Annual Operating Plan 2026-27

LIVECORP
THE AUSTRALIAN LIVESTOCK EXPORT CORPORATION

About LiveCorp 3
Executive summary 4
Operating environment 6
Strategic imperatives 9
Key performance indicators 18
Governance 20
Budget 22
Performance principles 23

Published by:
Australian Livestock Export Corporation Limited (LiveCorp)
June 2026
ABN: 88 082 408 740

PO Box 1179, North Sydney, NSW 2059
Telephone: (02) 9929 6755
Email: livecorp@livecorp.com.au
Website: www.livecorp.com.au

LIVECORP
THE AUSTRALIAN LIVESTOCK EXPORT CORPORATION

About LiveCorp

The Australian Livestock Export Corporation (LiveCorp) is the livestock export industry's research, development and marketing body. It is a rural research and development corporation (RDC), and the declared livestock export marketing and research body for the purposes of the *Primary Industries Levies and Charges Disbursement Act 2024 (Cth).* LiveCorp has 37 members.

Our role

LiveCorp invests in research and development and marketing to provide knowledge, advice, services and support to enable a resilient and high-performing livestock export industry.

Our vision

An efficient, trusted and resilient livestock export industry that is globally recognised for its animal health and welfare standards and the enduring value it provides to Australia and its trading partners.

Our mission

To deliver against its vision by 2031, LiveCorp will invest in research, development, extension, adoption, marketing, communications and service delivery across four key imperatives:

- advance the measurement and continuous improvement of animal health and welfare outcomes
- strengthen trust, transparency and sustainability for the livestock export industry
- improve productivity, resilience and cost efficiency across the livestock export supply chain
- progress new and diversified trade opportunities, while securing and building resilience and value in existing markets.

Our values

Anticipate and act

Alert to emerging risks and future opportunities, while acting effectively where timely intervention matters.

Integrity

Relying on evidence and analysis to inform advice and actions, while guarding against bias and short-term pressures.

Innovation

Seeking practical ways to unlock opportunity and reduce risk, grounded in evidence and focused on outcomes that matter.

Reliability

Disciplined in planning, delivering on commitments and accountable for outcomes to maintain stakeholder trust.

Funding

LiveCorp receives statutory levies on the export of beef and dairy cattle, sheep and goats, and manages the investment of these levies on behalf of levy payer members. The levy rates have two components: a marketing portion representing approximately 83% of the total, and a research and development (R&D) component representing approximately 17%. The Australian Government makes a matching contribution for every dollar of the R&D levy invested.

Collaboration

LiveCorp's principal collaboration occurs through a joint program with Meat & Livestock Australia (MLA), known as the Livestock Export Program (LEP). The LEP comprises two sub-programs: the RD&E Program, managed by LiveCorp, and the In-market Program, managed by MLA. LiveCorp and MLA coordinate on RD&E priorities and projects through a joint Management Committee, and on in-market activities through the newly established Indonesian Taskforce. MLA reports on LEP In-market Program priorities and activities through its annual investment plan.

LiveCorp is also a joint initiator, with the Australian Livestock Exporters' Council (ALEC), of the Live Cattle Growth Plan 2026-35, developed to identify the key strategic challenges and opportunities for the live cattle export industry and establish mechanisms to bring together supply chain participants to collaborate on them.

Collaboration also occurs with government agencies, supply chain members and other RDCs. LiveCorp is an active member of the Council of Rural RDCs and engages with grow$^{AG.}$, Agricultural Innovation Australia, the Australian Beef Sustainability Framework and the Sheep Sustainability Framework.

Executive summary

This is the first Annual Operating Plan (AOP) under LiveCorp's *Strategic Plan 2026-31*. It sets out specific projects, activities and investments for 2026-27 to deliver against the four strategic imperatives.

Strategic imperatives

Each imperative is supported by three strategic priorities, creating twelve priorities that collectively guide LiveCorp's investment over the five-year period, including ongoing activities and targeted new initiatives.

1. **Animal health and welfare**
   Advance the measurement and continuous improvement of animal health and welfare outcomes
2. **Community trust and industry sustainability**
   Strengthen trust, transparency and sustainability for the livestock export industry
3. **Supply chain efficiency and productivity**
   Improve productivity, resilience and cost efficiency across the livestock export supply chain
4. **Market access and trade**
   Progress new and diversified trade opportunities, while securing and building resilience and value in existing markets

Focus areas 2026-27

Five areas have been identified for particular focus or new investment in 2026-27.

[STRATEGIC PRIORITY 1.1]

Interpreting animal welfare

Historically, mortality rates have been the primary measure used by the regulator to assess animal welfare for livestock exports. The industry has spent more than a decade investing in research to identify meaningful measures of animal welfare during export voyages, and a significant body of data is now being collected on every voyage. The challenge is knowing how to interpret all of that information in a consistent, objective and practical way.

The interpreting animal welfare project has developed a minimum viable model that translates animal welfare data collected during voyages into an objective, standardised scoring system. By refining key welfare indicators and integrating them into the industry's data collection platform, LIVEXCollect, the project aims to provide exporters and shipboard teams with evidence-based insights to support real-time decision-making and continuous improvement in animal welfare outcomes. With completion of the welfare model in 2026, the project will move into the next phase of testing and validation in real conditions through 2026-27.

[STRATEGIC PRIORITY 2.3]

Live Cattle Growth Plan 2026-35

The Live Cattle Growth Plan 2026-35 is an industry-led strategy co-initiated by LiveCorp and ALEC to identify the strategic challenges and opportunities for the live cattle export industry and establish mechanisms to bring together supply chain participants, representative bodies and service organisations to collaborate on them. In 2026-27, the focus is to establish the working groups across the plan's key themes, including community and government engagement, and animal welfare and regulation; support the Implementation Committee; and to commence initial priority activities within each theme. LiveCorp will provide industry coordination and secretariat support and contribute technical expertise and research insights to support the Plan's objectives.

Executive summary *continued*

[STRATEGIC PRIORITY 3.1]

Regulatory improvement project

In early 2026, the Australian Government committed $7.5 million over three years to implement regulatory improvements for live animal exports, aligned with a new regulatory framework to support the industry's ongoing sustainability following the phase-out of live sheep exports by sea. The Department of Agriculture, Fisheries and Forestry (DAFF) continues to examine opportunities to streamline and modernise the licensing, documentation and compliance frameworks governing livestock exports. In 2026-27, LiveCorp will support DAFF's regulatory improvement project by facilitating discussions between exporters and analysts, ensuring industry participation, and providing research and technical insights to help analysts better understand industry pain points and priorities.

