Livestock and Meat Commission for Northern Ireland

Business Plan

2025-2026

Chief Executive's Foreword

LMC is delighted to present its Business Plan for 2025-26. The LMC Business Plan for 2025-26 amplifies the second year of the LMC Strategic Plan 2024-2027. The Department of Agriculture, Environment and Rural Affairs' (DAERA's) new Sustainable Agriculture Programme (SAP) was launched in 2025 with a ring fenced or 'Executive Earmarked' budget. This is extremely important, particularly for the beef and sheep industry. Whilst farm gate prices have been strong during the previous 12 months, SAP funding helps to give some longer-term certainty for the sector, helping build resilience for farm businesses. Encouragingly, demand for quality assured beef and lamb has been strong in 2025 and it is critical that this positive market demand is serviced from a sustainable supply chain. Taxation, animal health challenges and geopolitical issues all have the potential to threaten supply chain resilience. This Business Plan seeks to address these key challenges in addition to those documented in the 2024-27 strategic plan and to develop the tools to allow industry to build the resilience required to grasp the opportunities that lie ahead. We continue to be guided by our key stakeholders as we deliver this Business Plan. Our core activities seek to support LMC's mission to deliver value for our levy payers.

The UK remains the most important market for beef and lamb produced locally. Great Britain accounts for approximately 66% of sales while sales at home of locally produced beef and lamb account for approximately 15%. Export sales of beef and lamb beyond the UK account for the remaining 19% and these outlets are important to both primary producers and processors as they help to secure a better carcass balance.

To ensure continued access to these critical markets we will continue to build on the strong foundation laid down through the management and delivery of the Northern Ireland Beef and Lamb Farm Quality Assurance Scheme (FQAS) as we move forward. With over 11,500 members, FQAS is established as an integral aspect of the beef and lamb sector in NI and it is our desire to see the scheme grow as it continues to service the needs of the supply chain.

Whilst Great Britain remains our most significant market in terms of sales, the Northern Ireland market and its consumers remain vitally important. This Business Plan seeks to better inform consumers through our educational and promotional activity about the high-quality beef and lamb produced here. To assist our levy payers in delivering these quality products our activities extend to the provision of reliable market intelligence and independently analysed high quality data to assist farmers and processors in making timely business decisions. As a levy body we understand the critical importance of communicating widely and engaging effectively with all supply chain partners and this forms another important strand of our work.

Real challenges face the NI beef and lamb sector in order to comply with the Climate Change Act and to address local environmental challenges. A new area of work in development this business year will see LMC co-ordinating the delivery of a whole farm carbon footprint for all farm businesses in NI as part of the DAERA funded Carbon Footprinting Project. This is a large-scale programme and is strategically important in helping the sector to measure the impact of carbon reduction and mitigation strategies that reduce the GHG emissions per unit of beef and lamb produced.

At the heart of delivering this plan, I am proud to lead a team of dedicated professional staff committed to engaging effectively with our stakeholders and investing in the long term sustainability of the NI beef and lamb sector through the development, leadership, and delivery of a broad range of activities that will add value to the industry that we serve.

Introduction to 2025-26 Business Plan

The LMC Business Plan 2025-26 has been prepared for consideration and approval by DAERA and the Agriculture, Environment and Rural Affairs Minister- Andrew Muir MLA. It is designed to ensure delivery of LMC's strategic outcomes as outlined in the LMC Strategic Plan 2024-2027. It also includes specific services commissioned by DAERA. The business outcomes and activities in this Business Plan are designed within the specific functions for LMC as set out in the 1967 LMC Act. LMC has developed its Business Plan for 2025-26 in keeping with DAERA's strategic vision. In an international policy context LMC's activities align with several of the Sustainable Development Goals in the United Nations 2030 agenda and locally against NI's Programme for Government (PfG). Lastly, and importantly, LMC's activities reflect the challenges and opportunities as identified by stakeholders in the formulation of the 2024-27 Strategic Plan to ensure that LMC's activities reflect the on-going strategic needs of the wider industry.

Implementing the Business Plan

This Business Plan should be read in conjunction with the LMC Strategic Plan for 2024-2027 and the LMC Corporate Risk Register (which outlines the main risks to successful delivery of the LMC Business Plan).

