

s. 22(1)(a)(ii)

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>
Sent: Tuesday, 13 August 2024 8:33 AM
To: McDonald, Andrew
Subject: Transition taskforce
Attachments: Transition Advocacy Taskforce_Draft_270724.docx

Follow Up Flag: Follow up
Flag Status: Completed

Good morning Andrew,

See attached as discussed.

Regards,

Bonnie

Bonnie Skinner
Chief Executive Officer

t + 61 412 472 710

e ceo@sheepproducers.com.au

m PO Box 4225 Manuka ACT 2603

Ngunnawal Country
Level 2 Burns Centre
28 National Circuit Forrest ACT 2603

www.sheepproducers.com.au/



Sheep Producers Australia acknowledge the Traditional Owners of the land in all states and territories on which we work. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging, and honour their history, cultures, and traditions of storytelling.

Transition Advocacy Taskforce

Purpose

Advise the Australian Minister for Agriculture, Fisheries and Forestry and the WA Minister for Agriculture and Food on a transition implementation plan and provide advice on activities, progress and ongoing improvements to implementation activities.

Scope

- Preparation of a transition implementation plan which details support initiatives, confirms implementation partners, describes key performance indicators
- Represent the interests and viewpoints of the sheep industry, associated businesses and communities.
- Advocate for collaboration across the Australian and WA governments and with industry
- Advise on eligibility criteria for supply chain business support or community initiatives
- Nominate possible service providers for extension activities
- Identify gaps in support programs or services affecting industry adjustment.
- Role in stocktake/review 2026?

Membership

The Transition Advocacy Taskforce should comprise members who are a trusted presence in the WA sheep industry or associated businesses and communities and who can represent their interests and viewpoints of all stakeholders.

- Independent Chair -
- Sheep Industry -
- Processing industry –
- Local grower associations/networks –
- Mental health/social services –
- Banking/financial –
- Trade/market access
- WA Government –

Secretariat

DAFF...

- Oversight of the transition implementation plan
- ongoing communication with all stakeholders
- reporting to the Australian Minister for Agriculture, Fisheries and Forestry & WA Minister for Agriculture and Food on transition progress.

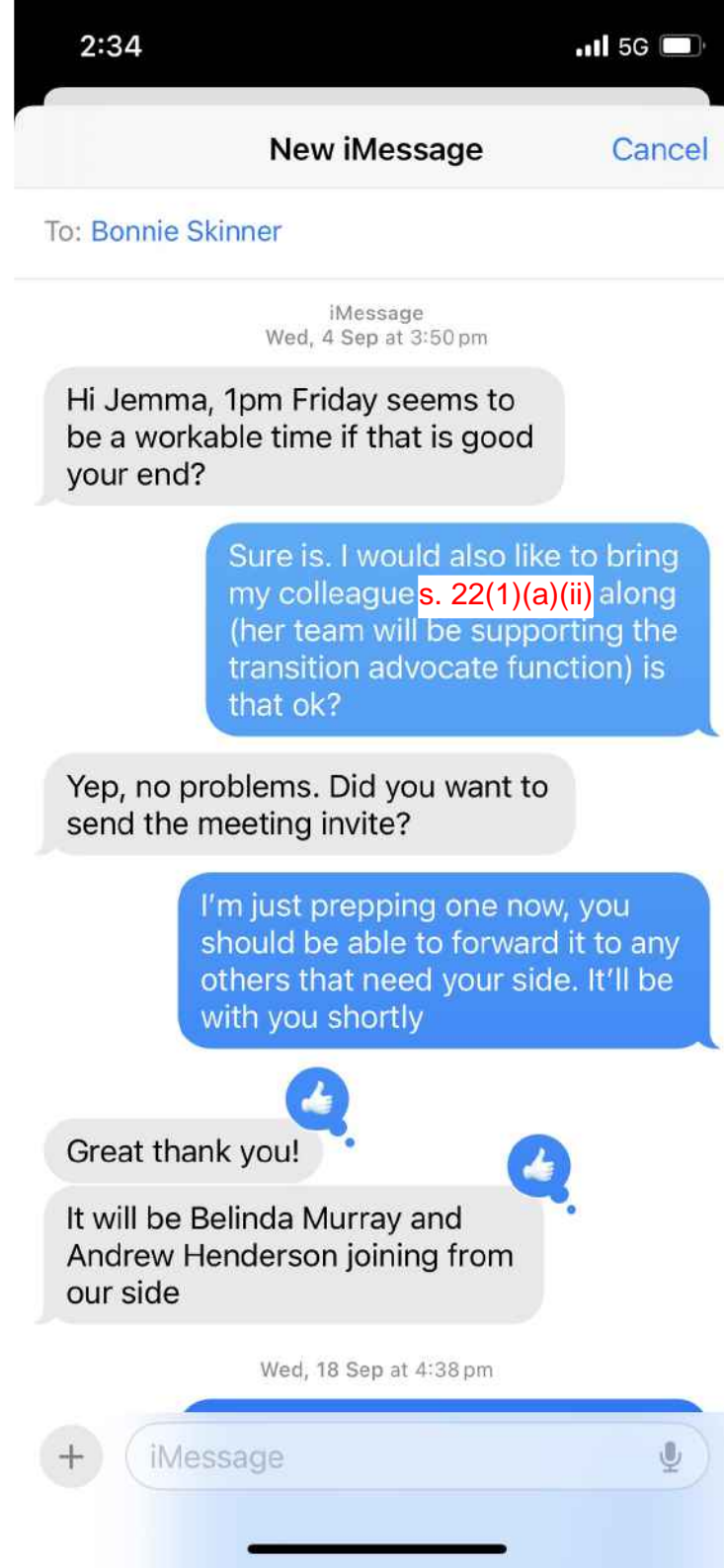
Delivering support

Wherever possible, service providers should be local organisations, experienced in the communities so that they can tailor the support provided rather than taking time to become established in the affected regions. Initiatives should be promoted via existing communication channels, drawing on trusted sources in the affected communities and industries.

Funding support

Funding be delivered:

- via transparent requirements and assessment processes
- with low administration and overhead costs
- quickly, clearly and effectively so as to encourage investment, adoption and change
- with a view to the needs of the recipients, preferably via a WA presence that can leverage local experience and enhance client service.



s. 22(1)(a)(ii)

Subject: DAFF:SPA
Location: Microsoft Teams Meeting

Start: Fri 6/09/2024 1:00 PM
End: Fri 6/09/2024 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Martin, Jemma
Required Attendees: ceo@sheeproducers.com.au; **s. 22(1)(a)(ii)**

Hi Bonnie, as discussed, please forward on others as needed.

Jemma

Jemma Martin (she, her, hers)

Assistant Secretary | Live Sheep Phase Out | +61 2 6272 5406 | **s. 47F(1)**

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 442 952 202 46

Passcode: HyFqan

Dial in by phone

[+61 2 7208 4605,,636933079#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 636 933 079#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 134 094 782 6

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

s. 22(1)(a)(ii)

From: s. 22(1)(a)(ii)
Sent: Tuesday, 17 September 2024 8:57 PM
To: ceo@sheepproducers.com.au; s. 47F(1)@agsecure.com.au; s. 47F(1) @gmail.com
Cc: Martin, Jemma
Subject: Follow-up to discussion of 6 September: Deliberative Draft
Attachments: Transition sheep supply chain advocacy.docx

Dear all

Thanks for the productive chat earlier this month. As promised, please find attached some thoughts which build on the foundations we discussed. The document covers purpose, role, objective, scope of activities and some case studies to help better define how transition advocacy adds value to the landscape. We have added a few extra items for discussion at the end.

Would you have time to meet later this week to further refine the recommended approach? Jemma and I are both free 2-4pm AEST (12-2pm AWST) on Thursday 19 or 1-3pm AEST (11am-1pm AWST) on Friday 20 September.

Kind regards, s. 22(1)(a)(ii)

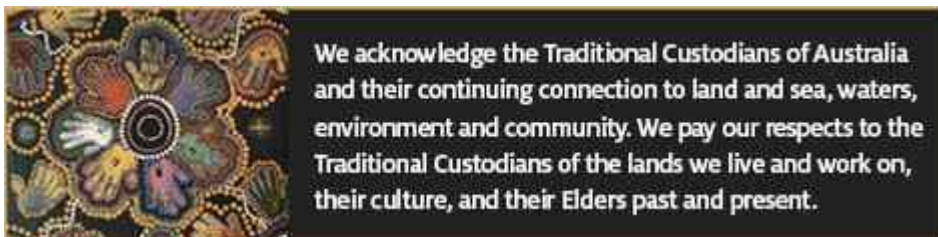
s. 22(1)(a)(ii) (she/her)

BSc LLB LLM MSc

Director | Live Sheep Phase Out | s. 22(1)(a)(ii)

Department of Agriculture, Fisheries and Forestry
Plant and Live Animal Exports, Welfare and Regulation Division
Agriculture House, 70 Northbourne Ave, Canberra ACT 2601 Australia
GPO Box 858 Canberra ACT 2601 Australia

agriculture.gov.au



Sheep supply chain advocacy over the transition period to the end of the live sheep exports by sea trade

Purpose, role scope and resilience objective

Purpose

It is a shared ambition of the sheep industry and the Australian Government for a strong, connected and value creating sheep supply chain when the live sheep by sea export trade ends. This means:

- producers and supply chain no worse off, and preferably better off, because of the transition
- not leaving communities behind, including a wish that they feel empowered to better shape their own destiny in the face of obstacles and future shocks to the sheep supply chain.

Role scope

In accordance with this ambition a Sheep Supply Chain Advocacy Taskforce for the Transition (taskforce) is established.

It will:

- facilitate two-way communication between the sheep supply chain and government
- provide advice to the Australian Government Minister for Agriculture, Fisheries and Forestry on how the transition is progressing
- provide information to industry about the transition plan and assistance available
- provide advice on activities, progress and ongoing improvements to implementation activities
- enable delivery of transition activities including projects in the affected regions to stimulate regional economies and support local communities and ongoing improvements to implementation activities.

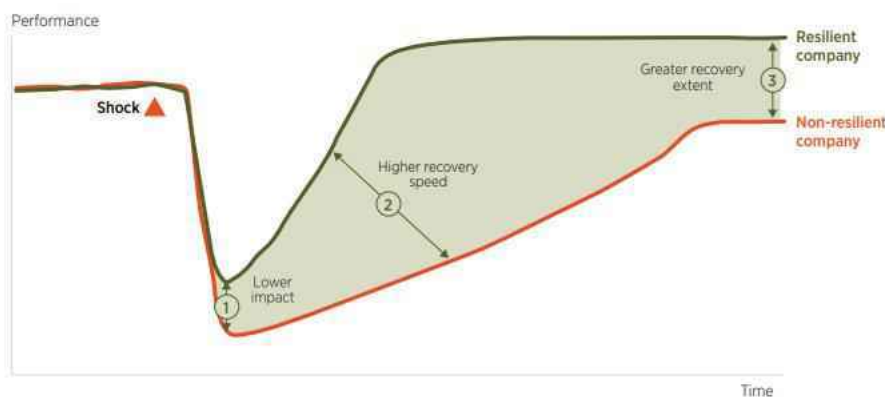
The taskforce also implements the government's response to recommendations 25 and 26 of the Independent Panel report on how and when to phase out live sheep exports by sea.

The taskforce is an advisory and facilitatory in function and is not a decision-making body.

Resilience objective

The panel's logic underpinning its recommendations noted the importance business resilience developed by the BCG Henderson Institute (Figure 1). This model highlights the starting point for businesses as being key to their ability to prepare for threats, withstand change, recover and then shape their business in the post-shock environment. Resilient businesses are those that will have these advantages in place ahead of time, helping them to achieve better and faster outcomes than non-resilient companies. In addition to reducing the size of impact, resilience plays a significant role in the speed of recovery.

Figure 1 Business resilience model (BCG Henderson Institute)



Source: BCG Henderson Institute

The panel's view was that the Western Australian (WA) sheep industry supply chain could be profitable and sustainable during the transition period and beyond the end of live sheep exports by sea. The panel also assessed that early action by governments to support the industry to transition to a new value chain without live export will enhance industry resilience and minimise adverse impacts. The panel did not suggest that the trade can only end after certain transition activities and measures are fully completed; rather that the path towards the end of the live trade by sea may be smoothed by these actions.

The overarching objective of the taskforce is to increase the resilience of the impacted businesses and communities to minimise the overall impact of the 'shock' of the end of the live sheep export trade (i.e. minimising the area in green in the diagram above) by:

- lowering the impact through increased levels of preparedness across the supply chain
- increasing the speed of recovery of the sheep supply chain businesses and communities
- supporting adaptation to a world without live sheep exports.

Scope of activities

The taskforce model is an intermediary. The taskforce needs to be acting as both the glue and the compass guiding collective action, catalysing collective sensemaking and ecosystem level support for transformative change. Figure 2 illustrates how an intermediary role can support a systemic shift through restructuring relationships, positioning and facilitating access to resources.

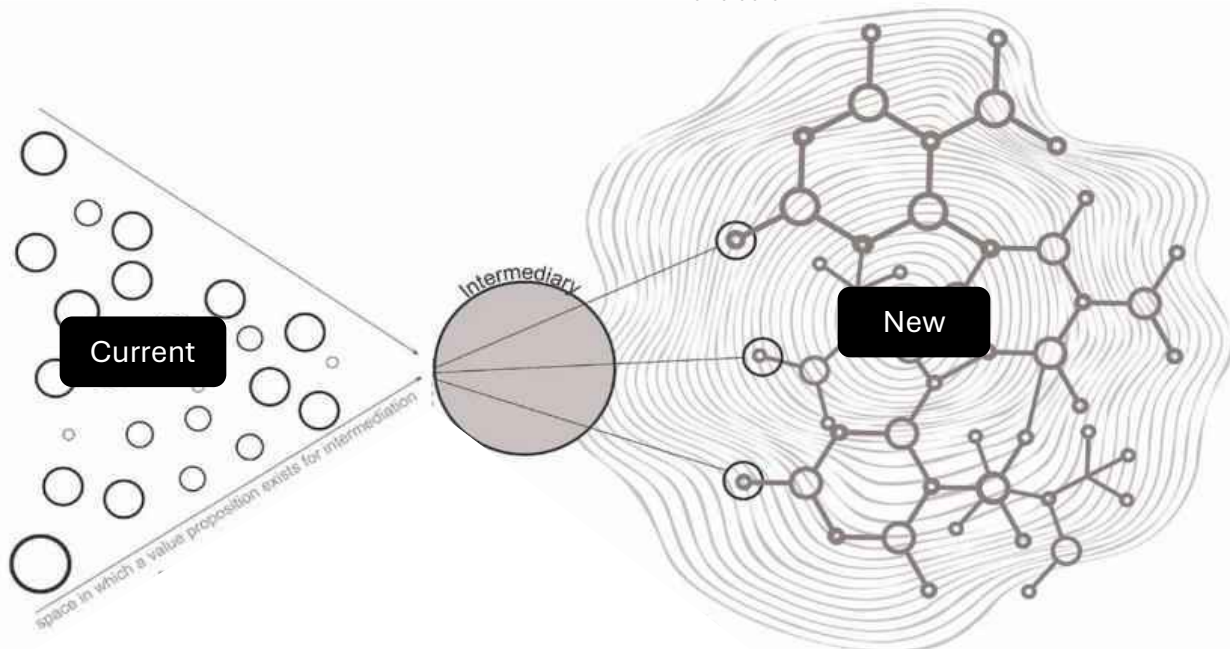
Figure 2: Activities of intermediaries like the taskforce

Current sheep supply chain

- Focus on individual agendas
- High competition and low collective action
- High transaction costs
- Fragmented and inequitable access to knowledge, resources and data

New sheep supply chain

- Focus on shared agenda and confidence to take steps
- Increased levels of collective action where it makes sense
- Lower transaction costs for necessary change
- Smoothed and improved access to knowledge, resources and data



Source: [Framing the role of intermediaries in shifting systems \(Burkett, 2024\)](#)

There is a broad range of activities that the taskforce could undertake as an intermediary. The following are illustrative of directions. It is unlikely that there will be sufficient resources to work on all options. A process of narrowing the options through a prioritised 12 month rolling program would be required to bring the scope into a feasible list.