[STRATEGIC PRIORITY 3.2]

Document standardisation and automation

Every livestock export voyage generates a significant volume of documentation. Historically, there has been little consistency in the forms used across different exporting companies, resulting in variation. For producers, exporters and the regulator, this inconsistency creates unnecessary time and cost, increases the risk of errors, and adds complexity to already detailed compliance processes. The document standardisation and automation project will standardise commonly used export documents and integrate them into a digital document management platform that automates data entry, enables document tracking and approvals, and supports structured workflows.

[STRATEGIC PRIORITY 4.2]

Protecting and strengthening key markets

Indonesia is Australia's largest and most important livestock export market and maintaining the strength and stability of this relationship is a key priority for LiveCorp in 2026-27. The trade is deeply embedded in Indonesia's food system, with imported Australian-bred cattle playing a central role in supplying the feedlot and processing sectors that provide fresh beef to Indonesian consumers.

Beyond protein supply, the trade supports employment, investment and economic activity across Indonesia's agricultural sector, and contributes to the Indonesian Government's broader goals of improving food security and nutrition, including through its Free Nutritious Meals Program. In 2026-27, LiveCorp will prioritise deeper engagement in Indonesia, working through the LEP, in-market partnerships and relevant Australian Government departments and agencies to strengthen relationships across the supply chain and contribute to the conditions that enable reliable, long-term trade.

Funding review

LiveCorp's operations are funded through statutory levies collected on the export of beef and dairy cattle, sheep and goats, invested on behalf of levy payers to deliver research, development, extension and marketing services. The legislated cessation of live sheep exports by sea from 1 May 2028 has already reduced LiveCorp's levy income base, compounding the funding pressure the organisation is facing.

The levy rates have not been reviewed since they were first established 20 years ago, and there is a growing need to ensure that the level of funding available to LiveCorp remains appropriate and sufficient. LiveCorp will work with ALEC, as the industry representative body, and levy payer members during 2026-27 to examine its income, cost base and commitments, and consider options to ensure the organisation's sustainability.

Ensuring the industry's investment is set at a level that genuinely reflects its needs is fundamental to LiveCorp's ability to deliver the services, research and engagement activities that members and levy payers expect.

AOP consultation

The AOP was developed in consultation with members, levy payers, ALEC and other stakeholders through a series of individual one-on-one meetings with major exporters and an annual industry consultative forum.

Operating environment

Australia's livestock export industry provides nutrition and food security in key markets, supports global livestock production, and promotes business growth and jobs across the supply chain. It provides employment in rural areas, enhances livestock prices through competition, and offers marketing options, especially during high turn-off periods.

LiveCorp anticipates the following dynamics will shape the operating environment for the 2026-27 period.

Supply and demand for livestock

Australia's cattle herd is expected to remain close to 30 million head through to 2027, with a further contraction in 2028. The sheep flock is forecast to decline in 2026, reflecting continued structural change in production systems and the effects of prolonged dry conditions across southern Australia.

Demand for Australian cattle is expected to remain concentrated in core markets, led by Indonesia, where cattle imports continue to play an important role in meeting domestic protein needs and supporting local feeding and processing systems. Disease impacts on local herds, government nutrition and food security initiatives, and policy settings that recognise the economic value of the live trade are expected to continue to underpin demand. Volumes to other traditional markets are likely to remain sensitive to Australian cattle prices, competition from alternative proteins, and broader economic conditions.

The live sheep export trade faces a more constrained operating environment in 2026-27. Trade volumes will be limited by tighter sheep supply combined with elevated costs across freight, fuel and insurance, and continued sensitivity to shipping access and geopolitical instability in key Middle East markets. While demand for Australian sheep remains supported by Australia's reputation for quality, consistency and animal health standards, realised volumes are expected to remain subject to supply availability, pricing and logistical reliability. Ongoing adjustment in anticipation of the scheduled cessation of live sheep exports by sea from 1 May 2028 is also influencing producer and exporter decision-making.

Across both cattle and sheep, live export performance in 2026-27 will be shaped by seasonal variability, input costs, regulatory requirements and shipping capacity, pointing to a year focused on maintaining trade reliability, market confidence and supply chain resilience.

With sheep in short supply, goats are an attractive alternative for Australian abattoirs, given global demand for goat meat. Despite this leading to stronger Australian goat prices, live goat exports are expected to remain relatively stable in 2026-27.

Indonesia

Indonesia has historically been Australia's largest livestock export market, with the trade supporting the development of a commercially significant cattle sector that is integral to the country's food security. The relationship is mutually beneficial, with Australian livestock underpinning local feeding, processing and protein supply systems across Indonesia.

The Indonesian Government's Free Nutritious Meals Program entered its second year in 2026, aiming to provide free meals to school students and pregnant women to address malnutrition and stunting, which affects approximately one in five Indonesians. In parallel, Indonesia is pursuing expansion of its domestic beef and dairy herds to meet growing demand for quality protein.

The livestock export industry will continue to supply feeder/slaughter cattle to Indonesia in 2026-27, with an additional focus on breeder consignments and engagement with smallholders to support herd development. Foot and mouth disease (FMD) and lumpy skin disease (LSD) continue to affect Indonesian livestock, and both the Australian Government and industry are providing support for local biosecurity and animal health improvement efforts.

Market access

The quality and disease-free status of Australian livestock continue to attract interest from both existing and new markets, including demand for breeding animals to support herd development and genetic improvement. Food security considerations reinforce the strategic importance of the livestock export trade to many of Australia's trading partner relationships. Through the LEP, LiveCorp will continue to provide technical expertise, evidence and in-market support to underpin the reliability of existing markets and contribute to the development of new trade pathways.

Community sentiment

A long-running series of national surveys tracking community attitudes toward the livestock export industry shows that public perceptions remain mixed, though they have improved over recent years. Australians broadly recognise the economic contribution the trade makes domestically and acknowledge the role it plays in food security and protein access in importing countries.

Animal welfare remains the primary driver of both trust and concern, with community acceptance closely linked to confidence in regulatory systems, industry transparency and the responsiveness of exporters to welfare issues. These findings continue to inform LiveCorp's communications strategy, research priorities and stakeholder engagement approach, and are reflected in the industry's commitment to evidence-based reporting on animal health and welfare performance.

Operating environment *continued*

Political landscape

Legislation has been passed to end the export of live sheep by sea from Australia on 1 May 2028. The policy does not apply to live cattle exports, nor to live sheep exports by air. LiveCorp will continue to support industry, ALEC and DAFF with expert advice and resources regarding the sheep trade.