Progress on Business Plan Implementation

Progress on the achievement of outcomes for the year will be monitored quarterly in LMC's business monitor report. This report will be provided to the LMC Board on a quarterly basis and will provide a summary of work undertaken to deliver each of the Business and Strategic Outcomes. In addition to this quarterly monitor report, the Board will be provided with detailed quarterly reports from each of LMC's business sections, namely Market Intelligence & Data Management, Sustainable Development, Quality Assurance and Marketing & Communications. Quarterly management accounts will be used to monitor progress on the financing of Business Plan outcomes within the year. Accountability meetings between DAERA's Senior Sponsor and Sponsor Branch and LMC's Chairman and Chief Executive will also discuss progress on outcome delivery through discussion and review of the LMC quarterly business monitor report. An annual assessment of organisational performance will be provided for public access in LMC's Annual Report and Accounts that will be certified by the Comptroller and Auditor General of the Northern Ireland Audit Office (NIAO).

Financing the Business Plan

The number of cattle and sheep slaughtered within Northern Ireland on an annual basis is the current main determining factor in LMC income. An assumed new source of income has been included in this Business Plan to reflect the income associated with the delivery of DAERA's Carbon Footprinting Project in line with a Service Level Agreement. Whilst the Service Level Agreement and launch date are yet to be finalised, income has been estimated on the basis of activity beginning in the second half of the business year. As regards levy, we base our budgets on projected cattle and sheep slaughterings during the financial year, which for the financial year are projected to be 520,000 cattle and 420,000 sheep. LMC will continue to use levy funding to perform its general statutory duty of examining and recommending improvements in the marketing of livestock and livestock products. Some adjustments to priorities during the 2025-26 LMC Business Plan year may be required as circumstances evolve, and these will be informed by discussions with stakeholders and DAERA.

FQAS budgets are based on projected income from scheme membership fees and factory throughput fees. Annual producer membership fees will remain at £95 for the 2025-26 Business Plan year. Processor throughput fees for FQAS participation will remain at £1.20 for every bovine animal slaughtered in an FQAS approved slaughterhouse and the throughput fee for sheep will remain at £0.10 per head. The license fees for processors to use the FQAS logo will also remain at current rates.

MAKING A DIFFERENCE

LMC carry out cattle deadweight price reporting (DWPR) for the Northern Ireland region under a Service Level Agreement between DAERA and LMC. LMC will continue to provide this service for DAERA in 2025-26. Recoverable services primarily reflect the service provided to Northern Ireland Food Chain Certification (NIFCC) in line with an extant Service Level Agreement.

Expenditure exceeds income in the proposed budget and therefore this Business Plan is presented on the assumption that DAERA will provide the necessary resource operating budget cover for the proposed expenditure to allow LMC to draw on its reserves as necessary and enable the delivery of key business outcomes and priority projects for stakeholders. Successful achievement of all business outcomes in the 2025-26 Business Plan will depend on reserves remaining accessible to LMC.

LMC levy rates have not increased since 2003 and with prudent budget management, efficient delivery of services and draw down of historic reserves the organisation has continued to maintain and grow a high level of service for this 22-year period. LMC and its industry funders have now reached an important juncture where new money is needed (beyond the scope of LMC reserves) to deliver key objectives on carbon footprints, livestock genetics, animal health, grass fed beef and other sustainability initiatives. Further discussions will need to take place with industry stakeholders during the 2025-26 financial year on the generation and governance of additional revenue for these cross industry (and government) priorities.

Table 1 – Budget Summary[1]

Year to 31 March 2026					Budget	*Comparative Budget*
	Levy			Recoverable	**2025/26**	*2024/25*
	Funded	FQAS		Services	**TOTAL**	*TOTAL*
	£'000	£'000		£'000	**£'000**	*£'000*
Summary of Income						
Levy	1,166.0				1,166.0	*1119.0*
FQAS		1,756.1			1,756.1	*1680.2*
Carbon Footprinting	1,080.0				1,080.0	*243.6*
Recoverable Services				118.2	118.2	*119.2*
Interest	70.0				70.0	*70.0*
DAERA (PR)	35.0				35.0	*35.0*
Total Income	**2,351.0**	**1,756.1**		**118.2**	**4,225.3**	***3,267***
Summary of Expenditure						
Total Staff Costs	847.0	315.5		8.0	1,170.5	*962*
Total General Overhead Costs	152.0	56.0		108.2	316.2	*297.8*
Total Department Costs	1,719.4	1,412.2			3,131.6	*2654.2*
Total Operating Expenditure	**2,718.4**	**1,783.7**		**116.2**	**4,618.3**	***3914.0***
Capital Expenditure					**40**	***-390***
Deficit/Surplus	**- 367.4**	**- 27.6**		**2.0**	**- 433.0**	**- *257***
Depreciation	**68.0**	**4.0**		**2.0**	**74.0**	***13.5***

