Strategic Plan 2026-31

LIVECORP
THE AUSTRALIAN LIVESTOCK EXPORT CORPORATION

Contents

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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).

The *Strategic Plan 2026-31* sets the direction for the investment of livestock export levies to deliver value to levy payers, strengthen industry performance, and meet obligations under the Statutory Funding Agreement (SFA) with the Australian Government.

Funding

LiveCorp receives statutory levies on the export of beef and dairy cattle, sheep and goats. It manages the investment of these levies on behalf of its levy payer members, who are Australian-licensed livestock exporters. LiveCorp has 37 members.

The levy rates have two components: a marketing portion representing approximately 83% of the total, and a research and development (R&D) component, reflecting the remainder, i.e. approximately 17% of the total. The ratio informs LiveCorp's allocation of expenditure across its activities.

The Australian Government makes a matching contribution for every dollar of the R&D levy invested by LiveCorp.

Governance framework

LiveCorp operates within a strong governance framework that ensures the effective, transparent and accountable use of levy funds to deliver value for industry and the broader community. As a declared recipient body by the Australian Government, LiveCorp is required to manage funds in a manner that is efficient, effective and aligned with legislative requirements and government performance principles.

LiveCorp is led by a skills-based Board that provides oversight of strategy, risk, finances, performance, compliance and governance. The strategic plan, developed through extensive consultation with stakeholders and aligned with industry and government priorities, is implemented through Annual Operating Plans (AOPs). The AOPs enable LiveCorp to respond to changing conditions while maintaining a clear focus on long-term outcomes, within available resources and budgets.

LiveCorp maintains strong financial governance, supported by established systems and controls that ensure funds are applied appropriately and in line with strategic priorities. Performance is actively monitored through key performance indicators, stakeholder engagement and evaluation processes, with outcomes formally reported annually to demonstrate impact and accountability.

Transparency and engagement are central to LiveCorp's approach. The organisation works closely with exporters, industry bodies, government and other stakeholders to inform priorities and share outcomes. Regular reporting, open communication and ongoing consultation ensure that LiveCorp remains responsive, accountable and focused on delivering measurable benefits to the livestock export industry.

Collaboration

LiveCorp works extensively with providers from the public, private and RDC sectors to engage and leverage expertise so levies are directed to projects and activities generating value for its members, the wider industry and connected communities.

LiveCorp's principal collaboration occurs through a joint program with Meat & Livestock Australia (MLA), known as the Livestock Export Program (LEP). The LEP provides a collaborative mechanism for exporters and producers to invest in key areas of joint benefit.

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

Collaboration also occurs with government agencies, supply chain members, and the other RDCs. LiveCorp is an active member of the Council of Rural RDCs and regularly engages with initiatives such as grow$^{AG.}$ and Agricultural Innovation Australia, where they benefit levy payers. LiveCorp also participates in industry consultative meetings for the Australian Beef Sustainability Framework and the Sheep Sustainability Framework to ensure appropriate measures are included in annual updates, and regularly contributes case studies.

Our vision, mission & values

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.

LiveCorp's 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.

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.

Values

LiveCorp's ability to deliver for its members and the livestock export industry rests on the capability and commitment of its people. As a small organisation with a broad remit, LiveCorp relies on deep expertise, whole of industry perspectives and strong professional relationships to achieve impact. Investing in our people, supporting their development and wellbeing, and enabling them to work collaboratively and with integrity is fundamental to how LiveCorp fulfils its purpose.

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.

The operating environment affecting the livestock export industry

The Australian livestock export industry operates in a dynamic international, regulatory and social environment. Over the period 2026-31, this is expected to be shaped by global uncertainty, growing regional demand for livestock to support food security, heightened scrutiny of industry performance, and ongoing pressures affecting productivity, trade and supply chains.