Regulatory reform and reviews

The livestock export industry faces an active regulatory environment in 2026-27, with several significant reviews and consultation processes underway or anticipated. LiveCorp will engage in these processes consistent with its role as an RDC, providing technical evidence, data and research insights to support well-designed, evidence-based regulatory outcomes.

Key regulatory processes expected to affect the industry during the AOP period include:

- **Australian Standards for the Export of Livestock (ASEL) version 4.0:** Consultation on the next iteration of ASEL is expected to progress in 2026-27, with proposed updates to animal welfare and operational requirements across species and voyage types.
- **Exporter Supply Chain Assurance System (ESCAS):** Ongoing development and potential amendment of ESCAS, including examination of opportunities to improve efficiency, consistency and compliance assurance across in-market supply chains.
- **DAFF regulatory improvement project:** Backed by $7.5 million in Australian Government funding over three years, this project examines opportunities to streamline and modernise the licensing, documentation and compliance frameworks governing livestock exports.

LiveCorp will monitor the regulatory calendar and engage proactively with relevant consultation processes as they are announced throughout the year.

Sustainability

There is growing focus from government and the community on sustainability across Australian agriculture, including increasing requirements for carbon accounting and reporting. LiveCorp has invested in research on the livestock export industry's carbon footprint and emissions monitoring capabilities. LiveCorp has also supported research into the social benefits the industry delivers in importing countries, including contributions to food security, poverty alleviation and nutrition, consistent with the United Nations Sustainable Development Goals. LiveCorp will continue to develop and communicate the industry's sustainability credentials across both environmental and social dimensions, supporting the industry's broader case to government and the community.

Geopolitical tensions

Ongoing geopolitical tensions and regional instability are expected to continue affecting trade and resource supply across the broader agricultural sector through 2026-27. Regional conflict in the Middle East, including disruptions to key shipping routes, is expected to continue affecting the livestock export trade to the region, altering shipping routes, increasing costs and creating uncertainty for exporters and markets.

Broader geopolitical volatility, including shifting trade relationships and global supply chain pressures, will continue to influence energy prices, freight availability and operational costs across the livestock export supply chain. These conditions also reinforce the importance of food security and the strategic value of Australia's livestock export trade to its regional relationships, providing the industry with an opportunity to better communicate its contribution to these priorities.


SILOS

Strategic imperatives

LiveCorp delivers against four strategic imperatives and twelve associated strategic priorities. Each priority represents a program of work encompassing ongoing activities as well as targeted projects and new initiatives. The sections that follow set out LiveCorp's planned activities and intended outcomes for each priority area in 2026-27.

VISION

An efficient, trusted and resilient livestock export industry that is globally recognised for its animal health and welfare standards and the enduring value it provides to Australia and its trading partners.

IMPERATIVES

Animal health and welfare	Community trust and industry sustainability	Supply chain efficiency and productivity	Market access and trade
1.1 Progress animal health and welfare measurement and reporting 1.2 Support adoption of animal health and welfare practices 1.3 Inform evidence-based animal health and welfare policy	2.1 Strengthen community confidence and understanding 2.2 Elevate awareness of industry value and contribution 2.3 Coordinate industry communication and engagement	3.1 Support efficient regulatory processes and systems 3.2 Enable digitised and standardised supply chain systems 3.3 Lift industry productivity and reduce emissions	4.1 Expand market access opportunities 4.2 Strengthen stability in key markets 4.3 Deepen in-market supply chain partnerships

PRIORITIES

1.1 Progress animal health and welfare measurement and reporting
1.2 Support adoption of animal health and welfare practices
1.3 Inform evidence-based animal health and welfare policy

2.1 Strengthen community confidence and understanding
2.2 Elevate awareness of industry value and contribution
2.3 Coordinate industry communication and engagement

3.1 Support efficient regulatory processes and systems
3.2 Enable digitised and standardised supply chain systems
3.3 Lift industry productivity and reduce emissions

4.1 Expand market access opportunities
4.2 Strengthen stability in key markets
4.3 Deepen in-market supply chain partnerships

Strategic imperatives *continued*

1. Animal health and welfare

Animal health and welfare sit at the centre of a resilient and trusted livestock export industry. In 2026-27, LiveCorp will advance its evidence base on animal welfare outcomes, support adoption of proven practices, and contribute to evidence-based regulatory improvement.

Investment for 2026-27

Marketing $918,022
Research $820,000

Key activities 2026-27

PROJECT/ACTIVITY	DESCRIPTION/OBJECTIVE	OUTCOMES 2026-27
1.1 Progress animal health and welfare measurement and reporting		
Interpreting animal welfare	The interpreting animal welfare project has developed a minimum viable model that will translate animal welfare data collected during voyages into an objective, standardised scoring system. By refining key welfare indicators and integrating them into LIVEXCollect, the project will provide exporters and shipboard teams with evidence-based insights to support real-time decision-making and continuous improvement.	Welfare scoring model piloted and validated in real voyage conditions. Integration into LIVEXCollect progressed.
Animal health and welfare data strategy	The strategy focuses on strengthening how animal health and welfare information is captured, standardised and used across the livestock export supply chain, including determining the value proposition for expanding data collection into new supply chain segments. Central to the strategy is LIVEXCollect as the industry's platform for consistent data collection, reporting and analysis.	Animal health and welfare data strategy documented and endorsed. Implementation roadmap developed.
LIVEXCollect	LIVEXCollect is the digital platform that standardises the collection, reporting and analysis of livestock export voyage data. It enables exporters, stockpersons and accredited veterinarians to record health and welfare data and submit ASEL compliant reports to DAFF, while supporting consistent data inputs for RD&E and evidence-based decision-making.	LIVEXCollect administered, maintained and supported. Animal health and welfare data accessible, current and fit for purpose.
Heat Stress Risk Assessment (HSRA) platform	HSRA is a scientifically based model that assesses and manages heat stress risk for livestock during sea export voyages, combining data on climate, animal characteristics and vessel performance to inform load planning. Delivered through an online platform supporting consistent risk assessment before export.	HSRA platform administered and maintained. Industry access supported.
1.2 Support adoption of animal health and welfare practices		
Shipboard Stockperson Accreditation Program	The Accreditation Program builds the capability of shipboard stockpersons through structured training, assessment and practical experience, providing those responsible for livestock on export vessels with shipboard-specific skills and competency to manage animal health and welfare and meet ASEL reporting and compliance requirements.	Shipboard Stockperson Accreditation Program is managed and training course delivered.