[1] The 2025-26 budget includes income from DAERA to recover LMC's costs in delivering the Farm Carbon Footprint Project. The income and expenditure associated with this project assumes that the project board will have made sufficient progress to allow work to commence in Q3.

Table 2 – Budget Income

Year to 31 March 2026			Budget Year to Mar-26	*Comparative Budget - Mar-25*
			£'000	*£'000*
Income		No's ('000)		
Levy				
Cattle	2025-2026	520.0	1,040.0	*984.0*
Sheep	2025-2026	420.0	126.0	*135.0*
Total Levy			**1,166.0**	*1,119.0*
FQAS				
Annual Fees(New & Renewal)			1,074.5	*1,057.8*
Processor Membership Fees			4.9	*4.9*
Processor Bolt On			20.0	*20.0*
Carbon Bolt On			-	*16.0*
Throughput Fees			656.7	*581.5*
Total FQAS			**1,756.1**	*1,680.2*
Recoverable Services			**118.2**	*119.2*
DAERA (Price Reporting)			**35.0**	*35.0*
Interest			**70.0**	*70.0*
Carbon Footprinting			**1,080.0**	*243.6*
TOTAL INCOME			**4,225.3**	*3,267*

Business Plan Expenditure

LMC has developed a comprehensive programme of expenditure on activity to fulfil our general duty under the Livestock Marketing Commission Act (Northern Ireland) 1967 of examining and recommending improvements in the marketing of livestock and livestock products and the functions as set out in the schedule to the Act. Listed below are the main LMC departmental activities where budgeted expenditure is required for their delivery (in addition to the general overhead and staff costs associated with LMC's operation, which are listed in the Budget for the year to March 2026).

Staff Costs

Staff costs are categorised in four subheadings in the budget. Departmental staff costs are those roles which are attributable directly to a specific LMC departmental area of work, LMC staff costs are those roles which cut across various LMC departments and, Members costs are the costs attributable to the Board of LMC.

Sustainable Development Department:

The most significant proportion of budget in this department is allocated to the delivery of DAERA's Carbon Footprinting Project. The objective of the Carbon Footprinting Project is to efficiently capture data from all farms in Northern Ireland to determine net greenhouse gas emissions (GHG) produced from routine farm activities and, in return, highlight areas where changes can be made, that, when implemented will reduce GHG emissions. The remaining Sustainable Development budget has been allocated to sustainability and productivity improvement initiatives that help champion industry progress to ensure primary producers have the capacity and capability to develop efficiently and sustainably and in line with market specifications.

Quality Assurance Department:

Budget has been allocated to allow LMC to manage the Northern Ireland Beef and Lamb Farm Quality Assurance Scheme (FQAS). Demand remains strong for quality assured produce in all of the industry's key markets and therefore it is important that LMC continues to effectively manage the scheme on behalf of the industry. LMC engages closely with its stakeholders on FQAS matters through an Industry Board and Standard Setting Committee, which LMC hosts and facilitates. There is a need in this business year to invest in updated IT infrastructure and this forms a significant proportion of budgeted expenditure in addition to the cost of delivering farm inspections.

Marketing and Communications Department:

A significant budget will be allocated to projects designed to educate industry customers and end consumers on the merits of FQAS beef and lamb, to inform consumers about the industry and its products and to promote positive attributes of this produce to consumers. Cross cutting across all of LMC's work areas is the important issue of timely, accurate and effective communications. LMC continues to review on an on-going basis how we communicate across all the platforms available to us to enhance LMC communications with internal and external stakeholders.

Market Intelligence Department:

LMC's Market Intelligence Services exist to examine data and trends and provide timely analytical and information services to the NI beef and sheep meat industry and wider industry stakeholders. The services aspire to support producers and processors with their decision making by providing accurate and timely information that creates a better understanding of the trade. LMC is committed to creating an environment where our stakeholders are well-informed whether this is through the provision of basic statistics, further analysis / examination of this data or the delivery of information through events like conferences and seminars. The largest components of expenditure under the Market Intelligence budget are in the assembling and communicating of essential market information and supporting foundation work for the development of beef and sheep meat export market opportunities.