Cattle, sheep and goats are exported by sea and air to countries around the world for a variety of purposes, from the production of fresh meat to improvements in self-sufficiency and genetics. Volumes vary depending on supply and prices in Australia, market demand and global influences.

The industry is highly regulated in areas including the preparation of livestock, the structure and maintenance of livestock export vessels, care of livestock during voyages, and requirements around animal welfare and handling practices in destination markets.

Indonesia has been the largest and most consistent importer of Australian cattle for decades, and a mutually beneficial supply chain has developed from northern pastoral regions in Australia through to feedlots and abattoirs in Indonesia. Australian beef and dairy cattle are highly prized for their genetics, with a diverse range of markets developing in recent years. The live sheep trade to the Middle East has been an important outlet for producers, particularly in Western Australia, since the 1960s; however, sheep exports by sea are legislated to end on 1 May 2028. The export of goats is conducted almost entirely by air, with Malaysia consistently the largest customer.

Overall, the trade is worth in excess of $1 billion each year. However, the benefits go far beyond the livestock, contributing to food security, job creation, skills development, higher animal welfare standards and more responsible production practices. Long-standing relationships support livelihoods and communities overseas by providing jobs, reliable income and fresh meat for tens of millions of people, while also providing Australian producers with a reliable and resilient market.

Global and trade context

International conditions affecting livestock exports are expected to remain volatile. Geopolitical tensions, regional conflicts and shifting trade relationships continue to disrupt established trade flows and contribute to uncertainty in global markets. These conditions influence energy prices, shipping availability and freight costs, all of which affect the efficiency and productivity of export supply chains. However, such conditions also reinforce the importance of food security and the role of livestock in achieving it.

Economic and operating conditions

Ongoing cost pressures will be a feature across the agricultural sector – including livestock exports – reflecting input costs, labour availability, logistical constraints and regulatory compliance. These factors influence productivity across the livestock export supply chain, from on-farm preparation through to shipping and in-market handling. Vessel availability, fleet composition and regulatory requirements on shipping will also shape volumes and productivity.

Markets, demand and food security

Demand for animal protein continues to grow globally, and especially in Australia's neighbouring South East Asian region, driven by population growth, rising incomes, urbanisation and food security considerations. In many countries, livestock play a critical role in meeting consumer preferences for fresh meat, supporting domestic processing capacity, and stabilising local food systems.

Biosecurity risks

Biosecurity remains a feature of the operating environment, with direct implications for food security, trade access and market stability. The risk of animal disease outbreaks – both domestically and in importing countries – has increased in recent years, reflecting higher animal movements and global interconnectedness.

Animal welfare and building community trust

Animal health and welfare remain highly visible aspects of the livestock export industry's operating environment and are closely linked to public confidence and government support. They are likely to remain a central focus in community and policy discussions moving forward. Efforts over recent years have seen improved community trust, and this provides a good platform upon which to build. In addition, greater geopolitical and trade volatility will see the importance of food security and geopolitical relationships rise, and the industry has the opportunity to better communicate how it contributes to these critical regional priorities.

Technology, data and productivity

Society is increasingly influenced by the availability and use of data, digital systems and emerging technologies, including artificial intelligence. Over recent years, the livestock export industry has developed more comprehensive data sets, improved monitoring and reporting systems, and greater transparency across key parts of the supply chain. Further advances will continue to shape how the industry improves productivity and performance, and manages risk.

Climate change

The operating environment for Australian agriculture will be increasingly shaped by climate variability, evolving climate policy and Australia's commitment to net zero emissions by 2050. The livestock export industry is well positioned through its connections with MLA and the other red meat RDC, the Australian Meat Processor Corporation, to collaborate and align with the wider sector.

Developing the strategic plan

Priorities for the investment of levies are set through regular consultation and engagement with members, ALEC, the Department of Agriculture, Fisheries and Forestry (DAFF) and other stakeholders to ensure that the priorities of the livestock export industry are considered and appropriate strategies developed. The consultation plan is shared on the LiveCorp website and covers ongoing and annual processes, as well as the development of each five-year strategic plan.