Strategic imperatives *continued*

PROJECT/ACTIVITY	DESCRIPTION/OBJECTIVE	OUTCOMES 2026-27
Open innovation pipeline	The open innovation pipeline enables multiple small-scale technology trials to address common supply chain problems through short, focused projects. It leverages existing technology solutions and/or provides a pathway to trial novel approaches, enabling solutions to be identified and tested faster than traditional research processes allow.	Innovation projects to trial technological solutions supporting practical animal health and welfare improvements completed.
Animal health and welfare priority setting	To ensure LiveCorp's animal health and welfare RD&E investment over the life of the *Strategic Plan 2026-31* is targeted and fit for purpose, this activity will engage industry to identify and agree a focused set of animal health and welfare matters that warrant sustained attention over the next five years. The process will draw on existing research, performance data and stakeholder insights to identify the issues most likely to require solutions.	Targeted set of animal health and welfare RD&E priority matters identified through industry consultation. Findings inform the RD&E investment pipeline for 2027-28 and beyond.
In-market training and capacity building	Building the capability of in-market partners and supply chain participants is central to improving animal welfare outcomes, supply chain efficiency and trade reliability in importing countries. LiveCorp supports in-market training and capacity building activities through the LEP In-market Program across priority markets.	Capacity building and training activities provided by the LEP In-market Program
Extension and adoption of research findings	LiveCorp actively promotes the extension and adoption of research and development outputs to ensure that its investment delivers practical, on-the-ground outcomes, translating research findings into tools, practices and knowledge that can be applied across the supply chain to drive measurable improvements in animal health and welfare, supply chain efficiency and industry performance. LiveCorp coordinates with the LEP In-market Program to support the uptake of research findings and proven practices in importing countries, including identifying opportunities to expand in-market RD&E and adoption projects that translate research outputs into practical improvements.	Completed R&D projects are published and promoted. Adoption plans for key projects or research outcomes are developed and executed. Animal health and welfare in-market extension and adoption activities delivered through the LEP In-market Program.
1.3 Inform evidence-based animal health and welfare policy		
Regulatory reviews	DAFF is scheduled to continue reviews of ASEL (version 4.0) and ESCAS in 2026-27. LiveCorp will provide technical support, input and submissions drawing on its research portfolio and industry data. LiveCorp will also assist industry with the implementation of regulatory changes once established, including any new control and traceability standards arising from the ESCAS review with the LEP In-market Program.	Regulatory input and submissions supported by research evidence. Exporters supported as necessary with implementation of substantial regulatory changes arising from reviews.
Technical advice and policy engagement	LiveCorp provides ongoing technical advice and evidence to support DAFF as regulator and ALEC as the industry advocate in policy discussions relating to animal health and welfare. This includes participating in working groups, responding to consultations, and contributing research findings to inform well-designed regulatory and policy outcomes.	Technical advice and evidence contributed to relevant policy and regulatory processes. LiveCorp's research outputs actively inform discussions with DAFF and ALEC.

Strategic imperatives *continued*

2. Community trust and industry sustainability

Community trust and understanding are essential to the ongoing acceptance and sustainability of the livestock export industry. In 2026-27, LiveCorp will strengthen the evidence base that underpins public understanding and confidence, coordinate supply chain communication and engagement, and maintain a professional and active presence across its member and community communication channels.

Investment for 2026-27

Marketing $616,661
Research $340,000

Key activities 2026-27

PROJECT/ACTIVITY	DESCRIPTION/OBJECTIVE	OUTCOMES 2026-27
2.1 Strengthen community confidence and understanding		
Community sentiment survey	LiveCorp commissions an independent national survey every 18 months to measure and track community attitudes toward the Australian livestock export industry. The survey captures the views of a representative sample of Australians on key dimensions including trust in the industry, confidence in animal welfare standards and regulatory oversight, awareness of the industry's economic contribution, and understanding of the role livestock exports play in supporting food security in importing countries. Conducted by an independent research organisation to ensure the integrity and credibility of findings.	Community sentiment survey conducted. Results used to inform the communications plan and track progress against the five-year community trust target in the *Strategic Plan 2026-31*. Findings shared with industry partners to support coordinated, evidence-based communication.
Community communications	LiveCorp's community communications are guided by the annual community sentiment survey findings. A key focus in 2026-27 is the scoping and commencement of a content library – a structured collection of facts, narratives and key messages about the industry's performance, animal welfare standards and positive contributions to food security, livelihoods and economic development. In parallel, LiveCorp will explore the baseline knowledge and information needs of different community segments, including the finance and institutional sector, to better tailor communications to audiences whose confidence in the industry is increasingly important.	Content library scoped and commenced. Community segment knowledge needs assessment completed. LiveCorp website and social media accounts maintained with accurate and up-to-date public information about the industry and LiveCorp's activities.
2.2 Elevate awareness of industry value and contribution		
Contribution to international development goals	In 2026, the LEP RD&E Program completed the first phase of the 'contribution of livestock exports to international development goals' project, which quantified economic, social and animal welfare benefits of livestock exports across Indonesia, Vietnam, Kuwait and China, demonstrating the trade's contribution to food security, job creation, skills development and higher animal welfare standards in importing countries. In 2026-27, LiveCorp will define and progress the next phase of this project.	Next phase of the international development goals project defined and progressed.