Equality Implications

In preparation of this plan LMC has carefully considered if any equality implications would arise from the delivery of services and activities to achieve the desired outcomes in the 2025-26 Business Plan.

LMC is content that the Business Plan for 2025-26 bears no equality implications.

Table 3 – Budget Expenditure

Year to 31 March 2026	Levy Funded & Carbon Survey	FQAS		Recoverable Services	Budget to 31-Mar-26	*Comparative Budget to 31-Mar-25*
	£	£		£	£	*£*
Staff Costs						
Department Staff Salaries	507,000	189,000			696,000	*532,000*
Department Staff Expenses	15,000	6,000			21,000	*21,000*
LMC Salaries	275,000	102,000		8,000	385,000	*346,000*
LMC Expenses	3,000	1,000			4,000	*4,000*
Members Fees	42,500	16,000			58,500	*53,000*
Members Expenses	4,500	1,500			6,000	*6,000*
Total Staff Costs	**847,000**	**315,500**		**8,000**	**1,170,500**	*962,000*
General Overheads						
Cleaning	1,600	500		900	3,000	*2,900*
Insurance	11,000	4,000		-	15,000	*16,500*
Rent	28,860	5,000		28,840	62,700	*62,700*
Rates	11,000	3,000		12,000	26,000	*24,000*
Site Security	6,500	1,000		1,500	9,000	*9,000*
Maintenance	8,000	2,000		500	10,500	*10,000*
Computer Maintenance & Expenses	15,000	3,500		3,500	22,000	*18,000*
Stationery	4,000	1,000		-	5,000	*5,000*
Telephone	6,000	3,000		3,000	12,000	*11,000*
Light & Heat	7,500	1,500		7,500	16,500	*16,500*
Post & Carriage	7,000	2,000		50,000	59,000	*57,500*
Legal & Professional	10,000	1,000		-	11,000	*11,000*
Audit	11,500	3,500		-	15,000	*14,600*
Recruitment Advertising	10,000	4,000		-	14,000	*20,000*
Training- general	3,000	1,000		-	4,000	*4,000*
Office Equipment (not capitalised)	5,000	-		-	5,000	*5,000*
General (inc bank fees)	6,000	20,000		500	26,500	*10,100*

Total General Overhead Costs	**151,960**	**56,000**		**108,240**	**316,200**	*297,800*
Department Costs						
Commissioning/Leveraging Red Meat Research	15,000				15,000	*50,000*
Championing industry sustainability initiatives	106,000				106,000	*71,000*
Provision of an Effective and Efficient FQAS Membership Scheme		1,412,164			1,412,164	*1,398,133*
Efficient Delivery of Data Collection and Validation Services to the DAERA Carbon Footprinting Project	934,139				934,139	*605,400*
Developing Staff Knowledge and Skills	15,000				15,000	*15,000*
Enhancing LMC Communications with Internal and External Stakeholders	73,300				73,300	*29,300*
Facilitating Market Access and Development	45,000				45,000	*21,700*
Assembling of Essential Market Information	44,500				44,500	*37,500*
Communication of Market Information to Stakeholders	36,125				36,125	*28,500*
Provision of Strategic Education Services	132,945				132,945	*116,243*
Promotion of Beef and Lamb Consumption by Consumers	317,450				317,450	*281,450*
Total Department Costs	**1,719,459**	**1,412,164**	**-**	**-**	**3,131,623**	*2,654,226*
Total Costs (excl depreciation)	**2,718,419**	**1,783,664**	**-**	**116,240**	**4,618,323**	***3,914,026***
Depreciation	68,000	4,000	-	2,000	74,000	*13,500*
Total Costs (inc depreciation)	**2,786,419**	**1,787,664**	**-**	**118,240**	**4,692,323**	***3,927,526***

Table 4 – Capital

Capital Expenditure		
Year to 31 March 2025	**Budget**	**Comparative**
	Year to	**Budget**
	31-Mar-26	**31-Mar-25**
LMC General	**£'000**	**£'000**
Computer Upgrades- Software/Hardware	30	30
Office Equipment	10	10
Buildings		-430
Technical	-	-
FQAS	-	-
	-	
TOTAL	**40**	**-390**