In developing the *Strategic Plan 2026-31*, LiveCorp consulted with more than 60 members and stakeholders in one-on-one interviews and workshops held in Queensland, the Northern Territory, Western Australia and online to hear the priorities for the livestock export industry.

Live cattle exports are the backbone of the industry, and there was significant engagement with the wider cattle industry to ensure alignment between LiveCorp's strategic plan and the Live Cattle Growth Plan, which were developed in parallel. Ongoing collaboration with producer groups at the national and state or territory level will be essential in advancing sector-wide interests and the effective delivery and success of both initiatives.

In addition, consideration has been given to LiveCorp's SFA and its guidelines, the recommendations of the 2026 independent performance review, and the priorities set out in *Red Meat 2030*, the Australian Government's National Agricultural Innovation Policy Statement, the National Science Statement, and other expectations communicated by the Minister and Australian Government.

IMPERATIVES	WHAT WE HEARD	HOW WE USED THE FEEDBACK
Animal health and welfare	→ Industry has lifted its performance to consistently high levels. → Sustaining that performance is vital. → Animal welfare is central to the regulatory environment as well as community and government support. → Advancement needs to be focused on measures that make an appreciable difference and are commercially feasible.	Animal welfare is central to the LiveCorp strategic plan and its first imperative. The priorities aim to more effectively gather, analyse and present evidence to support performance, and focus on practical implementation and improvement. For details, refer to **Imperative 1, p10**.
Community trust and industry sustainability	→ Community trust and understanding have been improving. There should be ongoing efforts to increase them further. → Industry needs more recognition for the nutritional, food security, social and economic benefits it provides in Australia and overseas. → There are many people and groups through the supply chain who are actively seeking to engage and partner in telling the livestock export industry's story better.	Community trust and better coordination of supply chain networks have been drawn out as separate priorities under the theme of industry sustainability. The priorities will focus LiveCorp's efforts on the generation of information and resources for use by a wide range of stakeholders, along with a role in better coordination of these groups. For details refer to **Imperative 2, p11**.
Supply chain efficiency and productivity	→ Livestock exports are highly competitive globally. Australia needs to increase its efficiency and productivity to remain a leader in setting standards. → Regulatory charges, and the cost of meeting regulations, are rising. Achieving the implementation of efficient, modern processes is an industry priority.	Supply chain efficiency and productivity continue as a key imperative in the strategic plan. This makes it a priority for LiveCorp to engage on a technical and service delivery basis to support DAFF and ALEC efforts to streamline regulatory pathways. For details refer to **Imperative 3, p12**.
Market access and trade	→ Indonesia will continue to be the core partner for the livestock export industry. Deepening the relationship and collectively navigating risks through volatile geopolitical times will be vital. → Globally, demand for livestock is growing. There remains a desire to capture new market opportunities that offer good value prospects.	Market access has been included as an imperative, with growth and resilience in current markets set as complementary priorities. For details refer to **Imperative 4, p13**.

Strategic plan at a glance

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

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

1. Animal health and welfare

Advance the measurement and continuous improvement of animal health and welfare outcomes

Animal health and welfare sit at the centre of a resilient and trusted livestock export industry. Significant progress has been made in recent years, reflecting sustained investment, improved systems and strong commitment across the supply chain. Maintaining this performance, and continuing to improve where it matters most, will remain essential to industry confidence, regulatory assurance and community trust.

LiveCorp's focus within this imperative is supporting continuous improvement through better evidence, clearer insights and the practical application of proven knowledge. This includes strengthening how animal welfare outcomes are measured, interpreted and reported; supporting the adoption of practices that deliver meaningful welfare benefits; and contributing to policy and standards informed by robust evidence.