Strategic imperatives *continued*

PROJECT/ACTIVITY	DESCRIPTION/OBJECTIVE	OUTCOMES 2026-27
Event engagement	Industry events provide valuable opportunities to engage producers, supply chain participants and stakeholders with the story of what the livestock export trade delivers, both domestically and overseas, and to build a broader base of industry advocates who can communicate this message across their own networks.	Participation in major industry events including Beef Australia. Initial planning for LIVEXchange 2028 commenced.
Industry sustainability frameworks	LiveCorp engages with red meat and cross-RDC forums and working groups, including the Australian Beef Sustainability Framework and the Sheep Sustainability Framework, to ensure that the livestock export industry's contributions are appropriately reflected in the sustainability reporting and communications of the broader red meat sector.	Participation in sustainability framework forums maintained.
2.3 Coordinate industry communication and engagement		
Live Cattle Growth Plan 2026-35	The Live Cattle Growth Plan is an industry-led initiative focused on identifying and progressing opportunities to sustainably grow the live cattle export sector through engagement with industry stakeholders and targeted working groups across key areas including community and government engagement, and animal welfare and regulation. In 2026-27 LiveCorp will support the establishment of the working groups and Implementation Committee that will commence initial priority activities within each theme.	Secretariat services and support provided to the Live Cattle Growth Plan Implementation Committee and relevant working groups. Working groups established and initial priority activities progressed across key themes. Development of a five-year cooperative community engagement plan commenced through the relevant working group.
Member and stakeholder communications	Keeping members, levy payers and key stakeholders well informed is fundamental to LiveCorp's accountability and its ability to maintain the trust and engagement of those whose support and investment underpin the industry. LiveCorp delivers member and stakeholder communications through a range of targeted channels and formats, including the *LiveCorp Insider* newsletter, webinars, exporter meetings, CEO updates, RD&E project communications and industry workshops.	*LiveCorp Insider* newsletter published regularly. Webinars, exporter meetings, workshops and CEO updates delivered as scheduled. RD&E project communications and updates distributed to members and stakeholders.
Industry engagement	Building stronger connections across the livestock export supply chain is an important priority in 2026-27. A key initiative will be a survey of cattle producers and other supply chain stakeholders to better understand their current knowledge of the livestock export trade and preferences for how they engage with information. LiveCorp will also identify opportunities to develop livestock export content and resources that can be integrated into existing producer and community engagement initiatives managed by MLA and other identified partners.	Cattle producer and supply chain stakeholder survey developed and conducted. Opportunities identified to integrate livestock export content into MLA and partner engagement channels.
Strategic Response Group	LiveCorp convenes and manages a Strategic Response Group (SRG) comprising representatives from LiveCorp, MLA and ALEC to provide a coordinated, whole-of-industry mechanism for responding to incidents and emerging issues affecting the livestock export trade. The group brings together the complementary expertise, relationships and communication channels of the three organisations to ensure responses are timely, consistent and well-informed.	SRG maintained in a state of readiness. Coordinated, timely industry response to incidents and emerging issues delivered when required.

Strategic imperatives *continued*

3. Supply chain efficiency and productivity

Australia's livestock export industry operates in a highly competitive global marketplace, where efficiency and productivity across the supply chain are essential to maintaining competitiveness. In 2026-27, LiveCorp will contribute to the continued modernisation of regulatory processes and supply chain systems, and support initiatives that lift operational efficiency and reduce emissions intensity.

Investment for 2026-27

Marketing $627,967
Research $800,000

Key activities 2026-27

PROJECT/ACTIVITY	DESCRIPTION/OBJECTIVE	OUTCOMES 2026-27
3.1 Support efficient regulatory processes and systems		
DAFF regulatory improvement project	LiveCorp is supporting DAFF's regulatory improvement project by facilitating discussions between exporters and analysts, ensuring industry participation is representative, and providing relevant research and technical insights to help analysts better understand industry pain points and priorities. This project is backed by $7.5 million in Australian Government funding over three years, announced in early 2026.	Relevant technical information and research provided to DAFF. Consultation process supported with representative input from exporters. LiveCorp research insights contribute to identification of improvement priorities.
Industry familiarisation tour	Industry familiarisation tours provide government stakeholders, particularly DAFF staff, with first-hand exposure to livestock export operations and supply chain practices. The objective is to improve understanding of industry realities and strengthen engagement between industry and government.	A second livestock export awareness tour for DAFF staff delivered.
Technical advice and regulatory submissions	LiveCorp provides ongoing technical advice and evidence to support regulatory processes, including consultations on ASEL 4.0, ESCAS and other regulatory reviews. This includes preparing submissions, participating in working groups and sharing research findings with DAFF and ALEC to support well-designed, evidence-based regulatory outcomes.	Technical submissions and evidence provided to relevant regulatory consultations. LiveCorp's regulatory engagement documented and reported.
3.2 Enable digitised and standardised supply chain systems		
Document standardisation and automation	The document standardisation and automation project focuses on improving how export documentation is managed across the livestock export supply chain by replacing fragmented, manual processes with a more streamlined and consistent system. The project will standardise commonly used export documents and integrate them into a digital document management platform that supports more automated data entry, document tracking and approvals, and structured workflows. The initial focus is on documentation for cattle exports to South East Asia.	R&D commenced to develop a digital platform for livestock exporters to achieve standardisation and improved automation of export document management. Standardised documents for cattle exports to South East Asia developed.

Strategic imperatives *continued*

PROJECT/ACTIVITY	DESCRIPTION/OBJECTIVE	OUTCOMES 2026-27
Exporter survey instrument	A number of the key performance indicators established in the *Strategic Plan 2026-31* rely on exporter survey data to measure progress against five-year targets across supply chain efficiency, market access and animal welfare. A robust, consistent survey instrument is essential to establishing reliable baselines and enabling meaningful year-on-year comparison over the life of the strategic plan.	Exporter survey instrument designed and developed, including methodology, questions and baseline data collection approach. Survey ready for first administration in 2026-27 and results received by 30 June 2027.
3.3 Lift industry productivity and reduce emissions		
Vessel availability and fleet analysis	Vessel availability and fleet composition are key determinants of livestock export capacity, productivity and competitiveness. Understanding the factors that influence vessel availability, including regulatory requirements, fleet age, shipping market dynamics and alternative cargo competition, is important to industry planning and long-term growth ambitions.	Analysis of factors influencing the availability of livestock vessels to support industry growth completed. Findings shared with industry and government as relevant.
Benchmarking and competitiveness research	Growing demand for Australian livestock in key markets requires a clear understanding of the competitive landscape, evolving market preferences, and opportunities available to industry to differentiate and add value. Through the LEP RD&E and In-market Programs, LiveCorp will support benchmarking and competitiveness research in priority markets including Indonesia, Vietnam and the broader South East Asian region.	Findings from research to benchmark and optimise the competitiveness of cattle exports to South East Asia analysed. Findings shared with industry. Further productivity-related research and/or adoption projects identified (e.g. composite cattle breeds, feed optimisation).
Emissions and sustainability	There is a growing focus from government and the community on sustainability, including increasing requirements for carbon accounting and reporting. LiveCorp will continue to build its understanding of the industry's emissions profile and communicate relevant sustainability evidence to members and stakeholders.	Relevant materials about emissions intensity reduction opportunities distributed to industry (e.g. MLA or DAFF materials).
In-market supply chain efficiency and productivity	LiveCorp supports in-market activities to enhance supply chain efficiency and productivity through the LEP In-market Program across priority markets.	Supply chain efficiency and productivity activities provided by the LEP In-market Program

Strategic imperatives *continued*

4. Market access and trade

Sustained growth in market access, demand and value creation is central to the long-term resilience and prosperity of Australia's livestock export industry. In 2026-27, LiveCorp will focus on protecting and strengthening existing markets, and deepening supply chain partnerships in priority importing markets.