1. Bridging and brokering access

- Analyse and advise: collect and analyse evidence and feedback on the how the transition is progressing and provide advice to government.

- Identify and map resources: assess support systems and specialist knowledge to support the transition.
 - Facilitate connections: function as a strategic liaison point between organisations with relevant resources, expertise and networks to foster collaboration and support.
 - Support navigation: provide guidance to stakeholders in accessing assistance, ensuring they understand processes involved.
2. Amplifying knowledge and insights
- Strategic communication and accountability: develop strategies to amplify voices and experiences of impacted communities, ensuring that their perspectives are integral to discussions on systemic opportunities and barriers to the transition.
 - Research dissemination: collect, curate, ground truth and disseminate knowledge, research findings and insights that have the potential to inform the transition.
3. Connecting industry and government
- Create collaboration opportunities: organise forums, workshops and learning sessions to encourage collaboration and knowledge sharing among stakeholders.
 - Information sharing: facilitate development of shared information to enhance collaboration, improve decision-making and track progress.
4. Facilitating information flow
- Knowledge exchange: establish mechanisms for ongoing information exchange among stakeholders, ensure knowledge and resources flow between parties.
5. Scaffolding
- Technical assistance: produce an industry transition implementation plan which details the types of actions the sheep supply chain could take to transition, identifies assistance initiatives, confirms implementation partners, describes key performance indicators.
 - Promote innovation: foster an environment that encourages innovative solutions to address systemic barriers to the transition and improve community outcomes.
6. Reduce barriers and costs
- Network development: work with delivery partners to lower barriers and costs associated with networking, collaboration and access to resources and knowledge through streamlined processes and clear communication channels.

- Supportive infrastructure: advocate for the development of supportive infrastructure to reduce burden on stakeholders trying to access information and resources.
7. Advocacy for improved conditions
- Systemic change initiatives: collaborate with other advocates and stakeholders to deliver initiatives aimed at accessing opportunities or dismantling systemic barriers.

Skills and capabilities of taskforce members

The preferred approach to membership of the taskforce is to find a stable group of no more than 3-4 people who can then draw on 'best fit' supporting participants to be involved at different stages and in relation to different issues.

The default approach is 'representation', so that multiple stakeholder groups have a representative on the taskforce. However, there are also a range of other ways in which multiple stakeholder groups can be engaged. A focus on skills and capabilities can assist in teasing out the options. The following are a recommended starting point.

- **Strategic vision** to assist with sense making about current industry trends, identified opportunities and risk management requirements, including capacity to effectively communicate the vision clearly and persuasively
- **Change management** expertise in leading change and supporting people through reluctance and resistance to emerging requirements
- **Stakeholder management** to manage relationships with wide spectrum of stakeholders
- **Operational expertise** in the sheep supply chain, including innovation experience and regulatory landscape knowledge.

Members of the taskforce should be a trusted presence in the WA sheep industry or associated businesses and communities and who can represent their interests and viewpoints of all stakeholders.

Should a representative model be preferred the following options for membership could be considered:

- Independent Chair
- Sheep industry
- Processing industry
- Local grower associations/networks
- Mental health/social services
- Banking/financial

Case studies

Table 1 sets out some ideas to explore in a practical sense how different parts of the supply chain could work together to achieve the purpose and resilience objective of the taskforce.

Table 1: Case studies on interaction of various parts of the supply chain in transition activities to assist in defining the role of the taskforce

Case studies	Services providers – genetics, fodder/feed, advisors	Production – graziers and mixed farmers	Supply chain connectors – transporters, shearers	Supply chain – processors, cold storage	Markets – exporters, wholesalers	Industry representative bodies, RDCs	Transition Taskforce	DAFF	Australian Government
Description	Stock handlers (25-50% reliant on live export (LE)) Seasonal farm labour (approx. 1500, 25-50% reliant on LE) Stock feed growers and manufacturers (0-25% reliant LE) Vet and farm consultants (0-25% reliant on LE)	4,000 with more than 100 sheep, 2,200 of these derive 50% or more of their income from sheep (25-50% reliant on LE) 12.4 million head of sheep - 59% ewes, 5% wethers, 34% lambs and 2% rams	Shearers (25-50% reliant on LE) Wool agents Livestock agents, saleyards (25-50% reliant on LE) Transport operators (25-50% reliant on LE) Feedlots/Registered premises	Processing 424,000 head/month, with potential monthly capacity of 560,000 head Cold storage capacity	Exporters 25-50% reliant LE Mutton in WA: 1.7 million head to 29 of 62 markets Lamb in WA: 2.8 million head to 44 of 83 markets Live sheep 0.7 million head to 9 markets Interstate transfer 0.5 million head	Peak industry bodies (PIBs) including: Sheep Producers Australia, Wool Producers Australia, NFF, AMIC, Australian Livestock & Rural Transporters Association, ALPA RDCs: MLA, AWI, GRDC and AMPC			
Airfreight capacity increase				Continues to book airfreight using existing commercial arrangements Considers investment in additional cold storage (including containers)	Continues to book airfreight using existing commercial arrangements	Continue to make representations to the Australian Government (including the infrastructure portfolio) for ag sector’s needs	Bridging and brokering: provides evidence and advice to government Reduces barriers and costs: connects airlines, governments, processors, cold storage providers and exporters to explore where and when increases are feasible and preferred on a commercial basis	Continues to represent agriculture needs through whole of government (WOG) mechanisms Secretariat facilitates taskforce engagement with aviation policy	Australian Government response to panel recommendation 6 on air freight noted
Increased productivity on farms	Continue to invest in productivity increases and extension of best practice knowledge	Continue to invest in productivity increases and application of best practice knowledge		Continue to provide feedback into the supply chain on market signals (e.g. specs, supply windows)	Continue to provide feedback into the supply chain on market signals (e.g. specs, supply windows)	PIBs and RDCs – RD&E priorities and investment (e.g. MLA Sheeplinks) PIBs – Sheep Sustainability Framework implementation (Total Factor Productivity currently 0%)	Amplifies knowledge: amplifies trendsetters and social proof of options Scaffolding: technical assistance on transition options Reduce barriers: connects to assistance from transition assistance package and wide range of existing programs available	Continues to deliver strategic policy and programs across innovation, land sector plan, drought and so on Secretariat assists taskforce to develop and distribute communication products	Continues WOG policy and program investments such as drought investments, sustainability and climate adaptation planning
Community resilience capacity increase	Continue capacity to foster connectivity of services to communities through local shows and field days, apprenticeships and inclusion activities to support itinerant components	Continue capacity to host and foster connectivity of farms to towns through local shows and field days	Consider capacity to support community resilience, particularly in disaster contexts	Consider inclusion community activities for foreign workers		Continue to organise community focused activities connected to the Sheep Sustainability Framework	Bridging and brokering and connecting government and industry: attend community events to support services providers, producers and connectors Advocating: for improved conditions through diversification of business models and strengthened social safety nets	Secretariat assists taskforce to develop and distribute communication products and supports with booking venues, and promotion together with virtual communities’ component to maintain connections	Continues WOG policy and program investments such as mental health services, drought investments, and so on

Additional matters

Secretariat

The taskforce will be supported by a secretariat provided by the department. The secretariat will:

- assist the taskforce in setting its annual work
- provide administrative support, including scheduling meetings, events and managing communications
- assist in developing monitoring and evaluation frameworks and processes, ensuring data collection and reporting are aligned with governmental standards and practices.

Reporting

The taskforce will report to the Australian Government Minister of Agriculture, Fisheries and Forestry, including through joint meetings on a six-monthly basis.

The taskforce can provide advice to government in accordance with its annual work program or on an ad hoc basis.

The taskforce will provide quarterly reporting on activities, outcomes, risks and challenges.

Remuneration

[Government appointment processes will set the arrangements]

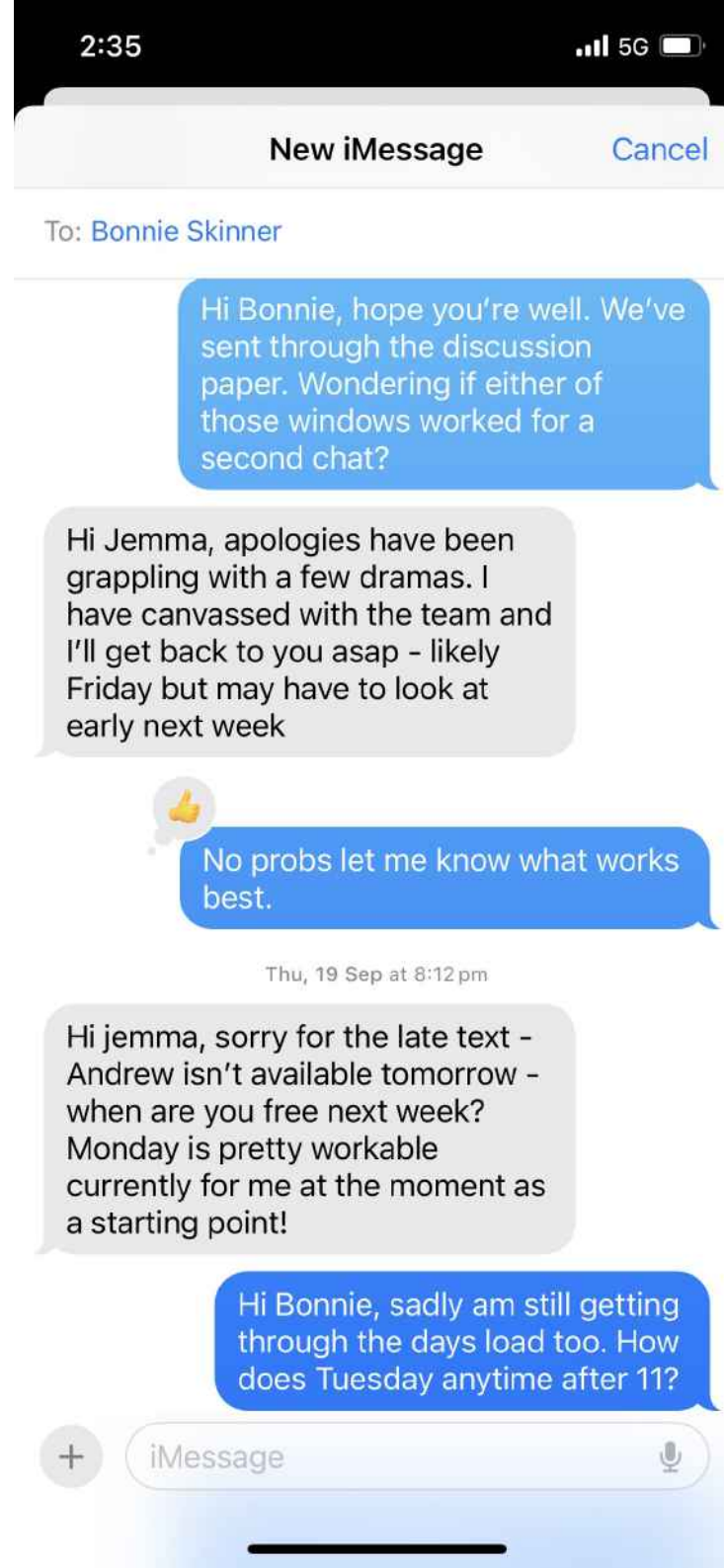
Review

The department will review the terms of reference for the taskforce annually and provide advice to the Australian Government Minister of Agriculture, Fisheries and Forestry as part of ensuring the function remains fit for purpose over time.

The role of the taskforce itself will be reviewed as part of the final review of the live sheep phase out portfolio of activities in accordance with the Commonwealth Evaluation Policy.

References

- [Independent Panel Report](#)
- [Australian Government Response](#)
- [Transition Plan](#)



s. 22(1)(a)(ii)

From: Andrew Henderson <s. 47F(1)@agsecure.com.au>
Sent: Monday, 23 September 2024 1:26 PM
To: Martin, Jemma
Subject: Accepted: DAFF:SPA [SEC=OFFICIAL]

OFFICIAL

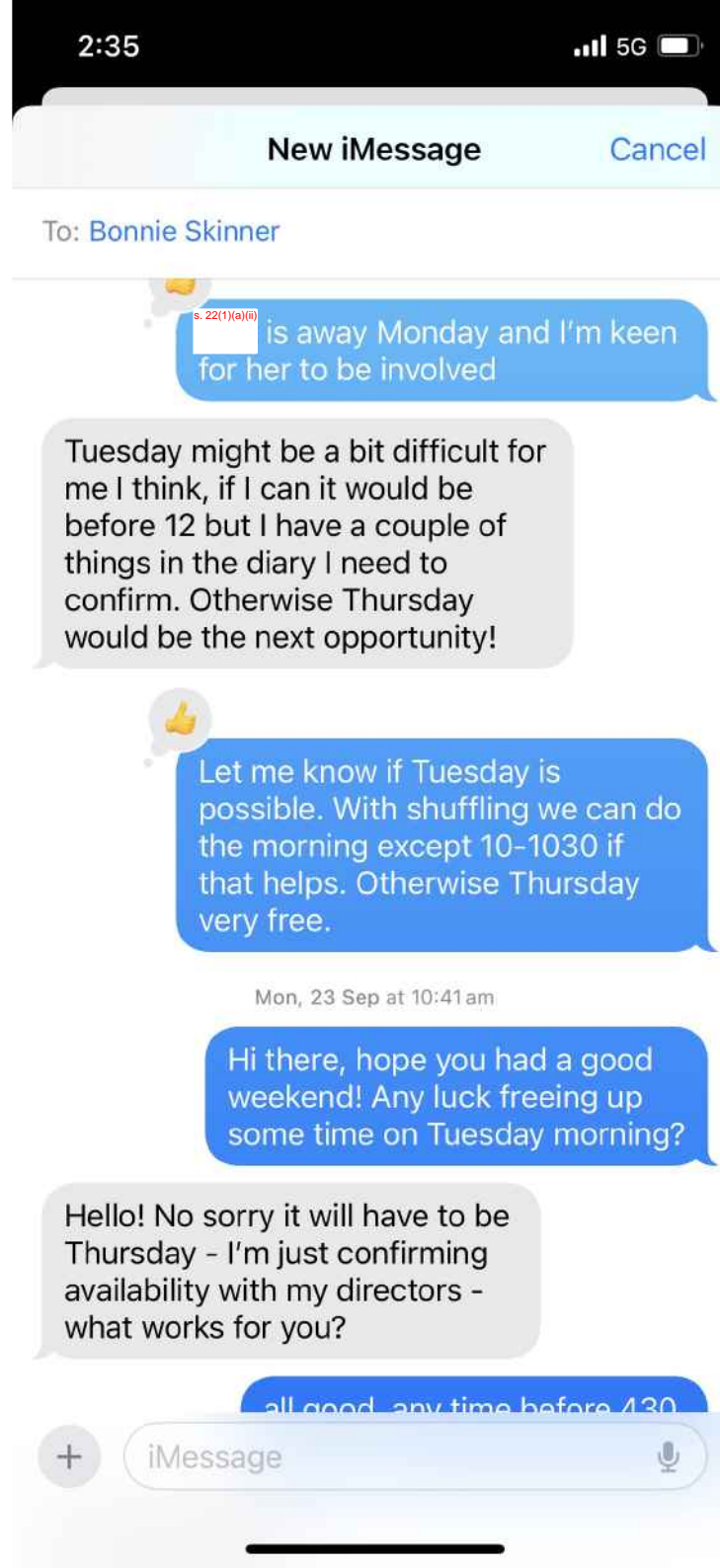
OFFICIAL

s. 22(1)(a)(ii)

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>
Sent: Monday, 23 September 2024 2:15 PM
To: Martin, Jemma
Subject: Accepted: DAFF:SPA [SEC=OFFICIAL]

OFFICIAL

OFFICIAL



s. 22(1)(a)(ii)

From: Google Calendar <calendar-notification@google.com> on behalf of Bindi Murray <s. 47F(1) @gmail.com>
Sent: Tuesday, 24 September 2024 7:12 PM
To: Martin, Jemma
Subject: Accepted: DAFF:SPA [SEC=OFFICIAL] @ Thu 26 Sept 2024 13:00 - 14:30 (AWST) (Martin, Jemma)
Attachments: invite.ics

You don't often get email from s. 47F(1) @gmail.com. [Learn why this is important](#)

Bindi Murray has accepted this invitation.

