Assurance System
<b>EU</b>	European Union
<b>FTA</b>	free trade agreement
<b>KPI</b>	key performance indicator
<b>LDL</b>	Livestock Data Link
<b>LEP</b>	Livestock Export Program
<b>LGAP</b>	Livestock Global Assurance Program
<b>LPA</b>	Livestock Production Assurance
<b>MDC</b>	MLA Donor Company
<b>MLA</b>	Meat & Livestock Australia
<b>MSA</b>	Meat Standards Australia
<b>NLIS</b>	National Livestock Identification System
<b>NVD</b>	National Vendor Declaration
<b>R&amp;D</b>	research and development
<b>RHDV</b>	rabbit haemorrhagic disease virus
<b>RMAC</b>	Red Meat Advisory Council
<b>TPP</b>	Trans-Pacific Partnership
<b>UAE</b>	United Arab Emirates
<b>US</b>	United States

## Glossary

### Dual-Energy X-ray Absorptiometry (DEXA)

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

### Exporters Supply Chain Assurance System (ESCAS)

The Australian Government's regulatory regime requiring livestock exporters to take responsibility for the welfare and traceability of their livestock throughout the supply chain through to the point of slaughter.

### 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 Global Assurance Program (LGAP)

LGAP enhances the assurance sought through ESCAS by strengthening the commitment, oversight and management of welfare proportionately along the supply chain through livestock exporters, importers, feedlots, farms and abattoirs while encouraging continual improvement and best practice.

### 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 carcass.

### National Livestock Identification System (NLIS)

NLIS is Australia's system for the identification and traceability of cattle, sheep and goats. It ensures that 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.

## Index

The index is arranged by key area and then alphabetically word by word. References below indicate the primary reference/s.

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### Acronyms from page 116

Australian Meat Processor Corporation (AMPC); Australian Pork Limited (APL); Australian Wool Innovation (AWI); Bureau of Meteorology (BoM); Commonwealth Scientific and Industrial Research Organisation (CSIRO); Cotton Research and Development Corporation (CRDC); Dairy Australia (DA); Department of Agriculture and Food, Western Australia (DAFWA); Fisheries Research and Development Corporation (FRDC); Grains Research and Development Corporation (GRDC); NSW Department of Primary Industries (NSW DPI); Department of Primary Industries and Regions, South Australia (PIRSA); Research and Development Corporation (RDC); Rural Industries Research and Development Corporation (RIRDC); South Australian Research and Development Institute (SARDI); Sugar Research Australia (SRA); University of Southern Queensland (USQ); Victoria Department of Economic Development, Jobs, Transport and Resources (Vic DEDJTR); Wine Australia (WA).