Investment for 2026-27

Marketing $810,344
Research $52,000

Key activities 2026-27

PROJECT/ACTIVITY	DESCRIPTION/OBJECTIVE	OUTCOMES 2026-27
4.1 Expand market access opportunities		
Protocol Committee	The Protocol Committee is responsible for identifying and prioritising engagement with new or existing countries about access for Australian cattle, sheep and goats. It includes representatives from the livestock export industry, producer organisations, and DAFF. Exporters with protocol-related issues are encouraged to contact their industry representative or the Committee secretariat so their concerns can be tabled at meetings. LiveCorp provides secretariat support to the Committee and contributes technical input to inform priority market setting and protocol negotiations.	Secretariat support to the Protocol Committee maintained. Technical input provided to Protocol Committee meetings and priority market negotiations.
High potential market analysis	Identifying new markets with strong long-term prospects requires forward-looking analysis of market conditions, demand trends, regulatory pathways and competitive dynamics. LiveCorp will undertake analysis to identify high potential markets over five-year and longer timeframes, providing the Protocol Committee and industry with an evidence base to guide investment in market access development.	Analysis of high potential markets (5+ year timeframes) completed. Findings provided to the Protocol Committee and industry to inform market access prioritisation.
International delegations	Establishing and developing new livestock export markets requires sustained, face-to-face engagement with potential importing country governments, regulatory agencies and commercial partners. LiveCorp will support new and existing market engagement by facilitating and participating in international delegations alongside DAFF, ALEC and industry representatives. This includes supporting visits by importing country officials and commercial representatives to Australian farms, feedlots and export facilities to demonstrate the standards, systems and practices that underpin Australia's reputation as a high-quality supplier of livestock.	Outbound delegations to priority markets facilitated and supported. Inbound delegations to Australian export facilities supported on a case-by-case basis.

Strategic imperatives *continued*

PROJECT/ACTIVITY	DESCRIPTION/OBJECTIVE	OUTCOMES 2026-27
4.2 Strengthen stability in key markets		
Market access - Indonesia	Indonesia is Australia's largest and most important livestock export market. Maintaining the strength and stability of this relationship is a key priority for 2026-27. The trade is deeply embedded in Indonesia's food system, supporting employment, investment and food security. In 2026-27, LiveCorp will prioritise deeper engagement in Indonesia, working through the LEP In-market Program and its partnerships to strengthen relationships and contribute to the conditions that enable reliable, long-term trade.	Importers, feedlot operators, government agencies and other in-market stakeholders actively engaged. Trade relationships and market confidence maintained. LiveCorp's Indonesia engagement activities delivered in coordination with the LEP In-market Program.
Maintain market access terms	Maintaining existing market access arrangements on the same or largely similar terms of trade is essential to providing exporters with the certainty and confidence needed to plan, invest and operate effectively in key markets.	Market access conditions across priority markets monitored. Technical input provided to support the defence of existing protocols and trade terms. Emerging risks that could affect the continuity, cost or conditions of access identified and escalated to DAFF and ALEC as appropriate.
Grow demand	Growing demand for Australian livestock in key markets requires a clear understanding of the competitive landscape, evolving consumer and market preferences, and the opportunities available to differentiate and add value. Through the LEP In-market Program, LiveCorp will support demand growth through benchmarking and competitiveness research in priority markets including Indonesia, Vietnam and South East Asia more broadly, identifying opportunities to strengthen Australia's market position, improve carcase utilisation and develop new value streams.	Benchmarking and competitiveness research in Indonesia, Vietnam and South East Asia progressed through the LEP In-market Program.
National Arbovirus Monitoring Program	NAMP is a national surveillance program that monitors the distribution and activity of arboviral diseases, particularly bluetongue, in Australian livestock populations. LiveCorp contributes funding as a component of its market access and biosecurity strategy, as demonstrating Australia's robust surveillance capability is essential to maintaining and expanding access to overseas livestock export markets.	LiveCorp representation on the NAMP Committee maintained. NAMP continues to provide assurance needed for livestock export market access.
Biosecurity	Maintaining Australia's strong biosecurity status is fundamental to the livestock export industry's market access, trade continuity and international reputation. LiveCorp actively contributes to national biosecurity efforts through engagement with Animal Health Australia, participation in exotic disease preparedness planning, and collaboration with industry and government on incident management frameworks.	Participation in relevant priority national biosecurity and animal health forums maintained.
4.3 Deepen in-market supply chain partnerships		
Indonesia smallholder dairy capacity building	The Australia-Indonesia dairy cattle trade initiative, jointly funded by LiveCorp and MLA, is exploring how Australian dairy cattle exports can support Indonesia's growing dairy sector. The project will identify pathways for inclusive development, including strengthening smallholder farmer capacity through extension services, access to quality feed and veterinary care, and more reliable milk markets.	Project outcomes and recommendations received and shared with industry.
Indonesian importer and stakeholder engagement	Strong relationships with Indonesian importers, feedlot operators, government agencies and industry associations are fundamental to the stability and growth of Australia's live cattle trade. LiveCorp supports engagement through the LEP In-market Program, including participation in importer and exporter meetings, the LEP Expo, and coordinated engagement with GAPUSPINDO and other key stakeholders.	Indonesian importer and stakeholder meetings supported. LEP Expo participation. Engagement with GAPUSPINDO and key in-market partners maintained.