OFFICIAL

Microsoft Teams Need help?

Join the meeting now

Meeting ID: 457 186 414 904

Passcode: 2sHvdX

Dial in by phone

+61 2 7208 4605,,312326672# Australia, Sydney

Find a local number

Phone conference ID: 312 326 672#

Join on a video conferencing device

Tenant key: [597361658@t.plcm.vc](#)

Video ID: 138 473 115 0

More info

For organizers: Meeting options | Reset dial-in PIN

OFFICIAL

When

Thursday 26 Sept 2024 · 13:00 – 14:30 (Australian Western Standard Time - Perth)

Location

Microsoft Teams Meeting

[View map](#)

Guests

Martin, Jemma - organizer

Bindi Murray - creator

Andrew Henderson

s. 22(1)(a)(ii)

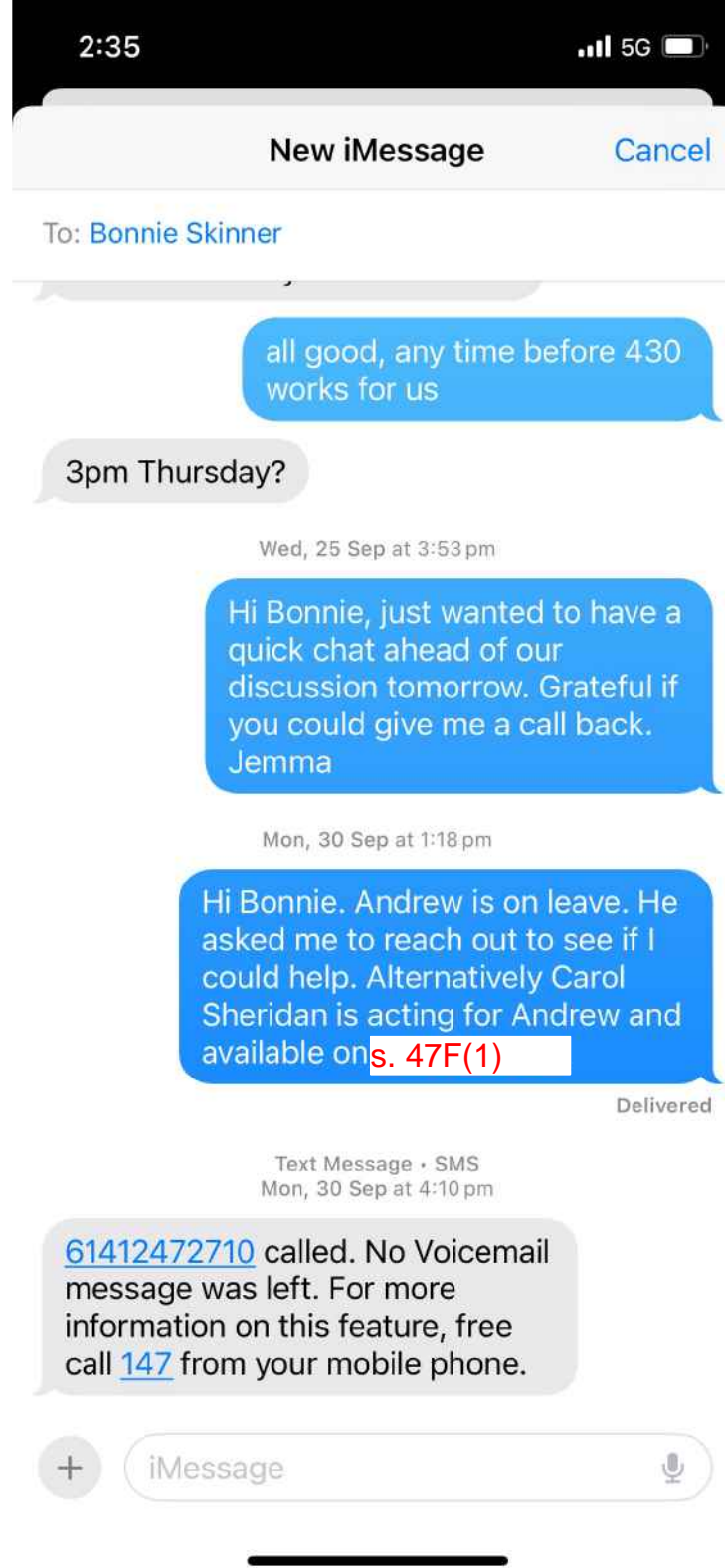
ceo@sheepproducers.com.au

[View all guest info](#)

Invitation from [Google Calendar](#)

You are receiving this email because you are an attendee on the event. To stop receiving future updates for this event, decline this event.

Forwarding this invitation could allow any recipient to send a response to the organizer, be added to the guest list, invite others regardless of their own invitation status, or modify your RSVP. [Learn more](#)



s. 22(1)(a)(ii)

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>
Sent: Thursday, 26 September 2024 2:58 PM
To: s. 22(1)(a)(ii); Martin, Jemma
Subject: RE: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]
Attachments: Transition sheep supply chain advocacy_SPA Comments_260924.docx

OFFICIAL: Sensitive

Hi ^{s. 22(1)(a)(ii)} and Jemma,

Ahead of our meeting, please see attached edits and comments on the provided document in tracked-changes.

Kind regards,

Bonnie

Bonnie Skinner
Chief Executive Officer

t + 61 412 472 710
e ceo@sheepproducers.com.au
m PO Box 4225 Manuka ACT 2603

Ngunnawal Country
Level 2 Burns Centre
28 National Circuit Forrest ACT 2603

www.sheepproducers.com.au/



Sheep Producers Australia acknowledge the Traditional Owners of the land in all states and territories on which we work. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging, and honour their history, cultures, and traditions of storytelling.

OFFICIAL: Sensitive

From: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Sent: Tuesday, September 17, 2024 8:57 PM
To: CEO Bonnie Skinner <CEO@sheepproducers.com.au>; s. 47F(1)@agsecure.com.au;
s. 47F(1) @gmail.com
Cc: Martin, Jemma <Jemma.Martin@aff.gov.au>
Subject: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Dear all

Thanks for the productive chat earlier this month. As promised, please find attached some thoughts which build on the foundations we discussed. The document covers purpose, role, objective, scope of activities and some case studies to help better define how transition advocacy adds value to the landscape. We have added a few extra items for discussion at the end.

Would you have time to meet later this week to further refine the recommended approach? Jemma and I are both free 2-4pm AEST (12-2pm AWST) on Thursday 19 or 1-3pm AEST (11am-1pm AWST) on Friday 20 September.

Kind regards, ^{s. 22(1)(a)(ii)}

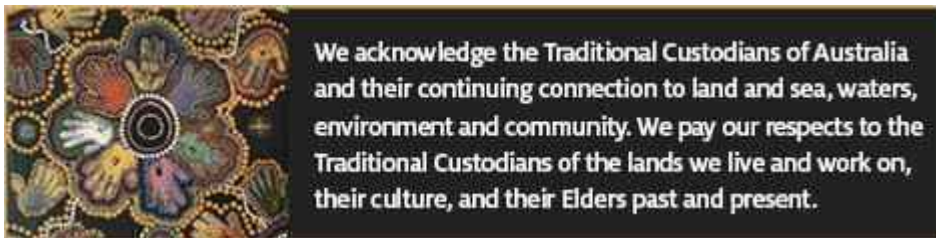
s. 22(1)(a)(ii) (she/her)

BSc LLB LLM MSc

Director | Live Sheep Phase Out | s. 22(1)(a)(ii)

Department of Agriculture, Fisheries and Forestry
Plant and Live Animal Exports, Welfare and Regulation Division
Agriculture House, 70 Northbourne Ave, Canberra ACT 2601 Australia
GPO Box 858 Canberra ACT 2601 Australia

agriculture.gov.au



OFFICIAL: Sensitive

----- IMPORTANT - This email and any attachments have been issued by the Commonwealth of Australia (Commonwealth). The material transmitted is for the use of the intended recipient only and may contain confidential, legally privileged, copyright or personal information. You should not copy, use or disclose it without authorisation from the Commonwealth. It is your responsibility to check any attachments for viruses and defects before opening or forwarding them. If you are not an intended recipient, please contact the sender of this email at once by return email and then delete both messages. Unintended recipients must not copy, use, disclose, rely on or publish this email or attachments. The Commonwealth is not liable for any loss or damage resulting from unauthorised use or dissemination of, or any reliance on, this email or attachments. If you have received this e-mail as part of a valid mailing list and no longer want to receive a message such as this one, advise the sender by return e-mail accordingly. This notice should not be deleted or altered -----

OFFICIAL: Sensitive; Deliberative draft

Sheep supply chain advocacy over the transition period to the end of the live sheep exports by sea trade Transition Advocacy Taskforce

Purpose and role scope and resilience objective

Purpose

Advise the Australian Minister for Agriculture, Fisheries and Forestry and the WA Minister for Agriculture and Food on

- The establishment of a Sheep Live Export Transition and Implementation Plan (Plan);
- Monitor the implementation of the Plan; and
- Provide independent advice on policy matters relating to the Plan to ensure that
 - producers and supply chains are no worse off, and preferably better off, following the transition and communities are not left behind,
 - lowering the impact through increased levels of preparedness across the supply chain
 - increasing the speed of recovery of the sheep supply chain businesses and communities
 - supporting adaptation to the governments phase out of live sheep exports by sea.

Formatted: List Paragraph

Formatted: English (United States)

Formatted

It is a shared ambition of the sheep industry and the Australian Government for a strong, connected and value creating sheep supply chain when the live sheep by sea export trade ends. This means:

- producers and supply chain no worse off, and preferably better off, because of the transition
- not leaving communities behind, including a wish that they feel empowered to better shape their own destiny in the face of obstacles and future shocks to the sheep supply chain.

OFFICIAL: Sensitive; Deliberative draft

Role scope

In accordance with ~~this ambition at~~ this the scope of the Transition Sheep Supply Chain Advocacy Taskforce for the Transition (taskforce) is established.

It will:

- Preparation of a transition implementation plan which details support initiatives, confirms implementation partners, describes key performance indicators
- Advise on eligibility criteria for supply chain business support or community initiatives
- facilitate two-way communication between the sheep supply chain and government
- provide advice to the Australian Government Minister for Agriculture, Fisheries and Forestry on how the transition is progressing
- provide information to industry about the transition plan and assistance available
- provide advice on activities, progress and ongoing improvements to implementation activities
- enable delivery of transition activities including projects in the affected regions to stimulate regional economies and support local communities and ongoing improvements to implementation activities.
- Role in stocktake/review 2026

The taskforce also implements the government’s response to recommendations 25 and 26 of the Independent Panel report on how and when to phase out live sheep exports by sea.

The taskforce is an advisory and faciliatory in function and is not a decision-making body.

Resilience objective

The panel’s logic underpinning its recommendations noted the importance business resilience developed by the BCG Henderson Institute (Figure 1). This model highlights the starting point for businesses as being key to their ability to prepare for threats, withstand change, recover and then shape their business in the post-shock environment. Resilient businesses are those that will have these advantages in place ahead of time, helping them to achieve better and faster outcomes than non-resilient companies. In addition to reducing the size of impact, resilience plays a significant role in the speed of recovery.

Figure 1 Business resilience model (BCG Henderson Institute)

Commented [C1]: Taskforce does not replicate existing responsibilities of DAFF - issues outside of scope will reside with DAFF.

The ToR needs to be clear on where the Taskforce reports into the Commonwealth Structure. E.g. It needs to have a direct line of accountability to the Minister and Dept Secretary with a Senior representative of the Ministers Office and the Commonwealth Department as observers on the Taskforce (but not voting members).

Formatted: Font: Font color: Black

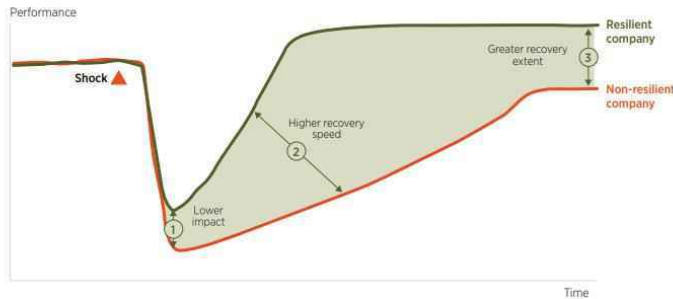
Formatted: Line spacing: Multiple 1.16 li

Commented [C2]: Taskforce is the response to recommendations 25 and 26

Commented [C3]: Question the relevance of a resilience objective within a terms of reference/governance document

OFFICIAL: Sensitive; Deliberative draft

OFFICIAL: Sensitive; Deliberative draft



Source: BCG Henderson Institute

The panel’s view was that the Western Australian (WA) sheep industry supply chain could be profitable and sustainable during the transition period and beyond the end of live sheep exports by sea. The panel also assessed that early action by governments to support the industry to transition to a new value chain without live export will enhance industry resilience and minimise adverse impacts. The panel did not suggest that the trade can only end after certain transition activities and measures are fully completed; rather that the path towards the end of the live trade by sea may be smoothed by these actions.

The overarching objective of the taskforce is to increase the resilience of the impacted businesses and communities to minimise the overall impact of the ‘shock’ of the end of the live sheep export trade (i.e. minimising the area in green in the diagram above) by:

- lowering the impact through increased levels of preparedness across the supply chain
- increasing the speed of recovery of the sheep supply chain businesses and communities
- supporting adaptation to a world without live sheep exports.

Scope of activities

The taskforce model is an intermediary. The taskforce needs to be acting as both the glue and the compass guiding collective action, catalysing collective sensemaking and ecosystem level support for transformative change. Figure 2 illustrates how an intermediary role can support a systemic shift through restructuring relationships, positioning and facilitating access to resources:

Figure 2: Activities of intermediaries like the taskforce

<p>Current sheep supply chain</p> <ul style="list-style-type: none"> - Focus on individual agendas - High competition and low collective action - High transaction costs - Fragmented and inequitable access to knowledge, resources and data 	<p>New sheep supply chain</p> <ul style="list-style-type: none"> - Focus on shared agenda and confidence to take steps - Increased levels of collective action where it makes sense - Lower transaction costs for necessary change - Smoothed and improved access to knowledge, resources and data
---	--

Page | 3

OFFICIAL: Sensitive; Deliberative draft

Commented [C4]: Disagree with the interpretation of the independent panel’s report. The report stated that: “The Panel believes that the WA sheep industry can be profitable and sustainable during the transition period and beyond the end of live sheep exports by sea. **Early actions by government will be required to moderate the economic and social consequences of the cessation.**”

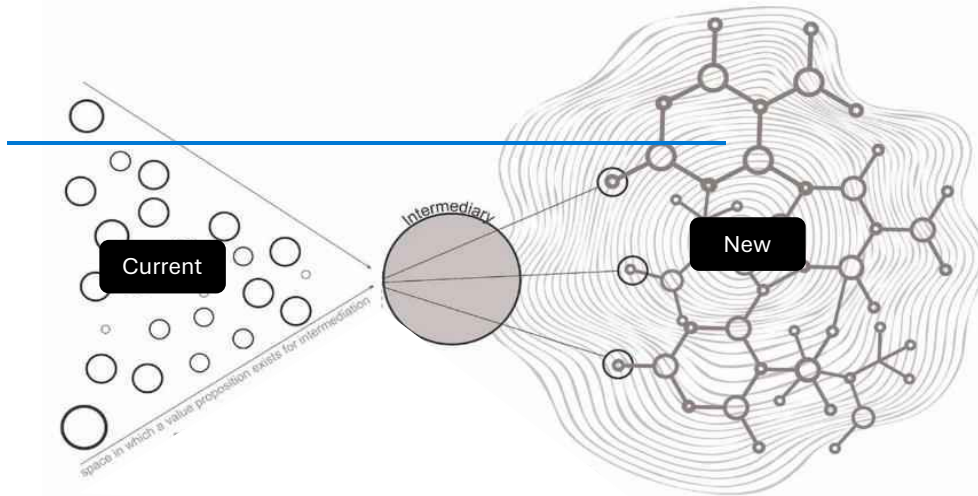
The panel’s concern regarding industry’s readiness by 2028 is reflected in the panel’s proposal to assess the progress of the transition in 2026 through a review process “to ensure that the WA sheep supply chain and market development are on track to achieve the onshore processing of the WA sheep turn-off expected in mid- 2028. This review should include recommendations about any adjustments needed, change to timelines and further actions to support a smooth transition by individuals, businesses and communities.” This is why it is critical that this advocate taskforce has a role in the 2026 stocktake/review.