Business Plan Definitions

Strategic Outcomes 2024-2027

LMC's strategic direction is aligned with that of DAERA Corporate Plan 2025-27 and the Northern Ireland Executive's Programme for Government 2024-27 specifically:

DAERA Vision

Delivering a net zero nature positive future, supporting sustainable agriculture and thriving rural communities

DAERA Key Priorities

1. **Supporting sustainable, resilient and productive agri-food sectors**
2. **Building strong, sustainable and diverse rural communities**

PfG Priorities

1. **Protecting the Environment**
2. **Growing a Globally Competitive & Sustainable Economy**

Based on our engagement with stakeholders, the ongoing implementation of our core areas of work and, the strategic direction of travel of DAERA, LMC has identified five key strategic outcomes upon which this three-year strategy is based.

	SO1	**Invest in the long-term sustainability of the NI beef and lamb sector**
	SO2	**Develop a more agile LMC**
	SO3	**Enhance engagement with our levy payers**
	SO4	**Deliver competitive advantage to levy payers through data driven services**
	SO5	**Deliver consumer-targeted marketing and education**

Business Outcomes

These identify what LMC is seeking to achieve with its services and link directly to the Strategic Outcomes (there are 11 Business Outcomes in the 2025-26 LMC Business Plan).

Associated Business Activities

These are indicative areas of work that are planned to deliver the Business Outcomes in the 12-month Business Plan period. Each business outcome has an associated allocation of expenditure (See Table 3 of the LMC Budget for the year to 31 March 2026). Expenditure on each of the associated business activities which are listed may change during the business plan year as priorities evolve and other issues may arise within the sector, which require an LMC input.

Key Performance Indicators (KPIs)

These are measurable values that demonstrate how effectively LMC is achieving its key Business Outcomes.

Business Monitor

At the end of each quarter each department will complete the Business Monitor to measure performance against the KPIs set out in the Business Plan. The following key will be used to indicate KPI progress.

Achieved / On Track	**Broadly on track**	**Progress less than planned**	**Outstanding**

LMC Strategic Outcome 1

Invest in the long-term sustainability of the NI beef and lamb sector

Delivering Outcomes - What we will do in 2025-26

Business Outcome 1

Commissioning/ leveraging red meat research which industry can use to develop commercially

- **KPI 1** – Facilitate the research needs of industry by participating in biannual meetings of relevant Beef and Sheep Advisory Committees

Business Outcome 2

Championing industry sustainability initiatives

- **KPI 2** – Support (financially or in kind) at least two business development initiatives in the financial year relevant to the sector
- **KPI 3** – Participate in at least one domestic and one international sustainability initiative and communicate relevant updates to industry stakeholders before the end of March 2026

Business Outcome 3

Provision of an effective and efficient FQAS membership scheme

- **KPI 4** – Host a minimum of four FQAS industry stakeholder meetings within the financial year and implement agreed actions
- **KPI 5** – Monitor Certification Body (CB) performance against agreed targets and KPIs as per contract terms

Business Outcome 4

Efficient delivery of data collection & validation services to the DAERA Carbon Footprinting Project

- **KPI 6** – Monitor performance of Certification Services & Validation contracts on a monthly basis
- **KPI 7** – Deliver performance measures as detailed in DAERA – LMC Service Level Agreement

LMC Strategic Outcome 1 – Invest in the long-term sustainability of the NI beef and lamb sector

ALIGNED PfG OUTCOME	LMC BUSINESS OUTCOMES	ASSOCIATED BUSINESS ACTIVITY (ABA)	KPI FOR 2025-26
Protecting the Environment Growing a Globally Competitive & Sustainable Economy	**Outcome 1** - Commissioning / leveraging red meat research which industry can use to develop commercially	**ABA 1** – Red Meat Contribution to Stakeholder Endorsed Research/Analysis	**KPI 1** - Facilitate the research needs of industry by participating in biannual meetings of relevant Beef and Sheep Advisory Committees
	Outcome 2 – Championing industry sustainability initiatives	**ABA 2** – Sustainable Ruminant Genetics **ABA 3** – Development Projects (EID/STAMP) **ABA 4** – Sustainable Agriculture Initiative (SAI) / European Roundtable for Sustainable Beef (ERBS) **ABA 5** – Greenfields **ABA 6** – Grass fed Beef Standard **ABA 7 -** Grass Fed Beef Verification System Business Case	**KPI 2** - Support (financially or in kind) at least two business development initiatives in the financial year relevant to the sector **KPI 3**- Participate in at least one domestic and one international sustainability initiative and communicate relevant updates to industry stakeholders before the end of March 2026
	Outcome 3 - Provision of an effective and efficient FQAS membership scheme	**ABA 8** – FQAS CRM Database – Re-tender: Upgrade to cloud, support, licencing	**KPI 4** - Host a minimum of four FQAS industry stakeholder meetings within the