Key performance indicators

STRATEGIC PRIORITY	2026-27 TARGET	2026-27 MEASURE
1. ANIMAL HEALTH AND WELFARE		
1.1 Progress animal health and welfare measurement and reporting	**Welfare scoring model pilot** Interpreting animal welfare model piloted and validated under real voyage conditions, and integration into LIVEXCollect progressed	Milestone: model validated and integrated
	Supply chain data coverage baseline established Methodology for strategic plan KPI 1.1(i) supply chain coverage index finalised, baseline score recorded, and data gaps identified	Baseline: established by 30 June 2027
	Data quality index baseline established Methodology for strategic plan KPI 1.1(ii) data quality index finalised, baseline score recorded	Baseline: established by 30 June 2027
1.2 Support adoption of animal health and welfare practices	**Exporter baseline for adoption of animal health and welfare practices established** Exporter survey instrument designed, developed and administered, baseline score established for strategic plan KPI 1.2(i)	Baseline: established by 30 June 2027
	Shipboard Stockperson Accreditation Program delivered At least one accreditation course held. Accredited stockpersons have access to ongoing professional development	Target: 1 course delivered
	Training and capacity building survey Survey instrument designed, developed and administered, baseline data established for strategic plan KPI 1.2(ii)	Baseline: established by 30 June 2027
1.3 Inform evidence-based animal health and welfare policy	**Technical submissions to regulatory reviews** LiveCorp technical advice and submissions to government reviews, including ASEL 4.0 and ESCAS, are evidence-based and use LIVEXCollect data.	Target: 75% of submissions data-supported
2. COMMUNITY TRUST AND INDUSTRY SUSTAINABILITY		
2.1 Strengthen community confidence and understanding	**Community sentiment survey** Independent community sentiment survey completed. Results track trust (strategic plan KPI 2.1(i) baseline 2.99) and welfare perception (strategic plan KPI 2.1(ii) baseline 3.42)	Target: survey completed; no decline from baseline
	Information and reporting published Content library scoped and commenced and industry performance reporting publicly available	Target: *State of the Industry* report published
2.2 Elevate awareness of industry value and contribution	**Contribution to international development goals** Next phase of 'contribution to international development goals' project defined and progressed. Evidence base expanded for food security and social impact narrative	Target: Phase 2 scoped and commenced
2.3 Coordinate industry communication and engagement	**Live Cattle Growth Plan secretariat** Working groups established across Growth Plan themes, 5-year cooperative community engagement plan developed, secretariat services delivered	Target: working groups active, engagement plan commenced
	Member and stakeholder communications maintained *LiveCorp Insider* newsletter, webinars, CEO updates and exporter meetings delivered to schedule and strategic plan KPI 2.3(ii) baseline established	Target: communications reach baseline established, all communications delivered on schedule
	Producer and supply chain engagement survey Survey of cattle producers and supply chain stakeholders conducted to baseline engagement preferences. Opportunities to integrate content with MLA channels identified	Target: survey conducted, integration opportunities identified

Key performance indicators *continued*

STRATEGIC PRIORITY	2026-27 TARGET	2026-27 MEASURE
3. SUPPLY CHAIN EFFICIENCY AND PRODUCTIVITY		
3.1 Support efficient regulatory processes and systems	**Exporter baselines for regulatory satisfaction, time and cost established** Exporter survey instrument designed, developed and administered, baseline scores established for strategic plan KPIs 3.1(i) 3.1(ii) and 3.1(iii)	Baseline: established by 30 June 2027
	DAFF regulatory improvement project contribution Technical evidence and input delivered to support $7.5m government regulatory improvement project	Target: technical contributions delivered to program milestones
3.2 Enable digitised and standardised supply chain systems	**Exporter baselines for digitisation and uptake established** Exporter survey instrument designed, developed and administered, baseline scores established for strategic plan KPIs 3.2(i) and 3.2(ii)	Baseline: established by 30 June 2027
	Standardised documentation A suite of commonly used export documents is standardised and digitised for testing in cattle exports	Milestone: standardised documents for cattle exports to South East Asia developed
3.3 Lift industry productivity and reduce emissions	**Improvements to productivity, efficiency or cost effectiveness** Identify and report on supply chain and in-market practices, technologies or process improvements	Target: 1 case study delivered
4. MARKET ACCESS AND TRADE		
4.1 Expand market access opportunities	**Market contribution baseline established** ABS export data reviewed to establish baseline	Baseline: established by 30 June 2027
	Protocol Committee secretariat and technical input Secretariat support to Protocol Committee maintained. Technical input to priority market negotiations provided. 80% of Priority 1 market negotiations advanced	Target: 80% of Priority 1 negotiations advanced
	High potential market analysis High potential markets identified and analysed informing market access prioritisation over the next five years	Target: new or improved market access targets identified
4.2 Strengthen stability in key markets	**Stability index baseline established** Methodology for strategic plan KPI 4.2(i) market stability index finalised and baseline score recorded	Baseline: established by 30 June 2027
	Exporter baseline for market access confidence established Exporter survey instrument designed, developed and administered, baseline score established for strategic plan KPI 4.2(ii)	Baseline: established by 30 June 2027
	Indonesia market access maintained and deepened Indonesian importers, feedlot operators and government agencies actively engaged. Trade relationship and market confidence maintained. LEP in-market activities co-delivered	Target: market confidence maintained
4.3 Deepen in-market supply chain partnerships	**In-market partnership baseline established** Existing in-market partnerships reviewed and documented, baseline for strategic plan KPI 4.3(i) sustained partnerships established, partnership scorecard developed	Baseline: established by 30 June 2027

Governance

Sound governance is fundamental to how LiveCorp fulfils its responsibilities to members, levy payers and the Australian Government. As the declared recipient of livestock export levies under the *Primary Industries Levies and Charges Disbursement Act 2024*, LiveCorp is accountable for the effective and transparent management and use of funds and is required to meet a high standard of governance across all aspects of its operations.

LiveCorp's governance framework is designed to ensure that strategic direction, operational delivery, financial management and performance reporting are all conducted in a manner that is consistent with legislative requirements, the obligations of the Statutory Funding Agreement with the Australian Government, and contemporary best practice for a publicly limited not-for-profit organisation.

Board oversight

LiveCorp is led by a skills-based Board that provides independent oversight of strategy, risk, financial performance, compliance and governance. The Board is responsible for setting the strategic direction of the organisation, approving the AOP and budget, monitoring performance against key indicators, and ensuring that LiveCorp meets its obligations to members, levy payers and government. The Board operates in accordance with the LiveCorp Constitution, the *Corporations Act 2001* and Board Charter, and maintains a strong focus on transparency, accountability and the long-term interests of the livestock export industry.

Statutory Funding Agreement

LiveCorp's relationship with the Australian Government is governed by the Statutory Funding Agreement (SFA) 2025-34, a legally binding agreement that sets out the conditions under which industry levies and matching government funds are managed and invested. The SFA establishes five performance principles against which LiveCorp is required to demonstrate compliance, covering stakeholder engagement, RD&E and marketing, collaboration, governance, and monitoring and evaluation. LiveCorp completed an independent performance review in early 2026, the findings of which inform the priorities and approaches set out in this AOP. In 2026-27, LiveCorp will continue to implement the performance review recommendations. It will also ensure that its planning, delivery and reporting arrangements are aligned with the SFA's performance principles and accountability requirements, and engage in the annual performance meeting and tripartite meeting with ALEC and DAFF. Alignment between this AOP and the five SFA performance principles is set out at the end of this document.