The window for early actions has likely closed with delays in the current process. Recommendation 24 was supported by the government for early action by the first half of 2024 are included farm business planning (Recommendation 1), processing and cold storage infrastructure (Recommendation 4) and c) market opportunities (Recommendation 14).

Commented [C5]: Suggest delete - role of the taskforce is to support the delivery of an implementation plan - if this is done effectively these may be achieved by enacting the activity in the role scope of this document. These should be included in the scope.

Commented [C6]: Are these functions? This is duplicating the scope - suggest delete. Establishment of implementation framework/workplan within the first 90 days following establishment of the taskforce.

OFFICIAL: Sensitive; Deliberative draft



Source: [Framing the role of intermediaries in shifting systems \(Burkett, 2024\)](#)

There is a broad range of activities that the taskforce could undertake as an intermediary. The following are illustrative of directions. It is unlikely that there will be sufficient resources to work on all options. A process of narrowing the options through a prioritised 12 month rolling program would be required to bring the scope into a feasible list.

1. Bridging and brokering access

- Analyse and advise: collect and analyse evidence and feedback on the how the transition is progressing and provide advice to government.
- Identify and map resources: assess support systems and specialist knowledge to support the transition.
- Facilitate connections: function as a strategic liaison point between organisations with relevant resources, expertise and networks to foster collaboration and support.
- Support navigation: provide guidance to stakeholders in accessing assistance, ensuring they understand processes involved.

2. Amplifying knowledge and insights

- Strategic communication and accountability: develop strategies to amplify voices and experiences of impacted communities, ensuring that their perspectives are integral to discussions on systemic opportunities and barriers to the transition.

Formatted: No bullets or numbering

OFFICIAL: Sensitive; Deliberative draft

OFFICIAL: Sensitive; Deliberative draft

~~Research dissemination: collect, curate, ground truth and disseminate knowledge, research findings and insights that have the potential to inform the transition.~~

3. ~~Connecting industry and government~~

~~Create collaboration opportunities: organise forums, workshops and learning sessions to encourage collaboration and knowledge sharing among stakeholders.~~

~~Information sharing: facilitate development of shared information to enhance collaboration, improve decision-making and track progress.~~

4. ~~Facilitating information flow~~

~~Knowledge exchange: establish mechanisms for ongoing information exchange among stakeholders, ensure knowledge and resources flow between parties.~~

5. ~~Scaffolding~~

~~Technical assistance: produce an industry transition implementation plan which details the types of actions the sheep supply chain could take to transition, identifies assistance initiatives, confirms implementation partners, describes key performance indicators.~~

~~Promote innovation: foster an environment that encourages innovative solutions to address systemic barriers to the transition and improve community outcomes.~~

6. ~~Reduce barriers and costs~~

~~Network development: work with delivery partners to lower barriers and costs associated with networking, collaboration and access to resources and knowledge through streamlined processes and clear communication channels.~~

~~Supportive infrastructure: advocate for the development of supportive infrastructure to reduce burden on stakeholders trying to access information and resources.~~

7. ~~Advocacy for improved conditions~~

~~Systemic change initiatives: collaborate with other advocates and stakeholders to deliver initiatives aimed at accessing opportunities or dismantling systemic barriers.~~

Commented [C7]: This is a role of delivery partners - outcomes of an implementation plan

Formatted: No bullets or numbering

Formatted: No bullets or numbering

Commented [C8]: The Taskforce has oversight of the plan development - these activities would be done in conjunction with the service delivery partner?

Commented [C9]: Responsibility/role of the service delivery partners

Commented [C10]: Deliverable outcome/or KPI - implementing transition plan in accordance with report

Formatted: No bullets or numbering

Skills and capabilities of taskforce members

The preferred approach to membership of the taskforce is to find a stable group of no more than 3-4 people who can then draw on 'best fit' supporting participants to be involved at different stages and in relation to different issues:

OFFICIAL: Sensitive; Deliberative draft

OFFICIAL: Sensitive; Deliberative draft

The default approach is 'representation', so that multiple stakeholder groups have a representative on the taskforce. However, there are also a range of other ways in which multiple stakeholder groups can be engaged. A focus on skills and capabilities can assist in teasing out the options. The following are a recommended starting point:

Members of the taskforce comprise individuals who have a trusted presence in the WA agriculture and rural industries and communities and who can understand the interests and viewpoints of all stakeholders. 3-4 individuals with the following skills:

- **Strategic vision** to assist with sense making about current industry trends, identified opportunities and risk management requirements, including capacity to effectively communicate the vision clearly and persuasively
- **Change management** expertise in leading change in farming systems, supply chain and rural community transition and supporting people through reluctance and resistance to emerging requirements
- **Stakeholder management** to manage relationships with wide spectrum of stakeholders
- **Operational expertise** in the sheep supply chain, including innovation experieresearch and development, trade and market access, finance and investment and regulatory landscape knowledge.

Observer members of the Taskforce will include senior representatives of the Ministers office and the department of agriculture and other senior department staff from other agencies as required/on a needs basis.

The Taskforce has the ability to invite relevant government agencies and stakeholders to attend meetings and form working groups, at the discretion of the Chair.

Members of the taskforce should be a trusted presence in the WA sheep industry or associated businesses and communities and who can represent their interests and viewpoints of all stakeholders.

Should a representative model be preferred the following options for membership could be considered:

- Independent Chair
- Sheep industry
- Processing industry
- Local grower associations/networks
- Mental health/social services
- Banking/financial

Commented [C11]: Note the suggestion of 3-4 individuals, but maintain that this should be a larger group to ensure adequate coverage of the supply chain (no more 10).

Commented [C12]: The Taskforce needs to have the ability to form working groups of relevant stakeholders/supply chain representatives (etc) to support the scope of its activities in developing and delivering an implementation plan

Commented [C13]: Independent of government

OFFICIAL: Sensitive; Deliberative draft

Case studies

Table 1 sets out some ideas to explore in a practical sense how different parts of the supply chain could work together to achieve the purpose and resilience objective of the taskforce.

Commented [C14]: Note inclusion for further discussions about how the Taskforce might operate but not for inclusion in the TOR document.

Table 1: Case studies on interaction of various parts of the supply chain in transition activities to assist in defining the role of the taskforce

Case studies	Services providers – genetics, fodder/feed, advisors	Production – graziers and mixed farmers	Supply chain connectors – transporters, shearers	Supply chain – processors, cold storage	Markets – exporters, wholesalers	Industry representative bodies, RDCs	Transition Taskforce	DAFF	Australian Government
Description	Stock handlers (25-50% reliant on live export (LE)) Seasonal farm labour (approx. 1500, 25-50% reliant on LE) Stock feed growers and manufacturers (0-25% reliant LE) Vet and farm consultants (0-25% reliant on LE)	4,000 with more than 100 sheep, 2,200 of these derive 50% or more of their income from sheep (25-50% reliant on LE) 12.4 million head of sheep - 59% ewes, 5% wethers, 34% lambs and 2% rams	Shearers (25-50% reliant on LE) Wool agents Livestock agents, saleyards (25-50% reliant on LE) Transport operators (25-50% reliant on LE) Feedlots/Registered premises	Processing 424,000 head/month, with potential monthly capacity of 560,000 head Cold storage capacity	Exporters 25-50% reliant LE Mutton in WA: 1.7 million head to 29 of 62 markets Lamb in WA: 2.8 million head to 44 of 83 markets Live sheep 0.7 million head to 9 markets Interstate transfer 0.5 million head	Peak industry bodies (PIBs) including: Sheep Producers Australia, Wool Producers Australia, NFF, AMIC, Australian Livestock & Rural Transporters Association, ALPA RDCs: MLA, AWI, GRDC and AMPC			
Airfreight capacity increase				Continues to book airfreight using existing commercial arrangements Considers investment in additional cold storage (including containers)	Continues to book airfreight using existing commercial arrangements	Continue to make representations to the Australian Government (including the infrastructure portfolio) for ag sector’s needs	Bridging and brokering: provides evidence and advice to government Reduces barriers and costs: connects airlines, governments, processors, cold storage providers and exporters to explore where and when increases are feasible and preferred on a commercial basis	Continues to represent agriculture needs through whole of government (WOG) mechanisms Secretariat facilitates taskforce engagement with aviation policy	Australian Government response to panel recommendation 6 on air freight noted
Increased productivity on farms	Continue to invest in productivity increases and extension of best practice knowledge	Continue to invest in productivity increases and application of best practice knowledge		Continue to provide feedback into the supply chain on market signals (e.g. specs, supply windows)	Continue to provide feedback into the supply chain on market signals (e.g. specs, supply windows)	PIBs and RDCs – RD&E priorities and investment (e.g. MLA Sheeplinks) PIBs – Sheep Sustainability Framework implementation (Total Factor Productivity currently 0%)	Amplifies knowledge: amplifies trendsetters and social proof of options Scaffolding: technical assistance on transition options Reduce barriers: connects to assistance from transition assistance package and wide range of existing programs available	Continues to deliver strategic policy and programs across innovation, land sector plan, drought and so on Secretariat assists taskforce to develop and distribute communication products	Continues WOG policy and program investments such as drought investments, sustainability and climate adaptation planning
Community resilience capacity increase	Continue capacity to foster connectivity of services to communities through local shows and field days, apprenticeships and inclusion activities to support itinerant components	Continue capacity to host and foster connectivity of farms to towns through local shows and field days	Consider capacity to support community resilience, particularly in disaster contexts	Consider inclusion community activities for foreign workers		Continue to organise community focused activities connected to the Sheep Sustainability Framework	Bridging and brokering and connecting government and industry: attend community events to support services providers, producers and connectors Advocating: for improved conditions through diversification of business models and strengthened social safety nets	Secretariat assists taskforce to develop and distribute communication products and supports with booking venues, and promotion together with virtual communities’ component to maintain connections	Continues WOG policy and program investments such mental health services, drought investments, and so on

OFFICIAL: Sensitive; Deliberative draft

OFFICIAL: Sensitive; Deliberative draft

Additional matters

Secretariat

The taskforce will be supported by a secretariat provided by the department. The secretariat will:

- assist the taskforce in setting its annual work
- provide administrative support, including scheduling meetings, events and managing communications
- assist in developing monitoring and evaluation frameworks and processes, ensuring data collection and reporting are aligned with governmental standards and practices.
- [Dedicated resources to support efficient and streamlined procurement, document development, and communications materials.](#)

Reporting

The taskforce will report to the Australian Government Minister of Agriculture, Fisheries and Forestry, including through joint meetings on a ~~six~~ monthly basis.

Commented [C15]: Monthly basis

The taskforce can provide advice to government in accordance with its annual work program or on an ad hoc basis.

The taskforce will provide quarterly reporting on activities, outcomes, risks and challenges.

Commented [C16]: Public reports? Published communiques.

Commented [C17]: Clarity on approvals process required on communications internal and external

Remuneration

[Government appointment processes will set the arrangements]

Review

The ~~Taskforce department~~ will review the terms of reference ~~for the taskforce~~ annually and provide advice to the Australian Government Minister of Agriculture, Fisheries and Forestry as part of ensuring the function remains fit for purpose over time.

The role of the taskforce itself will be reviewed as part of the final review of the live sheep phase out portfolio of activities in accordance with the Commonwealth Evaluation Policy.

References

- [Independent Panel Report](#)
- [Australian Government Response](#)
- [Transition Plan](#)

Commented [C18]: Note this links to the funding announcement made by the government - industry has raised that further details regarding transition activities and associated budget are required and essential.

OFFICIAL: Sensitive; Deliberative draft

s. 22(1)(a)(ii)

Subject: DAFF:SPA
Location: Microsoft Teams Meeting

Start: Thu 26/09/2024 3:00 PM
End: Thu 26/09/2024 4:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Martin, Jemma
Required Attendees: ceo@sheepproducers.com.au; Andrew Henderson; **s. 47F(1)** @gmail.com;
s. 22(1)(a)(ii)

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 457 186 414 904

Passcode: 2sHvdX

Dial in by phone

[+61 2 7208 4605,,312326672#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 312 326 672#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 138 473 115 0

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

s. 22(1)(a)(ii)

From: s. 22(1)(a)(ii)
Sent: Tuesday, 1 October 2024 4:00 PM
To: Andrew Henderson
Subject: Re: Follow-up discussion [SEC=OFFICIAL]

Thanks Andrew. Can you make a later time that day or should we look for another day? I believe neither Bindi nor Bonnie were free before then.

From: Andrew Henderson <s. 47F(1)@agsecure.com.au>
Sent: Tuesday, October 1, 2024 3:30:36 PM
To: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Subject: Declined: Follow-up discussion [SEC=OFFICIAL]
When: Thursday, 3 October 2024 2:00 PM-3:30 PM.
Where: Microsoft Teams Meeting

OFFICIAL

Hi all - apologies but I cannot make this time.

OFFICIAL

s. 22(1)(a)(ii)

From: Andrew Henderson <s. 47F(1)@agsecure.com.au>
Sent: Tuesday, 1 October 2024 3:31 PM
To: s. 22(1)(a)(ii)
Subject: Declined: Follow-up discussion [SEC=OFFICIAL]

OFFICIAL

Hi all - apologies but I cannot make this time.

OFFICIAL

s. 22(1)(a)(ii)

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>
Sent: Thursday, 3 October 2024 4:29 PM
To: s. 22(1)(a)(ii)
Subject: Accepted: Quick touch base [SEC=OFFICIAL]

OFFICIAL

OFFICIAL

s. 22(1)(a)(ii)

From: s. 22(1)(a)(ii)
Sent: Thursday, 3 October 2024 2:26 PM
To: Andrew Henderson
Subject: RE: Follow-up discussion [SEC=OFFICIAL]

No worries, have sent some options for next week to see if they suit better.

From: Andrew Henderson <s. 47F(1)@agsecure.com.au>
Sent: Thursday, October 3, 2024 1:13 PM
To: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Subject: Re: Follow-up discussion [SEC=OFFICIAL]

OFFICIAL

Sorry ^{s. 22(1)(a)(ii)} I missed this- apologies I'm tied up for the rest of the day and tomorrow.

Talk soon

Andrew

Get [Outlook for iOS](#)

OFFICIAL

From: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Sent: Tuesday, October 1, 2024 4:00:06 PM
To: Andrew Henderson <s. 47F(1)@agsecure.com.au>
Subject: Re: Follow-up discussion [SEC=OFFICIAL]

OFFICIAL

Thanks Andrew. Can you make a later time that day or should we look for another day? I believe neither Bindi nor Bonnie were free before then.