LiveCorp's role:

LiveCorp's role is to develop and manage research, data, interpretation frameworks and adoption pathways that improve animal health and welfare outcomes across the livestock export supply chain. It also provides technical advice and evidence into policy and standards development to support the Australian Government as regulator, and ALEC as the industry advocate and representative body.

Strategic priorities

1.1 Develop credible, consistent and transparent approaches to measuring and reporting animal health and welfare across key parts of the supply chain.

1.2 Support the adoption of proven animal health and welfare practices and research outcomes.

1.3 Provide evidence to inform animal health and welfare policy development and implementation.

5-Year outcomes

→ Animal health and welfare performance is consistently measured and transparently reported across key parts of the supply chain.

→ People and businesses in the supply chain have improved capability, tools and knowledge to implement best practice animal health and welfare.

→ Research outputs are more widely adopted and demonstrably improve animal health and welfare outcomes.

→ Animal health and welfare policy is informed by evidence.

Strategic imperatives *continued*

2. Community trust and industry sustainability

Strengthen trust, transparency and sustainability for the livestock export industry

Community trust and understanding are essential to the ongoing acceptance and sustainability of the livestock export industry. While public confidence has improved in recent years, it remains closely linked to perceptions of animal welfare performance and the industry's broader contribution to food security, livelihoods and economic development in Australia and overseas.

LiveCorp's focus within this imperative is strengthening the evidence base that underpins public understanding and confidence, including reporting on industry performance. It is also improving how this information is shared and used, by working with partner organisations to expand and enhance communication of the systems and continuous improvement efforts that support animal welfare outcomes, and the domestic and international role of livestock exports.

LiveCorp's role:

LiveCorp's role is to generate, curate and share information, materials and insights that support informed public discussion and coordinated industry communications. Where appropriate, this includes collaborating and coordinating with other groups to align messaging and leverage communication channels.

Strategic priorities

2.1 Provide trusted information and reporting that supports community confidence and builds understanding of the livestock export industry's performance and operations.

2.2 Improve community awareness of the livestock export industry's positive contribution to animal welfare, food security, and economic and social development.

2.3 Expand the reach and impact of community engagement through better coordination.

5-Year outcomes

- → The community has improved confidence and understanding of the livestock export industry's animal welfare performance, its operations and the regulatory and industry systems in place.
- → Industry performance is publicly reported and supported by interpretation and evidence.
- → The livestock export industry is better equipped to explain its critical role in food security, poverty alleviation, and regional economic development.
- → Coordination and collaboration across the supply chain and wider stakeholders have improved the reach of reporting and communications.
- → Industry sustainability is supported by coordinated responses to emerging risks and issues.

Strategic imperatives *continued*

3. Supply chain efficiency and productivity

Improve productivity, resilience and cost efficiency across the livestock export supply chain

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 and delivering economic, social and animal welfare benefits.

LiveCorp's focus within this imperative is contributing to the continued modernisation of livestock export regulatory processes and systems (including, where appropriate, the supporting digital infrastructure or industry services). It will work closely with government and industry to ensure these processes and systems are efficient, consistent and fit for purpose, targeting priority areas where simplification, standardisation or automation could deliver the greatest gains.

Through the LEP RD&E and In-market Programs, LiveCorp will also identify targeted, high impact, practical supply chain improvements that can lift operational efficiency and productivity, contributing to reductions in emissions intensity.

LiveCorp's role:

LiveCorp's role is to provide technical evidence, system design input and service delivery support to enable more efficient and consistent regulatory and administrative processes. In doing so, it works alongside both ALEC as industry policy advocate and representative body, and the Australian Government as regulator, to supply data, analysis and practical solutions that inform reform and implementation.

Strategic priorities

3.1 Provide evidence and expertise to improve efficient and consistent regulatory processes and administration.

3.2 Enable a more standardised, digital and automated livestock export supply chain that supports efficient operations, regulatory compliance and assurance.