Financial governance

LiveCorp maintains strong financial governance supported by established internal controls, policies and systems that ensure levy funds and government matching contributions are applied appropriately, efficiently and in line with strategic priorities. Financial performance is actively monitored by the Board and management, with regular reporting against budget. LiveCorp's financial statements are subject to independent audit, and outcomes are reported publicly through the Annual Report.

Reserve management

LiveCorp maintains two dedicated reserves to protect its financial sustainability and operational continuity. The Volatility Reserve provides a buffer against temporary, short-term adverse operating conditions, including unexpected losses of income or unbudgeted expenditure, and is invested with a growth-oriented asset allocation to build its capacity over time. The Going Concern Reserve is a longer-term fund established to ensure LiveCorp can meet its financial obligations and continue operating for at least a 12-month period in circumstances where the Volatility Reserve has been fully utilised. The level of the Going Concern Reserve is reviewed and set by the Board annually, reflecting current operating conditions and the organisation's financial outlook. The Going Concern Reserve for 2026-27 has been set at $3.3 million.

Performance monitoring and reporting

LiveCorp is committed to transparent and evidence-based reporting on its activities and outcomes. Performance is monitored throughout the year against the key performance indicators outlined in the AOP, with progress reported to the Board on a regular basis and communicated to members and stakeholders through quarterly updates, newsletters and other engagement channels. Formal performance outcomes are captured in the Annual Report, which is provided to government and published on LiveCorp's website. In 2026-27, LiveCorp will continue to strengthen its performance reporting practices in alignment with the new strategic alignment, reporting and performance framework being developed to support the *Strategic Plan 2026–31*, ensuring a clearer and more consistent line of sight between strategic intent, operational delivery and reported outcomes.

Governance *continued*

Consistent with the commitments in the *Strategic Plan 2026-31*, LiveCorp will conduct an annual cost-benefit assessment of three projects – one each from the LEP RD&E Program, the LEP In-market Program and LiveCorp Programs – to support evidence-based investment decisions and continuous improvement. A detailed triple bottom line evaluation will be undertaken at the conclusion of the five-year strategic plan period.

Risk management

LiveCorp maintains an active approach to risk management, with risks identified, assessed and monitored at both the operational and strategic level. The Board provides oversight of the risk management framework and ensures that significant risks are appropriately identified and managed. In 2026-27, LiveCorp will continue to review and update its risk register to reflect the evolving operating environment, including risks associated with geopolitical instability, regulatory change, biosecurity, and the transition of the live sheep trade ahead of the legislated cessation of sheep exports by sea in May 2028.

Compliance

LiveCorp is committed to meeting all legislative and regulatory obligations applicable to its operations. The organisation maintains appropriate policies, systems and processes to support compliance across all areas of its operations and provides regular training and guidance to staff to ensure awareness of and adherence to relevant obligations. Any material compliance matters are reported to the Board and, where required, to the relevant government authority.

Collaboration and industry engagement

Good governance extends to how LiveCorp engages with its members, industry partners and government. LiveCorp is committed to open, transparent and timely communication with its members and levy payers, and to ensuring that their priorities and perspectives inform the direction of the organisation. In 2026-27, LiveCorp will continue to meet regularly with ALEC, MLA, DAFF and other key partners to coordinate on shared priorities, align on policy and regulatory matters, and ensure that its activities are well integrated with the broader industry effort. LiveCorp will also continue to engage on relevant cross-sectoral initiatives to leverage shared expertise and contribute to national research and industry priorities.

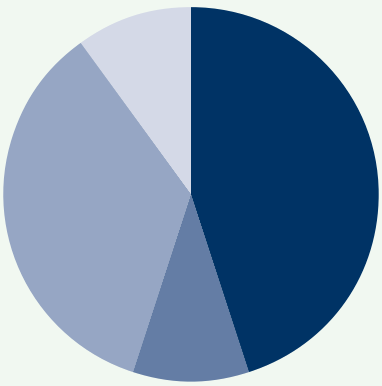
Budget

The 2026-27 budget reflects LiveCorp's investment priorities across the four strategic imperatives of the *Strategic Plan 2026-31*.

STRATEGIC IMPERATIVE	MARKETING LEVY	RESEARCH LEVY	TOTAL
Animal health and welfare	$918,022	$820,000	$1,738,022
Community trust and industry sustainability	$616,661	$340,000	$956,661
Supply chain efficiency and productivity	$627,967	$800,000	$1,427,967
Market access and trade	$810,344	$52,000	$862,344
Corporate operations	$772,078	—	$772,078
TOTAL	**$3,745,072**	**$2,012,000***	**$5,757,072**

* includes the contribution from MLA and matching funding from the Australian Government

The five-year RD&E investment will target the following allocations as a three-year rolling average



- animal health and welfare: 45%
- community trust and industry sustainability: 10%
- supply chain efficiency and productivity: 35%
- market access and trade: 10%

Performance principles

LiveCorp is required to demonstrate compliance with the five performance principles established in the Statutory Funding Agreement 2025-34. The table below summarises how the 2026-27 AOP aligns to each principle.

PERFORMANCE PRINCIPLE	AOP ALIGNMENT
Stakeholder engagement	AOP developed through individual exporter meetings, an annual industry consultative forum, and consultation with ALEC, MLA and DAFF. Member and stakeholder communications program, including the *LiveCorp Insider*, webinars, exporter meetings and CEO updates, maintained throughout the year in alignment with LiveCorp's stakeholder engagement plan.
RD&E and marketing	RD&E and marketing investment across all four strategic imperatives. Indicative RD&E allocations targeted: animal health and welfare 45%, supply chain 35%, community trust 10%, market access 10%.
Collaboration	LEP partnership with MLA for RD&E and In-market Programs. Live Cattle Growth Plan 2026-35 co-initiated with ALEC. Participation in Animal Health Australia, NAMP, Australian Beef Sustainability Framework, Sheep Sustainability Framework, Council of Rural RDCs, grow[AG.] and Agricultural Innovation Australia.
Governance	Skills-based Board oversight of strategy, risk, financial performance, compliance and governance. SFA compliance maintained. Financial governance and independent audit. Risk management and oversight. Strategic alignment, reporting and performance framework being implemented.
Monitoring and evaluation	Annual KPI reporting against AOP targets. Board progress reporting and quarterly stakeholder updates. Annual Report. Annual cost-benefit assessment of three projects (one each from LEP RD&E, LEP In-market and LiveCorp Programs). Comprehensive triple bottom line evaluation at end of the five year plan period.

LIVECORP

THE AUSTRALIAN LIVESTOCK EXPORT CORPORATION