		ABA 9 – Contract for FQAS inspection and certification services **ABA 10** – Inspections deficit 2024-25 **ABA 11** – Construction and Procurement Delivery fees (contract management) **ABA 12** – Assured Food Standard Fee (Red Tractor membership) **ABA 13** – Print of scheme publications **ABA 14** – Appeals **ABA 15** – Communications (Text messaging) **ABA 16** – Online payment fees **ABA 17** – Bolt-on inspections **ABA 18** – Meeting attendance **ABA 19** – Standards and Rules update	financial year and implement agreed actions **KPI 5** - Monitor performance of Certification Services contract monthly
	Outcome 4 – Efficient delivery of data collection and validation services to the DAERA Carbon Footprinting Project	**ABA 20** – Northern Ireland Food Chain Certification (NIFCC) Joint FQAS & Carbon Inspections **ABA 21** – Stand-alone Carbon inspections **ABA 22** – Liaison Cost	**KPI 6 -** Monitor performance of Certification Services & Validation contracts monthly

		ABA 23 – CPD/Legal Fees **ABA 24** – Training **ABA 25** – Correspondence Pre/Post Go-Live **ABA 26** – Communications (Text messaging) **ABA 27** – Support & Development (FQ Database) **ABA 28** – Support & Hosting – Farm Environment Database **ABA 29** – Data Collection App Development Work	**KPI 7** – Deliver performance measures as detailed in DAERA – LMC Service Level Agreement.

LMC Strategic Outcome 2

To develop a more agile LMC

Delivering Outcomes - What we will do in 2025-26

Business Outcome 5

Staff engagement and skills development

KPI 8

All staff appraisal reviews and personal development plans to be completed by the end of March 2026 and training needs for all staff identified

LMC Strategic Outcome 2- To develop a more agile LMC

ALIGNED PFG OUTCOME	LMC BUSINESS OUTCOMES	ASSOCIATED BUSINESS ACTIVITY (ABA)	KPI FOR 2025-26
Protecting the Environment Growing a Globally Competitive & Sustainable Economy	**Outcome 5** - Staff engagement and skills development	**ABA 30** – Conferences, networking events and stakeholder meetings **ABA 31** – Provide job specific training to staff	**KPI 8** - All staff appraisal reviews and personal development plans to be completed by the end of March 2026 and training needs for all staff identified

LMC Strategic Outcome 3

Enhance engagement with our levy payers

Delivering Outcomes - What we will do in 2025-26

Business Outcome 6

Enhancing LMC communications with internal and external stakeholders

KPI 9

By 31 March 2026 implement agreed LMC communication plan for the year, reviewing progress at the end of each quarter in LMC's business monitor

LMC Strategic Outcome 3 – Enhance engagement with our levy payers

ALIGNED PFG OUTCOME	LMC BUSINESS OUTCOMES	ASSOCIATED BUSINESS ACTIVITY (ABA)	KPI FOR 2025-26
Protecting the Environment Growing a Globally Competitive & Sustainable Economy	**Outcome 6** - Enhancing LMC communications with internal and external stakeholders	**ABA 32** – LMC levy increase support **ABA 33 –** Combined LMC website hosting, support and technical expertise **ABA 34** – Conferences, engagement activity and communication support **ABA 35**- Meat Management partnership & other ad hoc press partnership opportunities **ABA 36 –** Website videos **ABA 37 - Mini** Campaign **ABA 38** – Ad-hoc press partnerships **ABA 39** – Design/Print & Promotional Comms **ABA 40 –** Food4Life Rebrand **ABA 41** – Horizon Scanning Service	**KPI 9** - By 31 March 2026 implement agreed LMC communication plan for the year, reviewing progress at the end of each quarter in LMC's business monitor