OFFICIAL

From: Andrew Henderson <s. 47F(1)@agsecure.com.au>
Sent: Tuesday, October 1, 2024 3:30:36 PM
To: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Subject: Declined: Follow-up discussion [SEC=OFFICIAL]
When: Thursday, 3 October 2024 2:00 PM-3:30 PM.
Where: Microsoft Teams Meeting

OFFICIAL

Hi all - apologies but I cannot make this time.

OFFICIAL

----- IMPORTANT - This email and any attachments have been issued by the Commonwealth of Australia (Commonwealth). The material transmitted is for the use of the intended recipient only and may contain confidential, legally privileged, copyright or personal information. You should not copy, use or disclose it without authorisation from the Commonwealth. It is your responsibility to check any attachments for viruses and defects before opening or forwarding them. If you are not an intended recipient, please contact the sender of this email at once by return email and then delete both messages. Unintended recipients must not copy, use, disclose, rely on or publish this email or attachments. The Commonwealth is not liable for any loss or damage resulting from unauthorised use or dissemination of, or any reliance on, this email or attachments. If you have received this e-mail as part of a valid mailing list and no longer want to receive a message such as this one, advise the sender by return e-mail accordingly. This notice should not be deleted or altered -----

s. 22(1)(a)(ii)

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>
Sent: Thursday, 3 October 2024 7:51 AM
To: s. 22(1)(a)(ii)
Subject: Follow-up discussion [SEC=OFFICIAL]

OFFICIAL

Hi ^{s. 22(1)(a)(ii)} I've actually got a meeting I can't move at 2pm - I'll be available 3.30pm onwards.

Bonnie Skinner
Chief Executive Officer
Sheep Producers Australia

Level 2, The Burns Centre 28 National Circuit Forrest ACT 2603, PO Box 4225 Manuka ACT 2603

M | 0412 472 710
E | ceo@sheepproducers.com.au
W | www.sheepproducers.com.au

OFFICIAL

s. 22(1)(a)(ii)

Subject: Follow-up discussion
Location: Microsoft Teams Meeting

Start: Thu 3/10/2024 2:00 PM
End: Thu 3/10/2024 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: s. 22(1)(a)(ii)
Required Attendees: Martin, Jemma; CEO Bonnie Skinner; s. 47F(1) @gmail.com;
s. 47F(1)@agsecure.com.au

As discussed at the end of the last meeting, this is to pencil in times in diaries for the next chat.

Please let me know if this time/day does not suit.

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 453 757 051 569

Passcode: obHUn3

Dial in by phone

[+61 2 7208 4605,,943254001#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 943 254 001#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 139 763 907 6

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

s. 22(1)(a)(ii)

Subject: Follow-up discussion
Location: Microsoft Teams Meeting

Start: Thu 3/10/2024 2:00 PM
End: Thu 3/10/2024 3:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: s. 22(1)(a)(ii)
Required Attendees: Martin, Jemma; CEO Bonnie Skinner; s. 47F(1) @gmail.com;
s. 47F(1)@agsecure.com.au

As discussed at the end of the last meeting, this is to pencil in times in diaries for the next chat.

Please let me know if this time/day does not suit.

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 453 757 051 569

Passcode: obHUn3

Dial in by phone

[+61 2 7208 4605,,943254001#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 943 254 001#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 139 763 907 6

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)



iMessage
Thu, 3 Oct at 10:08 AM

Hi Bonnie, this is s. 22(1)(a)(ii)

Jemma and I can't do after 3.30 today, didn't hear back from Bindi and Andrew was a no for the 2pm proposal aswell.

How are you placed for tomorrow afternoon? Be great if you could propose a time that worked for the others if possible.

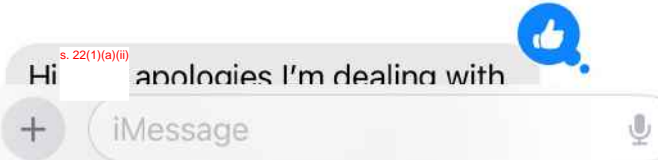
Have comments in on the draft and should have something to you this morning.

Thu, 3 Oct at 2:00 PM

Have sent through proposed times for next week - Jemma's preference is Tuesday if at all possible.

Comments on the ToR will be will you today at this stage.

Thu, 3 Oct at 3:32 PM



s. 22(1)(a)(ii)

From: Bindi Murray <s. 47F(1) @gmail.com>
Sent: Thursday, 3 October 2024 7:38 PM
To: s. 22(1)(a)(ii); CEO Bonnie Skinner; s. 47F(1)@agsecure.com.au; Martin, Jemma
Subject: Re: Follow-up discussion Option 2 [SEC=OFFICIAL]

OFFICIAL

Hi ^{s. 22(1)(a)(ii)}, I can do either of those two but am really keen to get proposal before meeting so we can be really efficient.

Thanks Bindi

Sent from [Outlook for Android](#)

OFFICIAL

From: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Sent: Thursday, October 3, 2024 11:41:06 AM
To: CEO Bonnie Skinner <ceo@sheepproducers.com.au>; s. 47F(1) @gmail.com <s. 47F(1) @gmail.com>; s. 47F(1)@agsecure.com.au <s. 47F(1)@agsecure.com.au>; Martin, Jemma <Jemma.Martin@aff.gov.au>
Subject: Follow-up discussion Option 2 [SEC=OFFICIAL]
When: 11 October 2024 12:30-14:00.
Where: Microsoft Teams Meeting

OFFICIAL

Does this time suit better?

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 445 197 864 196

Passcode: 4YHN4M

Dial in by phone

[+61 2 7208 4605,,743885643#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 743 885 643#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 139 921 505 7

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

OFFICIAL

----- IMPORTANT - This email and any attachments have been issued by the Commonwealth of Australia (Commonwealth). The material transmitted is for the use of the intended recipient only and may contain confidential, legally privileged, copyright or personal information. You should not copy, use or disclose it without authorisation from the Commonwealth. It is your responsibility to check any attachments for viruses and defects before opening or forwarding them. If you are not an intended recipient, please contact the sender of this email at once by return email and then delete both messages. Unintended recipients must not copy, use, disclose, rely on or publish this email or attachments. The Commonwealth is not liable for any loss or damage resulting from unauthorised use or dissemination of, or any reliance on, this email or attachments. If you have received this e-mail as part of a valid mailing list and no longer want to receive a message such as this one, advise the sender by return e-mail accordingly. This notice should not be deleted or altered -----



Thu, 3 Oct at 3:32 PM

Hi ^{s. 22(1)(a)(ii)} apologies I'm dealing with few things here and have team members away at the moment. I'll touch base with the others on the proposed times you've sent through and get back to you asap

Two of us can do half an hour tomorrow afternoon if that works

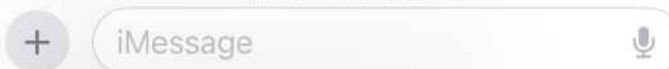
No problem. Tomorrow after 3.30 works. Be good to get Jemma there if possible - some of the pieces sit with her.

Fri, 4 Oct at 8:22 AM

Hey, looking forward to touching base this afternoon.
Apologies for the delay in getting you the comments. With you now.

No problems, thank you

Wed, 9 Oct at 10:31 AM



s. 22(1)(a)(ii)

Subject: Canceled: Follow-up discussion
Location: Microsoft Teams Meeting

Start: Thu 3/10/2024 2:00 PM
End: Thu 3/10/2024 3:30 PM
Show Time As: Free

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: s. 22(1)(a)(ii)
Required Attendees: Martin, Jemma; CEO Bonnie Skinner; s. 47F(1) @gmail.com;
s. 47F(1)@agsecure.com.au

Importance: High

Appears this time does not suit most people, and at least Andrew is not available tomorrow. Will send a proposal for next week.

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 453 757 051 569

Passcode: obHUn3

Dial in by phone

[+61 2 7208 4605,,943254001#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 943 254 001#

Join on a video conferencing device

Tenant key: [597361658@t.plcm.vc](#)

Video ID: 139 763 907 6

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

s. 22(1)(a)(ii)

From: Bindi Murray <s. 47F(1) @gmail.com>
Sent: Thursday, 3 October 2024 7:38 PM
To: s. 22(1)(a)(ii); CEO Bonnie Skinner; s. 47F(1)@agsecure.com.au; Martin, Jemma
Subject: Re: Follow-up discussion Option 2 [SEC=OFFICIAL]

OFFICIAL

Hi ^{s. 22(1)(a)(ii)}, I can do either of those two but am really keen to get proposal before meeting so we can be really efficient.

Thanks Bindi

Sent from [Outlook for Android](#)

OFFICIAL

From: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Sent: Thursday, October 3, 2024 11:41:06 AM
To: CEO Bonnie Skinner <ceo@sheepproducers.com.au>; s. 47F(1) @gmail.com <s. 47F(1) @gmail.com>; s. 47F(1)@agsecure.com.au <s. 47F(1)@agsecure.com.au>; Martin, Jemma <Jemma.Martin@aff.gov.au>
Subject: Follow-up discussion Option 2 [SEC=OFFICIAL]
When: 11 October 2024 12:30-14:00.
Where: Microsoft Teams Meeting

OFFICIAL

Does this time suit better?

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 445 197 864 196

Passcode: 4YHN4M

Dial in by phone

[+61 2 7208 4605,,743885643#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 743 885 643#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 139 921 505 7

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

OFFICIAL

----- IMPORTANT - This email and any attachments have been issued by the Commonwealth of Australia (Commonwealth). The material transmitted is for the use of the intended recipient only and may contain confidential, legally privileged, copyright or personal information. You should not copy, use or disclose it without authorisation from the Commonwealth. It is your responsibility to check any attachments for viruses and defects before opening or forwarding them. If you are not an intended recipient, please contact the sender of this email at once by return email and then delete both messages. Unintended recipients must not copy, use, disclose, rely on or publish this email or attachments. The Commonwealth is not liable for any loss or damage resulting from unauthorised use or dissemination of, or any reliance on, this email or attachments. If you have received this e-mail as part of a valid mailing list and no longer want to receive a message such as this one, advise the sender by return e-mail accordingly. This notice should not be deleted or altered -----

s. 22(1)(a)(ii)

From: Andrew Henderson <s. 47F(1)@agsecure.com.au>
Sent: Thursday, 3 October 2024 1:13 PM
To: s. 22(1)(a)(ii)
Subject: Re: Follow-up discussion [SEC=OFFICIAL]

OFFICIAL

Sorry ^{s. 22(1)(a)(ii)} I missed this- apologies I'm tied up for the rest of the day and tomorrow.

Talk soon

Andrew

Get [Outlook for iOS](#)

OFFICIAL

From: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Sent: Tuesday, October 1, 2024 4:00:06 PM
To: Andrew Henderson <s. 47F(1)@agsecure.com.au>
Subject: Re: Follow-up discussion [SEC=OFFICIAL]

OFFICIAL

Thanks Andrew. Can you make a later time that day or should we look for another day? I believe neither Bindi nor Bonnie were free before then.

OFFICIAL

From: Andrew Henderson <s. 47F(1)@agsecure.com.au>
Sent: Tuesday, October 1, 2024 3:30:36 PM
To: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Subject: Declined: Follow-up discussion [SEC=OFFICIAL]
When: Thursday, 3 October 2024 2:00 PM-3:30 PM.
Where: Microsoft Teams Meeting

OFFICIAL

Hi all - apologies but I cannot make this time.

OFFICIAL

----- IMPORTANT - This email and any attachments have been issued by the Commonwealth of Australia (Commonwealth). The material transmitted is for the use of the intended recipient only and may contain confidential, legally privileged, copyright or personal information. You should not copy, use or disclose it without authorisation from the Commonwealth. It is your responsibility to check any attachments for viruses and defects before opening or forwarding them. If you are not an

intended recipient, please contact the sender of this email at once by return email and then delete both messages. Unintended recipients must not copy, use, disclose, rely on or publish this email or attachments. The Commonwealth is not liable for any loss or damage resulting from unauthorised use or dissemination of, or any reliance on, this email or attachments. If you have received this e-mail as part of a valid mailing list and no longer want to receive a message such as this one, advise the sender by return e-mail accordingly. This notice should not be deleted or altered -----

s. 22(1)(a)(ii)

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>
Sent: Friday, 4 October 2024 1:21 PM
To: s. 22(1)(a)(ii)
Subject: Accepted: Quick touch base [SEC=OFFICIAL]

OFFICIAL

OFFICIAL



No problem. Tomorrow after 3.30 works. Be good to get Jemma there if possible - some of the pieces sit with her.

Fri, 4 Oct at 8:22 AM



Hey, looking forward to touching base this afternoon.
Apologies for the delay in getting you the comments. With you now.

No problems, thank you

Wed, 9 Oct at 10:31 AM

Hi ^{s. 22(1)(a)(ii)} [redacted] apologies that our reps weren't available to attend the meeting slot proposed for yesterday. I have chatted with them regarding their availability and will send through an email shortly

Awesome, thanks

Delivered



s. 22(1)(a)(ii)

From: s. 22(1)(a)(ii)
Sent: Friday, 4 October 2024 8:19 AM
To: CEO Bonnie Skinner; Andrew Henderson; s. 47F(1) @gmail.com
Cc: Martin, Jemma
Subject: FW: FOR CLEARANCE by COB 3 October 2024: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]
Attachments: Transition sheep supply chain advocacy_DAFF Comments_011024.docx

Bonnie, Andrew and Bindi

Please find attached a response to your comments. We accepted all proposed amendments and marked up new changes, together with responding to your comments and adding some more of our own to reflect the discussions.

Below my signature are two bits of follow up information promised:

- requirements around payments to appointees
- explanation of the process we are going through to get the funds made available to supply chain participants

I hope you are available to meet at one of the proposed times for next week, with our preference for Tuesday if at all possible.

- Option 1: 3.30-5.00pm AEDST/12.30-2.00pm AWDST on Tuesday 8 October
- Option 2: 3.30-5.00pm AEDST/12.30-2.00pm AWDST on Friday 11 October

Kind regards, ^{s. 22(1)(a)(ii)}

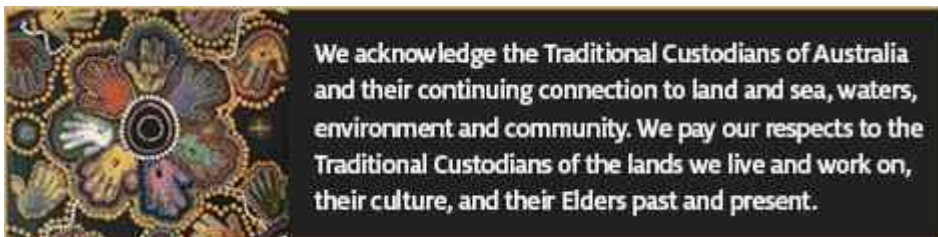
s. 22(1)(a)(ii) (she/her)

BSc LLB LLM MSc

Director | Live Sheep Phase Out | s. 22(1)(a)(ii)

Department of Agriculture, Fisheries and Forestry
Plant and Live Animal Exports, Welfare and Regulation Division
Agriculture House, 70 Northbourne Ave, Canberra ACT 2601 Australia
GPO Box 858 Canberra ACT 2601 Australia

agriculture.gov.au



As promised, here is the relevant guidance on payments:

- [Remuneration Tribunal \(Remuneration and Allowances for Holders of Part-time Public Office\) Determination 2024 \(remtribunal.gov.au\)](#)

- Section 12 may apply, as the individuals are office holders not specified in the sections. Under that section the base rate for the chair is \$616 and members are \$464, and they travel under Tier 2 conditions.
- In addition, see section 21(1), which states that the amount of a daily fee paid to an office holder for a meeting day is: (a) if the office holder's qualifying meeting day time is less than 2 hours— 40% of the daily fee; or (b) if the office holder's qualifying meeting day time is at least 2 hours and less than 3 hours—60% of the daily fee; or (c) otherwise—100% of the daily fee.
- [Federal Register of Legislation - Remuneration Tribunal \(Official Travel\) Determination 2024](#)
 - Sets out the Tier 2 conditions for travel, including when travel allowance is payable and rates for different places.
 - In particular see Part 4 Division 2 for the most pertinent guidance on travel withing Australia

I also promised the text from the testimony provided to the last Senate Estimates hearings (30 May) about the processes required for money to be made available:

Mr McDonald: The government has agreed to making, as the Minister said, that portion of money available to participants in the supply chain. The reason why I'm giving additional evidence is that what's before us is the setting of grant guidelines or program guidelines. In the setting of that, you have to establish criteria et cetera.