3.3 Support industry productivity gains and reductions in emissions intensity.

5-Year outcomes

→ The regulatory environment is improved and more fit for purpose, reducing costs and barriers, increasing consistency and lifting competitiveness.

→ Livestock export industry systems are more standardised, digitally integrated and streamlined.

→ Industry productivity and operational efficiency improve, with reduced emissions intensity.

Strategic imperatives *continued*

4. Market access and trade

Progress new and diversified trade opportunities, while securing and building resilience and value in existing markets

Sustained growth in market access, demand and value creation is central to the long term resilience and prosperity of Australia's livestock export industry. Strong, trusted trading relationships enable the industry to meet growing global demand for animal protein, contribute to food security in importing countries, and deliver increasing value across the supply chain.

LiveCorp's focus within this imperative is strengthening and growing existing priority markets while supporting the development of new and emerging opportunities that offer strong long term prospects. This includes deepening engagement in core markets through capability building, technical collaboration and supply chain improvement, while also contributing evidence and expertise that support market expansion, diversification and innovation in value chains.

LiveCorp's role:

LiveCorp's role is to support growth in existing and future markets by providing technical expertise, evidence, coordination and capability that strengthen demand, supply chain performance and value creation in priority markets. LiveCorp complements the roles of the Australian Government, which leads government to government market access and protocols, and ALEC, which leads industry advocacy and representation. Through the LEP, LiveCorp partners with MLA to deliver in-market services that deepen demand, unlock greater long term value and enhance stability.

Strategic priorities

4.1 Support expansion into new markets and value streams, including through government led protocol negotiations.

4.2 Protect and strengthen existing markets to enable stable and reliable trade.

4.3 Strengthen supply chains and partnerships in priority importing markets.

5-Year outcomes

→ New high potential markets are opened, enabling further growth and supply opportunities.

→ Key existing markets remain stable, with largely consistent terms of trade, strong stakeholder relationships and demand growth.

→ Biosecurity capability supports market confidence in Australia's livestock health status.

Performance measures

IMPERATIVE	KEY PERFORMANCE INDICATOR	MEASURE	DESCRIPTION
1. Animal health and welfare			
1.1 Progress animal health and welfare measurement and reporting	(i) Coverage of animal health and welfare data collection and reporting across key supply chain stages	***Coverage of supply chain:*** *Baseline: to be established* *5-year target: +20%*	Measures the extent to which animal health and welfare data is systematically collected and reported across key points in the export supply chain.
	(ii) Animal health and welfare data is good quality and consistent	*Index:* *Baseline: to be established* *5-year target: +25%*	Assesses the reliability, completeness and comparability of welfare data used to monitor performance and support decision-making.
1.2 Support adoption of animal health and welfare practices	(i) Exporter adoption of animal health and welfare practices	***Exporter survey:*** *5-year target: 65% of exporters* *5-year target: +5 welfare practices*	Tracks the uptake of recognised animal welfare practices and tools by exporters, reflecting the translation of research into practice.
	(ii) Capability of supply chain participants (skills, systems, tools)	***Survey:*** *Baseline: to be established* *5-year target: +10%*	Measures the capability of supply chain participants to implement best-practice welfare outcomes, including skills, systems and tools.
1.3 Inform evidence-based animal health and welfare policy	(i) Proportion of animal health and welfare related policies supported by evidence and analysis	*Baseline: N/A* *5-year target: 50%*	Assesses the extent to which animal welfare policy and regulatory settings are supported by industry data and analysis.
2. Community trust and industry sustainability			
2.1 Strengthen community confidence and understanding	(i) Community trust in livestock exports	***Community sentiment survey:*** *Baseline: 2.99* *5-year target: 3.04*	Measures overall public confidence in the industry's animal welfare performance, regulatory systems and responsiveness to issues.
	(ii) Community perception of the industry's performance in animal welfare and regulatory safeguards	***Community sentiment survey:*** *Baseline: 3.42* *5-year target: 3.50*	Assesses awareness of the livestock export industry as a regulated industry responsible for animal welfare.
2.2 Elevate awareness of industry value and contribution	(i) Community perception of the industry's contribution to food security, economy and society	***Community sentiment survey:*** *Baseline: 3.89* *5-year target: 4.0*	Measures awareness of the industry's role in food security, economic activity and social outcomes, domestically and internationally.
2.3 Coordinate industry communication and engagement	(i) Active communication partners using shared consistent messaging	***Count:*** *Baseline (FY26): 1* *5-year target: 4*	Tracks the number of organisations actively using shared messaging, materials and evidence to communicate about the industry.
	(ii) Reach of coordinated communication activities	***Count:*** *Baseline: to be established* *5-year target: 2.5x increase*	Measures the scale of audience engagement achieved through coordinated, evidence-based communication activities across the supply chain.

