INTEGRITY SYSTEM STRATEGIC PLAN 2025 AND BEYOND (REFRESHED)

Integrity Systems — red meat customer assurance

MEAT & LIVESTOCK AUSTRALIA

OUR MANDATE
- ISC will address the known problems with our products and services so the integrity system operates as expected
- ISC will transform the way we deliver our products and services to create a seamless and integrated experience for our customers
- ISC will work collaboratively across MLA to identify ways in which the integrity system of tomorrow can help to solve industry's big complex challenges.

	Making sure our integrity system services meet the needs of today	Transforming our core services to deliver an integrated integrity system	Leveraging the integrity system to add value through the supply chain
PRIORITY	Making sure our integrity system services meet the needs of today	Transforming our core services to deliver an integrated integrity system	Leveraging the integrity system to add value through the supply chain
TASKS	Continually improve and strengthen our integrity system products and services by: ■ maintaining, reviewing and improving our rules and standards ■ monitoring and improving system compliance ■ delivering effective communication and extension programs ■ providing excellent customer experience and support ■ providing robust and secure technology platforms and data governance frameworks ■ consulting with industry and government stakeholders on policy and strategy	Reduce the complexity for our customers and prepare our services for tomorrow, by: ■ delivering a seamless and integrated customer experience ■ leveraging improved technologies to replace existing manual tasks ■ bringing our core services together under a collaborative and integrated delivery model	Leverage the integrity system to support broader industry and MLA objectives such as: ■ lifetime animal performance tracking ■ enhanced decision making through data and insights
OUTCOMES	Livestock producers recognise the importance of integrity, leading to improved integrity system compliance. The integrity system remains relevant and valued by the red meat industry and its customers.	Livestock producers find our services both easy to use and valuable for their businesses.	Livestock producers receive value from using integrity system technologies and data to support day-to-day decisions within their businesses.
MEASURE	■ Positive shift in livestock producer attitudes to the integrity system and recognition of the value that it delivers ■ Increased producer satisfaction with ISC products and services ■ Improved producer compliance with integrity program requirements	■ Integrity program requirements and technologies are adopted with confidence and ease ■ ISC's customers see use of our services as valuable for delivering on their integrity system requirements and business more broadly.	■ Improved integrity technologies are being leveraged by industry and are adding value across other MLA programs ■ A positive data culture is established across the red meat industry, supporting decision making and improved productivity

	1-2 YEARS	**3-5 YEARS**	**1-2 YEARS**	**3-5 YEARS**	**1-2 YEARS**	**3-5 YEARS**
FOCUS	■ Clear value propositions for the integrity system are developed and promoted through communication and extension programs ■ A portfolio approach is implemented to address risks and gaps across ISC's products and services	■ ISC's core services are operating as expected ■ Compliance levels are improving over time ■ A transition of core services to the integrated integrity system (Priority 2) is underway	■ A roadmap is developed for transforming our core services into an integrated integrity system	■ ISC's core services are being transitioned to an integrated integrity system service delivery model	■ An engagement model is developed to identify integrity system opportunities to support across other MLA programs ■ Priorities for tomorrow's integrity system are defined and integrated into ISC's services roadmap	■ Lifetime performance tracking is actively supporting decision making and improved integrity and productivity ■ ISC's services are actively supporting MLA in solving industry's big complex challenges.

HOW	■ Develop a roadmap for integrity system value proposition R&D and implementation ■ Prioritise ISC's product and service improvements to address the current risks and gaps ■ Leverage the efficiencies of the cloud to streamline platform delivery across all ISC products, moving to a consolidated, agile and secure enterprise cloud architecture ■ Build on the data platform and develop data driven strategies to inform service delivery improvements and opportunities ■ Develop skills-based adoption programs to underpin integrity and technology adoption	■ Develop a customer experience roadmap to guide ISC's service delivery model ■ Develop a technology transformation plan to deliver the customer experience roadmap ■ Research opportunities for real-time data collection, feedback and insights	■ Engage actively across MLA's programs to identify opportunities for how the integrity system of tomorrow can add value ■ Develop a pilot program to demonstrate how data capture and insights enable improved livestock and business performance

MLA STRATEGIC FOCUS

| STRENGTHENING OUR CORE | TARGETED INVESTMENT TO ADDRESS THE INDUSTRY'S BIG, COMPLEX CHALLENGES | ENABLING NEW SOURCES OF REVENUE | DECISIONS INFORMED THROUGH DATA AND INSIGHTS |