Senator CANAVAN: Is it \$64 million?

Mr McDonald: It's \$64.6 million.

Senator CANAVAN: Is that a capped amount? It's not demand driven?

Mr McDonald: It's a capped amount.

Senator CANAVAN: So it's going to be a competitive process? You have to compete against other people?

Senator McKENZIE: You compete against your neighbour.

Mr McDonald: They're matters we need to settle that are still before us.

Senator CANAVAN: What's the timing on the settlement of those guidelines?

Mr McDonald: As I gave evidence to earlier, we have committed in the next quarter of the year to engage with—

Senator CANAVAN: Is it the first quarter of next calendar year?

Mr McDonald: Next financial year.

Senator CANAVAN: Sorry. So it is in a few months. It's a bit hard to see—if it's a capped amount at \$64 million, what are the options apart from being a competitive grant process?

Mr McDonald: There are various competitive processes, and then there are other processes around, as you say, a capped amount of money. You would set it up in such a way that there would be limited amounts of money that people could apply for, and you would have to give notice when those limits were—

Senator CANAVAN: You would have to be presumably—I suppose the other option is 'first in, best dressed'. That's the other option, considering—

Mr McDonald: This is why the government has got the stocktake process in 2026-27 to evaluate how everything is progressing at that point in time.

Senator CANAVAN: As I said earlier, I haven't had a chance to look through the legislation. These details mention these adjustment issues. Is the design of the adjustment fully at the discretion of the minister after the legislation goes through?

Mr McDonald: The legislation provides a legislative authority for the government to spend the money—or the builder; sorry, I should be more precise. There's a whole-of-government process that is through the Department of Finance around how grant and program guidelines are established. There are risk assessments performed, and, depending on what stream you go into, you will end up needing to seek approval from the Minister for Finance, depending on your risk assessments and other things like that. So the Minister will obviously be part of that decision-making process, but many grant and program guidelines need to be signed off by the Minister for Finance.

OFFICIAL: Sensitive

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>
Sent: Thursday, September 26, 2024 2:58 PM
To: s. 22(1)(a)(ii) <[s. 22\(1\)\(a\)\(ii\)@aff.gov.au](mailto:s.22(1)(a)(ii)@aff.gov.au)>; Martin, Jemma <Jemma.Martin@aff.gov.au>
Subject: RE: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Hi ^{s. 22(1)(a)(ii)} and Jemma,

Ahead of our meeting, please see attached edits and comments on the provided document in tracked-changes.

Kind regards,

Bonnie

Bonnie Skinner
Chief Executive Officer

t + 61 412 472 710
e ceo@sheepproducers.com.au
m PO Box 4225 Manuka ACT 2603

Ngunnawal Country
Level 2 Burns Centre
28 National Circuit Forrest ACT 2603

www.sheepproducers.com.au/



Sheep Producers Australia acknowledge the Traditional Owners of the land in all states and territories on which we work. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging, and honour their history, cultures, and traditions of storytelling.

OFFICIAL: Sensitive

From: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Sent: Tuesday, September 17, 2024 8:57 PM
To: CEO Bonnie Skinner <CEO@sheepproducers.com.au>; s. 47F(1)@agsecure.com.au;
s. 47F(1) @gmail.com
Cc: Martin, Jemma <Jemma.Martin@aff.gov.au>
Subject: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Dear all

Thanks for the productive chat earlier this month. As promised, please find attached some thoughts which build on the foundations we discussed. The document covers purpose, role, objective, scope of activities and some case studies to help better define how transition advocacy adds value to the landscape. We have added a few extra items for discussion at the end.

Would you have time to meet later this week to further refine the recommended approach? Jemma and I are both free 2-4pm AEST (12-2pm AWST) on Thursday 19 or 1-3pm AEST (11am-1pm AWST) on Friday 20 September.

Kind regards, s. 22(1)(a)(ii)

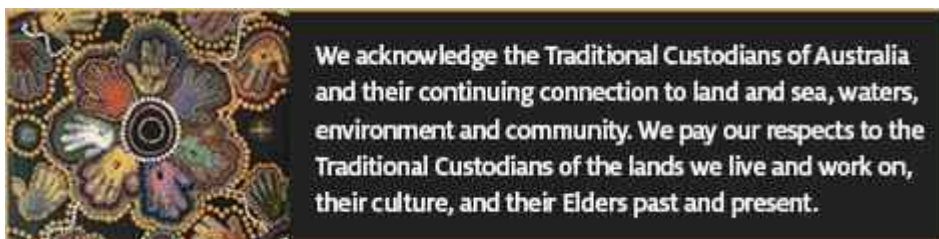
s. 22(1)(a)(ii) (she/her)

BSc LLB LLM MSc

Director | Live Sheep Phase Out | s. 22(1)(a)(ii)

Department of Agriculture, Fisheries and Forestry
Plant and Live Animal Exports, Welfare and Regulation Division
Agriculture House, 70 Northbourne Ave, Canberra ACT 2601 Australia
GPO Box 858 Canberra ACT 2601 Australia

agriculture.gov.au



OFFICIAL: Sensitive

----- IMPORTANT - This email and any attachments have been issued by the Commonwealth of Australia (Commonwealth). The material transmitted is for the use of the intended recipient only and may contain confidential, legally privileged, copyright or personal information. You should not copy, use or disclose it without authorisation from the Commonwealth. It is your responsibility to check any attachments for viruses and defects before opening or forwarding them. If you are not an intended recipient, please contact the sender of this email at once by return email and then delete both messages. Unintended recipients must not copy, use, disclose, rely on or publish this email or

attachments. The Commonwealth is not liable for any loss or damage resulting from unauthorised use or dissemination of, or any reliance on, this email or attachments. If you have received this e-mail as part of a valid mailing list and no longer want to receive a message such as this one, advise the sender by return e-mail accordingly. This notice should not be deleted or altered -----

OFFICIAL: Sensitive; Deliberative draft

Transition Advocacy Taskforce

Purpose and role scope

Purpose

Advise the Australian Minister for Agriculture, Fisheries and Forestry and the WA Minister for Agriculture and Food on

- The establishment of a Sheep Live Export Transition and Implementation Plan (Plan);
- Monitor the implementation of the Plan; and

Provide Monitor and provide independent advice to the Australian Government Minister for Agriculture, Fisheries and Forestry (Minister) on policy matters relating to the phase out of and transition away from live sheep exports by sea Plan to meet the shared objective of industry and government ensure that:

- producers and supply chains are no worse off, and preferably better off, following the transition and communities are not left behind-
- lowering the impact of the phase out is lowered through increased levels of preparedness across the sheep supply chain
- increasing the speed of recovery of the sheep supply chain businesses and communities is increased through assistance, co-ordination and guidance
- supporting adaptation to the government's phase out of live sheep exports by sea is supported.
-
-

Role scope and activities

In accordance with this t[he scope of the role of the Transition Advocacy Taskforce for the Transition (taskforce includes:) is established-

- It will:
- Preparation of an industry transition implementation plan, which outlines the types of action sheep producers and supply chain participants can take to transition, details support identifies assistance initiatives, confirms implementation partners, and describes key performance indicators
- Advise on eligibility criteria for supply chain business support or community initiatives

Commented [JM1]: For SPA consideration: would changing out 'advocacy' be more preferable. Perhaps to 'facilitation' or another option?

Commented [BS2]: As set out in the panel recommendations and the Australian Government response, the role is primarily monitoring of delivery and advice on recommended changes to support improved delivery, with limited scope on policy within that context.

Commented [C3]: Taskforce does not replicate existing responsibilities of DAFF - issues outside of scope will reside with DAFF.

The ToR needs to be clear on where the Taskforce reports into the Commonwealth Structure. E.g. It needs to have a direct line of accountability to the Minister and Dept Secretary with a Senior representative of the Ministers Office and the Commonwealth Department as observers on the Taskforce (but not voting members).

Commented [BS4R3]: Noted, including that not all issues outside of the scope reside with DAFF. Some issues reside with the WA government and with industry.

Commented [BS5]: As discussed, the government has a transition plan with detail that is to be announced. If industry feels this is still inadequate to support their needs, we have left in scope the capacity to develop an implementation plan for the co-ordination of industry action. We note the scope of areas of activity should take into account the budget envelope for the taskforce.

Commented [BS6]: Out of scope. Role is as set out in the Australian Government response to recommendation 26: [Report template \(agriculture.gov.au\)](http://Report%20template%20(agriculture.gov.au))

OFFICIAL: Sensitive; Deliberative draft

OFFICIAL: Sensitive; Deliberative draft

- facilitation of two-way communication between the sheep supply chain and government
- provision of advice to the Australian Government Minister for Agriculture, Fisheries and Forestry on how the transition is progressing
- provision of information to industry about the transition plan and assistance available
- provision of advice on activities, progress and ongoing improvements to transition implementation activities
- enablement of delivery of transition activities including projects in the affected regions to stimulate regional economies and support local communities and ongoing improvements to implementation activities:
- involvement with the stocktake in 2026–27 to provide an assessment of the transition progress. Role in stocktake/review 2026.

The taskforce is an advisory and facilitatory in function and is not a decision-making body.

The taskforce also implements the government's response to recommendations 25 and 26 of the Independent Panel report on how and when to phase out live sheep exports by sea.

Within the scope of this role the primary activities that the taskforce will undertake include:

1. Bridging and brokering access:

- Analyse and advise: collect and analyse evidence and feedback on the how the transition is progressing and provide advice to the government.
- Identify and map resources: assess support systems and specialist knowledge to support the transition.
- Facilitate connections: function as a strategic liaison point between organisations with relevant resources, expertise and networks to foster collaboration and support.
- Support navigation: provide guidance to stakeholders in accessing assistance, ensuring they understand processes involved.

2. Amplifying knowledge and insights:-

- Strategic communication and accountability: develop strategies to amplify voices and experiences of those impacted by the phase out of live sheep exports by sea.

Commented [JM7]: For discussion with SPA: do we have a common understanding of what this means?

Commented [JM8]: Text taken from the Australian Government response to recommendation 26

Commented [JM9]: text from the Australian Government response

Commented [C10]: Taskforce is the response to recommendations 25 and 26

Commented [BS11R10]: There are aspects of recommendation 25 which may be implemented outside of the taskforce, particularly the working relationship between the Australian Government and the Western Australian Government.

Commented [JM12]: Option - does it make it more clear to stakeholders to include information about what types of activities the taskforce will focus on?

OFFICIAL: Sensitive; Deliberative draft

ensuring that their perspectives are integral to discussions on systemic opportunities and barriers to the transition.

3. Scaffolding:-

- Technical assistance: produce an industry transition implementation plan which details the types of actions the sheep supply chain could take to transition, identifies assistance initiatives, confirms implementation partners, describes key performance indicators.

4. Reduce barriers and costs:-

- Network development: work with delivery partners to lower barriers and costs associated with networking, collaboration and access to resources and knowledge through streamlined processes and clear communication channels.

5. Monitoring and evaluation:

- involvement with the stocktake in 2026–27 to provide an assessment of the transition progress

The taskforce also implements the government’s response to recommendations 25 and 26 of the Independent Panel report on how and when to phase out live sheep exports by sea.

The taskforce is an advisory and facilitatory in function and is not a decision-making body.

Resilience objective

The panel’s logic underpinning its recommendations noted the importance business resilience developed by the BCG Henderson Institute (Figure 1). This model highlights the starting point for businesses as being key to their ability to prepare for threats, withstand change, recover and then shape their business in the post-shock environment. Resilient businesses are those that will have these advantages in place ahead of time, helping them to achieve better and faster outcomes than non-resilient companies. In addition to reducing the size of impact, resilience plays a significant role in the speed of recovery.

Figure 1 Business resilience model (BCG Henderson Institute)

Commented [BS13]: As suggested above the industry transition plan could fit here as an activity

Commented [BS14]: If include activities, suggest this moves up to the scope of role section above

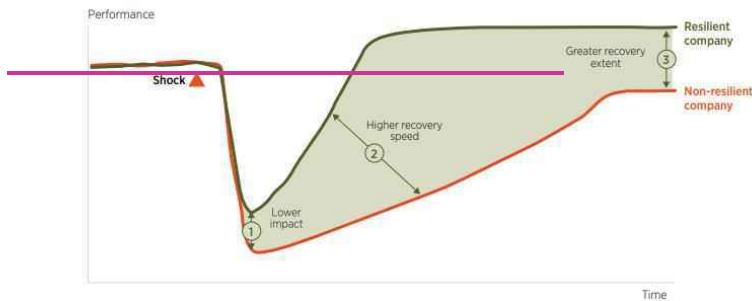
Commented [C15]: Question the relevance of a resilience objective within a terms of reference/governance document

Commented [BS16R15]: Agree that is now covered within the purpose statement

Commented [JM17R15]: As agreed in our last meeting we have deleted the table of examples and we will deliver this resilience objective section as they were context to help discussions and not intended for the ToR. We have just retained for now to show the action on the comments.

OFFICIAL: Sensitive; Deliberative draft

OFFICIAL: Sensitive; Deliberative draft



Source: BGG Henderson Institute

The panel's view was that the Western Australian (WA) sheep industry supply chain could be profitable and sustainable during the transition period and beyond the end of live sheep exports by sea. The panel also assessed that early action by governments to support the industry to transition to a new value chain without live export will enhance industry resilience and minimise adverse impacts. The panel did not suggest that the trade can only end after certain transition activities and measures are fully completed; rather that the path towards the end of the live trade by sea may be smoothed by these actions.

Skills and capabilities of taskforce members Membership

The Chair and the members of the taskforce are appointed by the Minister.

Members of the taskforce comprise individuals who have a trusted presence in the Western Australian agriculture and rural industries and communities and who can understand the interests and viewpoints of all stakeholders.

The taskforce will be composed of 3-4 individuals with the following skills, with one member formally appointed as the Chair:

- **Strategic vision** to assist with sense-making about current industry trends, identified opportunities and risk management requirements, including capacity to effectively communicate the vision clearly and persuasively
- **Change management** expertise in leading change in farming systems, supply chain and rural community transition
- **Stakeholder management** to manage relationships with wide spectrum of stakeholders
- **Operational expertise** in the sheep supply chain, including research and development, trade and market access, finance and investment regulatory landscape knowledge.

Page | 4

OFFICIAL: Sensitive; Deliberative draft

Commented [C18]: Disagree with the interpretation of the independent panel's report. The report stated that: "The Panel believes that the WA sheep industry can be profitable and sustainable during the transition period and beyond the end of live sheep exports by sea. **Early actions by government will be required to moderate the economic and social consequences of the cessation.**"

The panel's concern regarding industry's readiness by 2028 is reflected in the panel's proposal to assess the progress of the transition in 2026 through a review process "to ensure that the WA sheep supply chain and market development are on track to achieve the onshore processing of the WA sheep turn-off expected in mid-2028. This review should include recommendations about any adjustments needed, change to timelines and further actions to support a smooth transition by individuals, businesses and communities." This is why it is critical that this advocate taskforce has a role in the 2026 stocktake/review.