LMC Strategic Outcome 4

Deliver competitive advantage to levy payers through data driven services

Delivering Outcomes - What we will do in 2025-26

Business Outcome 7

Facilitating market access and development

KPI 10

Participate in scheduled meetings of UKECP and support at least two inward / outward technical / trade visits before the end of March 2026 to further opportunities for NI beef and lamb in export markets

Business Outcome 8

Assembling of essential market information

KPI 11

By 31 March 2026 to have fully serviced the market information needs of LMC stakeholders through the collection, collation and analysis of relevant time series and other specialist data throughout the financial year

Business Outcome 9

Communication of market information to stakeholders

LMC Strategic Outcome 4 – Deliver competitive advantage to levy payers through data driven services

ALIGNED PFG OUTCOME	LMC BUSINESS OUTCOMES	ASSOCIATED BUSINESS ACTIVITY (ABA)	KPI FOR 2025-26
Protecting the Environment Growing a Globally Competitive & Sustainable Economy	**Outcome 7** - Facilitating market access and development **Outcome 8** - Assembling of essential market information **Outcome 9** - Communication of market information to stakeholders	**ABA 42** – UK Export Certification Partnership (UKECP) **ABA 43** – Trade visits/Food Fairs **ABA 44** – Consumer data NI (TNS/Kantar) **ABA 45** – Ad-hoc bought-in information **ABA 46** – Global Meat Alliance membership **ABA 47** – Gira meat club membership **ABA 48** – International Meat Secretariat (IMS) membership **ABA 49** – Text messaging **ABA 50** – LMC conference / seminar **ABA 51** – LMC News/Bulletin	**KPI 10** Participate in scheduled meetings of UKECP and support at least two inward / outward technical / trade visits before the end of March 2026 to further opportunities for NI beef and lamb in export markets **KPI 11** By 31 March 2026 to have fully serviced the market information needs of LMC stakeholders through the collection, collation and analysis of relevant time series and other specialist data throughout the financial year

		ABA 52 – Support forecasting software **ABA 53** – Support Price reporting database **ABA 54** – Mart Software Development	

LMC Strategic Outcome 5

Deliver consumer-targeted marketing and education

Delivering Outcomes - What we will do in 2025-26

Business Outcome 10

Provision of Strategic Education Services

KPI 12

Deliver at least 550 cookery demonstrations before the end of March 2026 ensuring pupil and teacher resources are up to date and relevant.

KPI 13

Deliver at least two initiatives to support and upskill Food and Nutrition teachers before the end of March 2026.

Business Outcome 11

Promotion of beef and lamb consumption to consumers

KPI 14

Successfully manage contract with advertising agency to deliver, by the end of March 2026, a media neutral beef and lamb advertising campaign in line with agreed objectives and evaluate its performance

LMC Strategic Outcome 5 – Deliver consumer-targeted marketing and education

ALIGNED PFG OUTCOME	LMC BUSINESS OUTCOMES	ASSOCIATED BUSINESS ACTIVITY (ABA)	KPI FOR 2025-26
Protecting the Environment Growing a Globally Competitive & Sustainable Economy	**Outcome 10** – Provision of Strategic Education Services **Outcome 11** - Promotion of beef and lamb consumption to consumers	**ABA 55** – Provision of post primary school cookery demonstrations **ABA 56**– Provision of nutritional information support, resources and engagement activity **ABA 57** – Primary school cookery demonstrations **ABA 58** – Third level education support **ABA 59** – Meat skills workshops **ABA 60** – Education Resources **ABA 61** – Beef and lamb media campaign **ABA 62** – Beef Week and Lamb Week **ABA 63**– Stakeholder engagement activities	**KPI 12** - Deliver at least 550 school cookery demonstrations before the end of March 2026 ensuring pupil and teacher resources are up to date and relevant **KPI 13 -** Deliver at least two initiatives to support and upskill Food and Nutrition teachers before the end of March 2025. **KPI 14** - Successfully manage contract with advertising agency to deliver, by the end of March 2026, a media neutral beef and lamb advertising campaign in line with agreed objectives and evaluate its performance

		ABA 64 – Balmoral Show **ABA 65** – Creative material development and application **ABA 66** – CPD fees (Contract management) **ABA 67 –** Mystery shopping **ABA 68** – Food Service Research	