Performance measures *continued*

IMPERATIVE	KEY PERFORMANCE INDICATOR	MEASURE	DESCRIPTION
3. Supply chain efficiency and produ ctivity			
3.1 Support efficient regulatory processes and systems	(i) Satisfaction with LiveCorp's technical contribution to regulatory processes	***Exporter survey:*** *Baseline: to be established* *5-year target: 65%*	Measures exporter perceptions of the value created through LiveCorp's efforts in regulatory reform.
	(ii) Reduction in time by exporters to complete key regulatory processes	***Exporter survey:*** *Baseline: to be established* *5-year target: -15%*	Measures improvements in the time required to complete key regulatory and administrative processes.
	(iii) Reduction in cost of regulatory compliance for exporters	***Exporter survey:*** *Baseline: to be established* *5-year target: -15%*	Assesses reductions in the cost to exporters of meeting regulatory requirements.
3.2 Enable digitised and standardised supply chain systems	(i) Proportion of supply chain processes that are standardised and digitised	***Exporter survey:*** *Baseline: to be established* *5-year target: 35%*	Tracks the extent to which supply chain processes are supported by digital systems rather than manual or paper-based approaches.
	(ii) Uptake of digital tools and systems across the supply chain	***Exporter survey:*** *Baseline: to be established* *5-year target: 55%*	Measures the uptake of digital tools and platforms by exporters and other supply chain participants.
3.3 Lift industry productivity and reduce emissions	(i) Increase in productivity and efficiency gains from supply chain and in-market initiatives	***Case studies:*** *5-year target: five*	Measures the improvements to productivity, operational efficiency or cost effectiveness from LiveCorp-supported supply chain and in-market practices, technologies or process improvements.
	(ii) Reduction in emissions intensity across supply chain	***Case studies:*** *5-year target: two*	Measures reductions in emissions per unit of production or transport across the supply chain attributable to supported initiatives.
4. Market access and trade			
4.1 Expand market access opportunities	(i) Contribution of new or expanded markets to overall trade	***ABS export data:*** *Baseline: to be established* *5-year target: +10%*	Measures the contribution of new or significantly expanded markets to total export activity.
	(ii) New market access pathways established	***Negotiated protocols:*** *5-year target: +5*	Tracks the number of new or improved market access opportunities supported through technical input and collaboration.
4.2 Strengthen stability in key markets	(i) Continuity of access and resilience in key markets	***Stability index:*** *Baseline: to be established* *5-year target: stable*	Assesses the continuity and reliability of access to key markets, including the ability to maintain trade during disruptions.
	(ii) Exporter confidence in reliability and stability of market access	***Exporter survey:*** *Baseline: to be established* *5-year target: 65%*	Measures exporter perceptions of the stability, reliability and effectiveness of market access arrangements.
4.3 Deepen in-market supply chain partnerships	(i) Sustained partnerships delivering measurable long-term outcomes	***Count:*** *Baseline: to be established* *5-year target: +3*	Tracks the number of ongoing partnerships delivering measurable improvements in market performance and supply chain capability.