The window for early actions has likely closed with delays in the current process. Recommendation 24 was supported by the government for early action by the first half of 2024 are included farm business planning (Recommendation 1), processing and cold storage infrastructure (Recommendation 4) and c) market opportunities (Recommendation 14).

Commented [BS19R18]: Noted

Commented [JM20]: This detail was provided to aid discussions. Now removed as not part of the ToR.

Commented [C21]: Note the suggestion of 3-4 individuals, but maintain that this should be a larger group to ensure adequate coverage of the supply chain (no more 10).

Commented [BS22R21]: Noted, suggest the number of members could be left open but note the limitations and trade-offs involved within the scope of the \$1.7 million committed to run this function

OFFICIAL: Sensitive; Deliberative draft

As invited by the Chair, Observer members of the Taskforce will may include senior representatives of the Minister’s office and the Department of Agriculture, Fisheries and Forestry (department), and other senior officials department staff from other agencies as required/on a needs basis.

The Chair may Taskforce has the ability to invite relevant government agencies and stakeholders to attend meetings and form working groups, at the discretion of the Chair.

Should a representative model be preferred the following options for membership could be considered:

Independent Chair

Sheep industry

Processing industry

Local grower associations/networks

Mental health/social services

Banking/financial

Secretariat

The taskforce will be supported by a secretariat provided by the department. The secretariat will:

- assist the taskforce in setting its annual work
- provide administrative support, including scheduling meetings, events and managing communications
- assist in developing monitoring and evaluation frameworks and processes, ensuring data collection and reporting are aligned with governmental standards and practices
- support the taskforce with Dedicated resources to support efficient and streamlined procurement, document development, and communications materials, b for the functioning of the taskforce.

Reporting

The taskforce will report to the Minister, including through joint meetings on a six-monthly basis.

The taskforce can provide advice to the Australian Government in accordance with its annual work program or on an ad hoc basis.

Commented [C23]: The Taskforce needs to have the ability to form working groups of relevant stakeholders/supply chain representatives (etc) to support the scope of its activities in developing and delivering an implementation plan

Commented [BS24R23]: Noted, with resourcing to pay for non-government member participation to be discussed and part of the overall budget envelope for the functioning of the taskforce

Commented [C25]: Independent of government

Commented [BS26R25]: Agreed. Given the skills based model is acceptable we suggest deleting this text.

Commented [BS27]: As discussed, within the overall budget envelop for the functioning of the taskforce.

Commented [C28]: Monthly basis

Commented [BS29R28]: As noted in our discussion, the Minister does not meet with her State and Territory colleagues more than twice a year. Suggest that participation of the Minister’s representative can support more frequent meeting requirements.

As also noted in our discussion, the frequency of meeting will be relevant to how the budget envelope for the taskforce is best managed, noting there should be provision for the taskforce to meet with stakeholders and attend meetings outside of its own internal deliberations.

OFFICIAL: Sensitive; Deliberative draft

OFFICIAL: Sensitive; Deliberative draft

The taskforce will provide quarterly written report ing on activities, outcomes, risks and challenges.

The taskforce may issue public statements from time to time. These will be published on the department’s website and can also be published in Transition Matters, a department subscription-based e-newsletter created to support information dissemination on all topics related to the phase out of live sheep exports by sea.

The Chair will approve Aall reports and public statements of the taskforce.

Remuneration

The Chair and the members of the taskforce will be remunerated for their time and travel in accordance with government arrangements for ministerial appointments. [Government appointment processes will set the arrangements]

Review

The tTaskforce will review these terms of reference annually and provide advice to the Minister on suggested amendments as part of ensuring the function remains fit for purpose over time.

The Minister can at any time ask the department to undertake a review of the taskforce.

The role of the taskforce itself will be reviewed as part of the final review of the live sheep phase out portfolio of activities in accordance with the Commonwealth Evaluation Policy.

References

- [Independent Panel Report](#)
- [Australian Government Response](#)
- [Transition Plan](#)

Commented [C30]: Public reports? Published communicues.

Commented [BS31R30]: There may be times when the taskforce wishes to provide private advice to government so suggest we include a power to make public statements but not a requirement.

Commented [C32]: Clarity on approvals process required on communications internal and external

Commented [BS33R32]: Suggest the Chair be the responsible person for all taskforce reporting and communication

Commented [BS34]: Please see separate information on remuneration requirements

Commented [C35]: Note this links to the funding announcement made by the government - industry has raised that further details regarding transition activities and associated budget are required and essential.

Commented [BS36R35]: Noted

OFFICIAL: Sensitive; Deliberative draft

s. 22(1)(a)(ii)

Subject: Quick touch base
Location: Microsoft Teams Meeting

Start: Fri 4/10/2024 3:30 PM
End: Fri 4/10/2024 4:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: s. 22(1)(a)(ii)
Required Attendees: Martin, Jemma; CEO Bonnie Skinner

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 484 043 174 742

Passcode: zZr7Xg

Dial in by phone

[+61 2 7208 4605,,177402434#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 177 402 434#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 132 244 855 3

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

s. 22(1)(a)(ii)

From: s. 22(1)(a)(ii)
Sent: Friday, 4 October 2024 9:18 AM
To: Bindi Murray; CEO Bonnie Skinner; s. 47F(1)@agsecure.com.au; Martin, Jemma
Subject: RE: Follow-up discussion Option 2 [SEC=OFFICIAL]

Thanks Bindi, should be with you now

From: Bindi Murray <s. 47F(1) @gmail.com>
Sent: Thursday, October 3, 2024 7:38 PM
To: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>; CEO Bonnie Skinner <ceo@sheepproducers.com.au>; s. 47F(1)@agsecure.com.au; Martin, Jemma <Jemma.Martin@aff.gov.au>
Subject: Re: Follow-up discussion Option 2 [SEC=OFFICIAL]

OFFICIAL

Hi ^{s. 22(1)(a)(ii)} I can do either of those two but am really keen to get proposal before meeting so we can be really efficient.

Thanks Bindi

Sent from [Outlook for Android](#)

OFFICIAL

From: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Sent: Thursday, October 3, 2024 11:41:06 AM
To: CEO Bonnie Skinner <ceo@sheepproducers.com.au>; s. 47F(1) @gmail.com <s. 47F(1) @gmail.com>; s. 47F(1)@agsecure.com.au <s. 47F(1)@agsecure.com.au>; Martin, Jemma <Jemma.Martin@aff.gov.au>
Subject: Follow-up discussion Option 2 [SEC=OFFICIAL]
When: 11 October 2024 12:30-14:00.
Where: Microsoft Teams Meeting

OFFICIAL

Does this time suit better?

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 445 197 864 196

Passcode: 4YHN4M

Dial in by phone

[+61 2 7208 4605,743885643#](tel:+61272084605743885643) Australia, Sydney

[Find a local number](#)

Phone conference ID: 743 885 643#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 139 921 505 7

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

OFFICIAL

----- IMPORTANT - This email and any attachments have been issued by the Commonwealth of Australia (Commonwealth). The material transmitted is for the use of the intended recipient only and may contain confidential, legally privileged, copyright or personal information. You should not copy, use or disclose it without authorisation from the Commonwealth. It is your responsibility to check any attachments for viruses and defects before opening or forwarding them. If you are not an intended recipient, please contact the sender of this email at once by return email and then delete both messages. Unintended recipients must not copy, use, disclose, rely on or publish this email or attachments. The Commonwealth is not liable for any loss or damage resulting from unauthorised use or dissemination of, or any reliance on, this email or attachments. If you have received this e-mail as part of a valid mailing list and no longer want to receive a message such as this one, advise the sender by return e-mail accordingly. This notice should not be deleted or altered -----

s. 22(1)(a)(ii)

From: s. 22(1)(a)(ii)
Sent: Friday, 4 October 2024 9:18 AM
To: Bindi Murray; CEO Bonnie Skinner; s. 47F(1)@agsecure.com.au; Martin, Jemma
Subject: RE: Follow-up discussion Option 2 [SEC=OFFICIAL]

Thanks Bindi, should be with you now

From: Bindi Murray <s. 47F(1) @gmail.com>
Sent: Thursday, October 3, 2024 7:38 PM
To: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>; CEO Bonnie Skinner <ceo@sheepproducers.com.au>; s. 47F(1)@agsecure.com.au; Martin, Jemma <Jemma.Martin@aff.gov.au>
Subject: Re: Follow-up discussion Option 2 [SEC=OFFICIAL]

OFFICIAL

Hi ^{s. 22(1)(a)(ii)} I can do either of those two but am really keen to get proposal before meeting so we can be really efficient.

Thanks Bindi

Sent from [Outlook for Android](#)

OFFICIAL

From: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Sent: Thursday, October 3, 2024 11:41:06 AM
To: CEO Bonnie Skinner <ceo@sheepproducers.com.au>; s. 47F(1) @gmail.com <s. 47F(1) @gmail.com>; s. 47F(1)@agsecure.com.au <s. 47F(1)@agsecure.com.au>; Martin, Jemma <Jemma.Martin@aff.gov.au>
Subject: Follow-up discussion Option 2 [SEC=OFFICIAL]
When: 11 October 2024 12:30-14:00.
Where: Microsoft Teams Meeting

OFFICIAL

Does this time suit better?

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 445 197 864 196

Passcode: 4YHN4M

Dial in by phone

[+61 2 7208 4605,743885643#](tel:+61272084605743885643) Australia, Sydney

[Find a local number](#)

Phone conference ID: 743 885 643#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 139 921 505 7

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

OFFICIAL

----- IMPORTANT - This email and any attachments have been issued by the Commonwealth of Australia (Commonwealth). The material transmitted is for the use of the intended recipient only and may contain confidential, legally privileged, copyright or personal information. You should not copy, use or disclose it without authorisation from the Commonwealth. It is your responsibility to check any attachments for viruses and defects before opening or forwarding them. If you are not an intended recipient, please contact the sender of this email at once by return email and then delete both messages. Unintended recipients must not copy, use, disclose, rely on or publish this email or attachments. The Commonwealth is not liable for any loss or damage resulting from unauthorised use or dissemination of, or any reliance on, this email or attachments. If you have received this e-mail as part of a valid mailing list and no longer want to receive a message such as this one, advise the sender by return e-mail accordingly. This notice should not be deleted or altered -----

s. 22(1)(a)(ii)

Subject: Canceled: Follow-up discussion Option 1
Location: Microsoft Teams Meeting

Start: Tue 8/10/2024 3:30 PM
End: Tue 8/10/2024 5:00 PM
Show Time As: Free

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: s. 22(1)(a)(ii)
Required Attendees: CEO Bonnie Skinner; s. 47F(1) @gmail.com; s. 47F(1)@agsecure.com.au; Martin, Jemma

Importance: High

I understand this time does not suit everyone so will cancel today's meeting

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 454 142 370 292

Passcode: BCWi3F

Dial in by phone

[+61 2 7208 4605,,499468302#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 499 468 302#

Join on a video conferencing device

Tenant key: [597361658@t.plcm.vc](#)

Video ID: 136 607 669 6

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

s. 22(1)(a)(ii)

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>
Sent: Tuesday, 8 October 2024 12:21 PM
To: s. 22(1)(a)(ii)
Subject: Declined: Follow-up discussion Option 1 [SEC=OFFICIAL]

OFFICIAL

OFFICIAL

s. 22(1)(a)(ii)

Subject: Follow-up discussion Option 1
Location: Microsoft Teams Meeting

Start: Tue 8/10/2024 3:30 PM
End: Tue 8/10/2024 5:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: s. 22(1)(a)(ii)
Required Attendees: CEO Bonnie Skinner; s. 47F(1) @gmail.com; s. 47F(1)@agsecure.com.au; Martin, Jemma

Does this time suit people better for the next chat?

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 454 142 370 292

Passcode: BCWi3F

Dial in by phone

[+61 2 7208 4605,499468302#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 499 468 302#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 136 607 669 6

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

s. 22(1)(a)(ii)

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>
Sent: Wednesday, 9 October 2024 12:17 PM
To: s. 22(1)(a)(ii); Martin, Jemma
Cc: Andrew Henderson; s. 47F(1) @gmail.com
Subject: RE: FOR CLEARANCE by COB 3 October 2024: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Hi Jemma and ^{s. 22(1)(a)(ii)}

Thank you for sharing the revised version of the terms of reference. We appreciate that many of the changes we suggested have been incorporated. However, a key concern remains unaddressed; the proposed mechanism lacks the ability to recommend changes to the government's transition plan. For the role to be effective, it must be a genuine mechanism in helping the government fulfill its obligation to act in the best interests of both the industry and regional communities when implementing policy.

Sheep Producers Australia has participated in these discussions in good faith, with the intent of advocating for the needs of producers. Fundamentally, we believe the transition advocate must serve as a meaningful tool for the government to consider the long-term implications of its policy and adapt the transition plan as necessary to achieve the best outcomes for the industry.

It is clear from your communication that the government has already established its own transition plan, without industry input. As such, it seems this role would have little relevance or influence over decisions already made. We are unsure how the development of a separate industry transition plan would provide any real benefit to farmers and their businesses, given that the government has already settled on its investment approach under its internal transition plan.

The well-being of our people and their farming families is our top priority. This advocate role is focused on facilitating the transition rather than directly supporting farmers, and so, we do not believe it is productive for us to continue discussions about the advocate role at this time.

Regards,

Bonnie

Bonnie Skinner
Chief Executive Officer

t + 61 412 472 710
e ceo@sheepproducers.com.au
m PO Box 4225 Manuka ACT 2603

Ngunnawal Country
Level 2 Burns Centre
28 National Circuit Forrest ACT 2603

www.sheepproducers.com.au/



Sheep Producers Australia acknowledge the Traditional Owners of the land in all states and territories on which we work. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging, and honour their history, cultures, and traditions of storytelling.

OFFICIAL: Sensitive

From: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>
Sent: Friday, 4 October 2024 8:19 AM
To: CEO Bonnie Skinner <CEO@sheepproducers.com.au>; Andrew Henderson <s. 47F(1)@agsecure.com.au>; s. 47F(1) @gmail.com
Cc: Martin, Jemma <Jemma.Martin@aff.gov.au>
Subject: FW: FOR CLEARANCE by COB 3 October 2024: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Bonnie, Andrew and Bindi

Please find attached a response to your comments. We accepted all proposed amendments and marked up new changes, together with responding to your comments and adding some more of our own to reflect the discussions.

Below my signature are two bits of follow up information promised:

- requirements around payments to appointees
- explanation of the process we are going through to get the funds made available to supply chain participants

I hope you are available to meet at one of the proposed times for next week, with our preference for Tuesday if at all possible.

- Option 1: 3.30-5.00pm AEDST/12.30-2.00pm AWDST on Tuesday 8 October
- Option 2: 3.30-5.00pm AEDST/12.30-2.00pm AWDST on Friday 11 October

Kind regards, ^{s. 22(1)(a)(ii)}

s. 22(1)(a)(ii) (she/her)

BSc LLB LLM MSc

Director | Live Sheep Phase Out | s. 22(1)(a)(ii)

Department of Agriculture, Fisheries and Forestry
Plant and Live Animal Exports, Welfare and Regulation Division
Agriculture House, 70 Northbourne Ave, Canberra ACT 2601 Australia
GPO Box 858 Canberra ACT 2601 Australia

agriculture.gov.au



As promised, here is the relevant guidance on payments:

- [Remuneration Tribunal \(Remuneration and Allowances for Holders of Part-time Public Office\) Determination 2024 \(remtribunal.gov.au\)](#)
 - o Section 12 may apply, as the individuals are office holders not specified in the sections. Under that section the base rate for the chair is \$616 and members are \$464, and they travel under Tier 2 conditions.
 - o In addition, see section 21(1), which states that the amount of a daily fee paid to an office holder for a meeting day is: (a) if the office holder's qualifying meeting day time is less than 2 hours— 40% of the daily fee; or (b) if the office holder's qualifying meeting day time is at least 2 hours and less than 3 hours—60% of the daily fee; or (c) otherwise—100% of the daily fee.
- [Federal Register of Legislation - Remuneration Tribunal \(Official Travel\) Determination 2024](#)
 - o Sets out the Tier 2 conditions for travel, including when travel allowance is payable and rates for different places.
 - o In particular see Part 4 Division 2 for the most pertinent guidance on travel withing Australia

I also promised the text from the testimony provided to the last Senate Estimates hearings (30 May) about the processes required for money to be made available:

Mr McDonald: The government has agreed to making, as the Minister said, that portion of money available to participants in the supply chain. The reason why I'm giving additional evidence is that what's before us is the setting of grant guidelines or program guidelines. In the setting of that, you have to establish criteria et cetera.