Implementing the strategic plan

The strategic plan is implemented through individual AOPs. The AOPs consider the imperatives and priorities of the strategic plan in the immediate context of the industry's operating environment and priorities, and LiveCorp's available resources and budgets. Each AOP is developed through individual meetings with major exporters and stakeholders, and an annual industry consultative forum.

Delivery

Delivery against the AOP and the strategic plan is reported to stakeholders throughout the year via a range of communication approaches shaped to the relevant audiences. These include one-on-one engagement, webinars, newsletters, emails and quarterly reports. AOP progress against key performance indicators and projects is also formally captured in LiveCorp's annual report.

LiveCorp invests levies via three types of programs to successfully deliver on the strategic plan.

LiveCorp Programs

LiveCorp manages a core suite of programs to drive the provision of services and support for its members, and the implementation of its strategic plan.

LEP Programs

LiveCorp has a long-term partnership with MLA through the LEP to deliver the RD&E and in-market services required by its members. The LEP RD&E Program is managed by LiveCorp and the LEP In-market Program is managed by MLA. Both organisations have oversight and involvement in the directions of the programs, supported by advisory or decision-making committees including the Livestock Export R&D Advisory Committee (LERDAC), the LEP R&D Management Committee, and the LEP In-market Indonesian Taskforce.

Third-party managed programs

LiveCorp invests in third parties to achieve the delivery of certain services required by its members or by LiveCorp itself. These include arrangements with the National Arbovirus Monitoring Program to support market access and biosecurity, and ALEC to provide consultative, coordination and advisory services.

Financial forecast

Implementation of the strategic plan is contingent on the availability of sufficient funding, and programs or projects that deliver against specific goals will be adjusted to meet available resources.

The industry has been going through significant structural changes, which will continue during the period covered by the strategic plan. In addition, global influences are expected to continue adding volatility on top of the industry's already cyclical nature.

LiveCorp is therefore not in a position to forecast export levels and levy income across the five years of the strategic plan. However, budgets will be presented in each AOP for the delivery of activities in that financial year to progress the strategic imperatives.

RD&E portfolio balance

The LEP RD&E Program is guided by the strategic plan, with input from LiveCorp, MLA and LERDAC to ensure investment is directed to areas that deliver the greatest impact for industry. The portfolio is actively managed to maintain an appropriate balance across risk, duration, investment type, species (beef cattle, dairy cattle, sheep and goats), transport mode (air and sea), and strategic priorities.

LiveCorp will ensure the portfolio remains both appropriately balanced and forward-looking. This will be supported by structured scanning of global and domestic trends, including shifts in international demand, advances in digitalisation, and evolving sustainability expectations, to better identify where future effort, capability and investment should be directed to position the industry for long-term success.

LiveCorp will monitor a three-year rolling average of investment against each strategic imperative over the life of the strategic plan to ensure delivery of outcomes best achieved through RD&E. At the commencement of the *Strategic Plan 2026-31*, the indicative investment target allocations are:

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

Importantly, the benefits arising from investments within each imperative are not siloed, but flow across the system. For example, improvements in supply chain efficiency and productivity can also contribute to enhanced animal welfare outcomes.

Evaluation framework

LiveCorp monitors performance and impact using exporter and stakeholder engagement, annual surveys, targeted data collection and progress against key performance indicators outlined in each AOP. This monitoring feeds into an annual assessment of progress against the strategic plan and a cost-benefit assessment of three projects (one each from the LEP RD&E Program, the LEP In-market Program, and LiveCorp Programs). Improvements identified from these assessments are implemented as necessary.

A comprehensive evaluation will occur following completion of the five-year strategic plan period to enable a full triple bottom line impact assessment of LiveCorp's activities.

Industry alignment

LiveCorp is a signatory to the Red Meat Industry Memorandum of Understanding (MoU), which defines the roles and relationships among red meat industry bodies and the Australian Government.

The MoU seeks to align participants toward shared strategy, clear accountabilities, and coordinated industry leadership. The MoU establishes the intent that the red meat industry bodies will agree to take reasonable steps to achieve the goals of the industry as identified in the industry's strategy.

The Red Meat Advisory Council (RMAC) is the custodian of *Red Meat 2030* – the current 10-year industry strategy.

RED MEAT 2030	**LIVECORP'S STRATEGIC PRIORITIES**
Our people People see being part of the Australian red meat and livestock industry as attractive now and into the future.	1.2 Practice adoption 2.2 Awareness of industry contribution 4.3 In-market partnerships
Our livestock We set the standard for world-class animal health, welfare, biosecurity and production practices.	1.1 Animal health and welfare measurement framework 1.2 Practice adoption 1.3 Evidence-based policy
Our markets We improve the economic resilience for our industry by increasing access to, and the performance of, existing and new markets.	4.1 Market expansion 4.2 Market stability 4.3 In-market partnerships
Our customers, consumers & communities People feel good about eating Australian red meat. Our customers, consumers and communities recognise the vital role our industry plays in food production and food security, and trust us to deliver high-value, high-quality products.	1.1 Animal health and welfare measurement framework 2.1 Trusted information and reporting 2.2 Awareness of industry contribution 2.3 Coordinated communications 3.3 Productivity and emissions 4.3 In-market partnerships
Our environment We demonstrate leadership in sustainability, delivering on community expectations in the areas of land, water, biodiversity, climate variability and biosecurity.	3.3 Productivity and emissions
Our systems We are a trusted brand because of our integrity systems, built on trust and respect that supports strong partnerships and sharing of information, reducing unnecessary industry and government regulation.	3.1 Regulatory optimisation 3.2 Digital standardisation

Australian Government priorities

LiveCorp considers opportunities to align with the Australian Government's National Agricultural Innovation Policy Statement, the National Science Statement, and other expectations communicated by the Minister and Australian Government.

AUSTRALIAN GOVERNMENT PRIORITIES	LIVECORP'S STRATEGIC PRIORITIES
Food security	2.2 Awareness of industry contribution
Productivity growth	3.1 Regulatory optimisation 3.3 Productivity and emissions
Transition to net zero	3.3 Productivity and emissions
Trade and market access	4.1 Market expansion 4.2 Market stability 4.3 In-market partnerships

NATIONAL SCIENCE AND RESEARCH PRIORITIES	LIVECORP'S STRATEGIC PRIORITIES
1. Transitioning to a net zero future	3.3 Productivity and emissions
2. Supporting healthy and thriving communities	2.2 Awareness of industry contribution 2.3 Coordinated communications 4.1 Market expansion 4.2 Market stability 4.3 In-market partnerships
3. Elevating Aboriginal and Torres Strait Islander knowledge systems	1.2 Practice adoption
4. Protecting and restoring Australia's environment	3.3 Productivity and emissions
5. Building a secure and resilient nation	3.1 Regulatory optimisation 3.2 Digital standardisation 4.1 Market expansion 4.2 Market stability 4.3 In-market partnerships

NATIONAL AGRICULTURAL INNOVATION POLICY STATEMENT	LIVECORP'S STRATEGIC PRIORITIES
1. Trusted exporter of premium food and agricultural products	1.1 Animal health and welfare measurement framework 1.2 Practice adoption 1.3 Evidence-based policy 2.1 Trusted information and reporting 2.2 Awareness of industry contribution
2. Australia will champion climate resilience to increase the productivity, profitability and sustainability of the agricultural sector	3.3 Productivity and emissions
3. Australia is a world leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system	4.3 In-market partnerships
4. Australia is a mature adopter, developer and exporter of digital agriculture	1.1 Animal health and welfare measurement framework 3.2 Digital standardisation

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