Senator CANAVAN: Is it \$64 million?

Mr McDonald: It's \$64.6 million.

Senator CANAVAN: Is that a capped amount? It's not demand driven?

Mr McDonald: It's a capped amount.

Senator CANAVAN: So it's going to be a competitive process? You have to compete against other people?

Senator McKENZIE: You compete against your neighbour.

Mr McDonald: They're matters we need to settle that are still before us.

Senator CANAVAN: What's the timing on the settlement of those guidelines?

Mr McDonald: As I gave evidence to earlier, we have committed in the next quarter of the year to engage with—

Senator CANAVAN: Is it the first quarter of next calendar year?

Mr McDonald: Next financial year.

Senator CANAVAN: Sorry. So it is in a few months. It's a bit hard to see—if it's a capped amount at \$64 million, what are the options apart from being a competitive grant process?

Mr McDonald: There are various competitive processes, and then there are other processes around, as you say, a capped amount of money. You would set it up in such a way that there would be limited amounts of money that people could apply for, and you would have to give notice when those limits were—

Senator CANAVAN: You would have to be presumably—I suppose the other option is 'first in, best dressed'. That's the other option, considering—

Mr McDonald: This is why the government has got the stocktake process in 2026-27 to evaluate how everything is progressing at that point in time.

Senator CANAVAN: As I said earlier, I haven't had a chance to look through the legislation. These details mention these adjustment issues. Is the design of the adjustment fully at the discretion of the minister after the legislation goes through?

Mr McDonald: The legislation provides a legislative authority for the government to spend the money—or the builder; sorry, I should be more precise. There's a whole-of-government process that is through the Department of Finance around how grant and program guidelines are established. There are risk assessments performed, and, depending on what stream you go into, you will end up needing to seek approval from the Minister for Finance, depending on your risk assessments and other things like that. So the Minister will obviously be part of that decision-making process, but many grant and program guidelines need to be signed off by the Minister for Finance.

OFFICIAL: Sensitive

OFFICIAL: Sensitive

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>

Sent: Thursday, September 26, 2024 2:58 PM

To: s. 22(1)(a)(ii) <[s. 22\(1\)\(a\)\(ii\)u@aff.gov.au](mailto:s.22(1)(a)(ii)u@aff.gov.au)>; Martin, Jemma <Jemma.Martin@aff.gov.au>

Subject: RE: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

s. 22(1)(a)(ii)
Hi and Jemma,

Ahead of our meeting, please see attached edits and comments on the provided document in tracked-changes.

Kind regards,

Bonnie

Bonnie Skinner
Chief Executive Officer

t + 61 412 472 710

e ceo@sheepproducers.com.au

m PO Box 4225 Manuka ACT 2603

Ngunnawal Country
Level 2 Burns Centre
28 National Circuit Forrest ACT 2603

www.sheepproducers.com.au/



Sheep Producers Australia acknowledge the Traditional Owners of the land in all states and territories on which we work. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging, and honour their history, cultures, and traditions of storytelling.

OFFICIAL: Sensitive

From: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)[@aff.gov.au](mailto:s.22(1)(a)(ii)@aff.gov.au)>

Sent: Tuesday, September 17, 2024 8:57 PM

To: CEO Bonnie Skinner <CEO@sheepproducers.com.au>; s. 47F(1)[@agsecure.com.au](mailto:s.47F(1)@agsecure.com.au);
s. 47F(1) [@gmail.com](mailto:s.47F(1)@gmail.com)

Cc: Martin, Jemma <Jemma.Martin@aff.gov.au>

Subject: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Dear all

Thanks for the productive chat earlier this month. As promised, please find attached some thoughts which build on the foundations we discussed. The document covers purpose, role, objective, scope of activities and some case studies to help better define how transition advocacy adds value to the landscape. We have added a few extra items for discussion at the end.

Would you have time to meet later this week to further refine the recommended approach? Jemma and I are both free 2-4pm AEST (12-2pm AWST) on Thursday 19 or 1-3pm AEST (11am-1pm AWST) on Friday 20 September.

Kind regards, ^{s. 22(1)(a)(ii)}

s. 22(1)(a)(ii) (she/her)

BSc LLB LLM MSc

Director | Live Sheep Phase Out | s. 22(1)(a)(ii)

Department of Agriculture, Fisheries and Forestry

Plant and Live Animal Exports, Welfare and Regulation Division

Agriculture House, 70 Northbourne Ave, Canberra ACT 2601 Australia

GPO Box 858 Canberra ACT 2601 Australia

agriculture.gov.au



We acknowledge the Traditional Custodians of Australia and their continuing connection to land and sea, waters, environment and community. We pay our respects to the Traditional Custodians of the lands we live and work on, their culture, and their Elders past and present.

OFFICIAL: Sensitive

----- IMPORTANT - This email and any attachments have been issued by the Commonwealth of Australia (Commonwealth). The material transmitted is for the use of the intended recipient only and may contain confidential, legally privileged, copyright or personal information. You should not copy, use or disclose it without authorisation from the Commonwealth. It is your responsibility to check any attachments for viruses and defects before opening or forwarding them. If you are not an intended recipient, please contact the sender of this email at once by return email and then delete both messages. Unintended recipients must not copy, use, disclose, rely on or publish this email or attachments. The Commonwealth is not liable for any loss or damage resulting from unauthorised use or dissemination of, or any reliance on, this email or attachments. If you have received this e-mail as part of a valid mailing list and no longer want to receive a message such as this one, advise the sender by return e-mail accordingly. This notice should not be deleted or altered -----

s. 22(1)(a)(ii)

Subject: Canceled: Follow-up discussion Option 2
Location: Microsoft Teams Meeting

Start: Fri 11/10/2024 3:30 PM
End: Fri 11/10/2024 5:00 PM
Show Time As: Free

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: s. 22(1)(a)(ii)
Required Attendees: CEO Bonnie Skinner; s. 47F(1) @gmail.com; s. 47F(1)@agsecure.com.au; Martin, Jemma

Importance: High

Further to advice received

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 445 197 864 196

Passcode: 4YHN4M

Dial in by phone

[+61 2 7208 4605,,743885643#](tel:+61272084605743885643) Australia, Sydney

[Find a local number](#)

Phone conference ID: 743 885 643#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 139 921 505 7

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

s. 22(1)(a)(ii)

Subject: Follow-up discussion Option 2
Location: Microsoft Teams Meeting

Start: Fri 11/10/2024 3:30 PM
End: Fri 11/10/2024 5:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: s. 22(1)(a)(ii)
Required Attendees: CEO Bonnie Skinner; s. 47F(1) @gmail.com; s. 47F(1)@agsecure.com.au; Martin, Jemma

Does this time suit better?

Microsoft Teams [Need help?](#)

[Join the meeting now](#)

Meeting ID: 445 197 864 196

Passcode: 4YHN4M

Dial in by phone

[+61 2 7208 4605,743885643#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 743 885 643#

Join on a video conferencing device

Tenant key: 597361658@t.plcm.vc

Video ID: 139 921 505 7

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

s. 22(1)(a)(ii)

From: Martin, Jemma
Sent: Sunday, 13 October 2024 11:34 AM
To: CEO Bonnie Skinner
Cc: Andrew Henderson; s. 47F(1) @gmail.com; s. 22(1)(a)(ii)
Subject: RE: FOR CLEARANCE by COB 3 October 2024: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

Categories: Urgent, Clearance

Hi Bonnie

Acknowledging receipt of your email. I note the elements you have flagged remain unresolved from SPA's/an industry perspective.

Thank you for your genuine engagement.

Jemma

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>
Sent: Wednesday, 9 October 2024 12:17 PM
To: s. 22(1)(a)(ii) <s. 22(1)(a)(ii)@aff.gov.au>; Martin, Jemma <Jemma.Martin@aff.gov.au>
Cc: Andrew Henderson <s. 47F(1)@agsecure.com.au>; s. 47F(1) @gmail.com
Subject: RE: FOR CLEARANCE by COB 3 October 2024: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Hi Jemma and ^{s. 22(1)(a)(ii)}

Thank you for sharing the revised version of the terms of reference. We appreciate that many of the changes we suggested have been incorporated. However, a key concern remains unaddressed; the proposed mechanism lacks the ability to recommend changes to the government's transition plan. For the role to be effective, it must be a genuine mechanism in helping the government fulfill its obligation to act in the best interests of both the industry and regional communities when implementing policy.

Sheep Producers Australia has participated in these discussions in good faith, with the intent of advocating for the needs of producers. Fundamentally, we believe the transition advocate must serve as a meaningful tool for the government to consider the long-term implications of its policy and adapt the transition plan as necessary to achieve the best outcomes for the industry.

It is clear from your communication that the government has already established its own transition plan, without industry input. As such, it seems this role would have little relevance or influence over decisions already made. We are unsure how the development of a separate industry transition plan would provide any real benefit to farmers and their businesses, given that the government has already settled on its investment approach under its internal transition plan.

The well-being of our people and their farming families is our top priority. This advocate role is focused on facilitating the transition rather than directly supporting farmers, and so, we do not believe it is productive for us to continue discussions about the advocate role at this time.

Regards,

Bonnie

Bonnie Skinner
Chief Executive Officer

t + 61 412 472 710

e ceo@sheepproducers.com.au

m PO Box 4225 Manuka ACT 2603



Ngunnawal Country
Level 2 Burns Centre
28 National Circuit Forrest ACT 2603

www.sheepproducers.com.au/

Sheep Producers Australia acknowledge the Traditional Owners of the land in all states and territories on which we work. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging, and honour their history, cultures, and traditions of storytelling.

OFFICIAL: Sensitive

From: s. 22(1)(a)(ii) <[s.22\(1\)\(a\)\(ii\)@aff.gov.au](mailto:s.22(1)(a)(ii)@aff.gov.au)>

Sent: Friday, 4 October 2024 8:19 AM

To: CEO Bonnie Skinner <CEO@sheepproducers.com.au>; Andrew Henderson <[s.47F\(1\)@agsecure.com.au](mailto:s.47F(1)@agsecure.com.au)>; s. 47F(1) <[s.47F\(1\)@gmail.com](mailto:s.47F(1)@gmail.com)>

Cc: Martin, Jemma <Jemma.Martin@aff.gov.au>

Subject: FW: FOR CLEARANCE by COB 3 October 2024: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Bonnie, Andrew and Bindi

Please find attached a response to your comments. We accepted all proposed amendments and marked up new changes, together with responding to your comments and adding some more of our own to reflect the discussions.

Below my signature are two bits of follow up information promised:

- requirements around payments to appointees
- explanation of the process we are going through to get the funds made available to supply chain participants

I hope you are available to meet at one of the proposed times for next week, with our preference for Tuesday if at all possible.

- Option 1: 3.30-5.00pm AEDST/12.30-2.00pm AWDST on Tuesday 8 October
- Option 2: 3.30-5.00pm AEDST/12.30-2.00pm AWDST on Friday 11 October

Kind regards,
s. 22(1)(a)(ii)

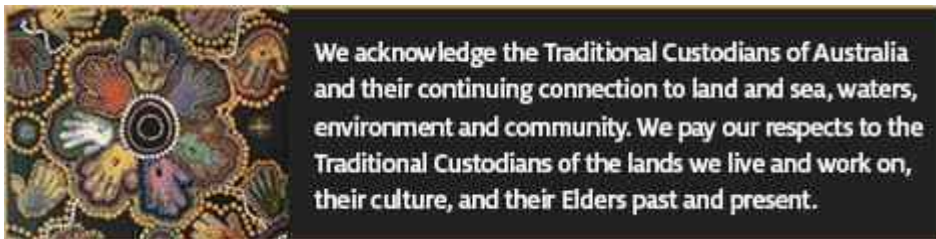
s. 22(1)(a)(ii) (she/her)

BSc LLB LLM MSc

Director | Live Sheep Phase Out | s. 22(1)(a)(ii)

Department of Agriculture, Fisheries and Forestry
Plant and Live Animal Exports, Welfare and Regulation Division
Agriculture House, 70 Northbourne Ave, Canberra ACT 2601 Australia
GPO Box 858 Canberra ACT 2601 Australia

agriculture.gov.au



As promised, here is the relevant guidance on payments:

- [Remuneration Tribunal \(Remuneration and Allowances for Holders of Part-time Public Office\) Determination 2024 \(remtribunal.gov.au\)](#)
 - o Section 12 may apply, as the individuals are office holders not specified in the sections. Under that section the base rate for the chair is \$616 and members are \$464, and they travel under Tier 2 conditions.
 - o In addition, see section 21(1), which states that the amount of a daily fee paid to an office holder for a meeting day is: (a) if the office holder's qualifying meeting day time is less than 2 hours— 40% of the daily fee; or (b) if the office holder's qualifying meeting day time is at least 2 hours and less than 3 hours—60% of the daily fee; or (c) otherwise—100% of the daily fee.
- [Federal Register of Legislation - Remuneration Tribunal \(Official Travel\) Determination 2024](#)
 - o Sets out the Tier 2 conditions for travel, including when travel allowance is payable and rates for different places.
 - o In particular see Part 4 Division 2 for the most pertinent guidance on travel within Australia

I also promised the text from the testimony provided to the last Senate Estimates hearings (30 May) about the processes required for money to be made available:

Mr McDonald: The government has agreed to making, as the Minister said, that portion of money available to participants in the supply chain. The reason why I'm giving additional evidence is that what's before us is the setting of grant guidelines or program guidelines. In the setting of that, you have to establish criteria et cetera.

Senator CANAVAN: Is it \$64 million?

Mr McDonald: It's \$64.6 million.

Senator CANAVAN: Is that a capped amount? It's not demand driven?

Mr McDonald: It's a capped amount.

Senator CANAVAN: So it's going to be a competitive process? You have to compete against other people?

Senator McKENZIE: You compete against your neighbour.

Mr McDonald: They're matters we need to settle that are still before us.

Senator CANAVAN: What's the timing on the settlement of those guidelines?

Mr McDonald: As I gave evidence to earlier, we have committed in the next quarter of the year to engage with—

Senator CANAVAN: Is it the first quarter of next calendar year?

Mr McDonald: Next financial year.

Senator CANAVAN: Sorry. So it is in a few months. It's a bit hard to see—if it's a capped amount at \$64 million, what are the options apart from being a competitive grant process?

Mr McDonald: There are various competitive processes, and then there are other processes around, as you say, a capped amount of money. You would set it up in such a way that there would be limited amounts of money that people could apply for, and you would have to give notice when those limits were—

Senator CANAVAN: You would have to be presumably—I suppose the other option is 'first in, best dressed'. That's the other option, considering—

Mr McDonald: This is why the government has got the stocktake process in 2026-27 to evaluate how everything is progressing at that point in time.

Senator CANAVAN: As I said earlier, I haven't had a chance to look through the legislation. These details mention these adjustment issues. Is the design of the adjustment fully at the discretion of the minister after the legislation goes through?

Mr McDonald: The legislation provides a legislative authority for the government to spend the money—or the builder; sorry, I should be more precise. There's a whole-of-government process that is through the Department of Finance around how grant and program guidelines are established. There are risk assessments performed, and, depending on what stream you go into, you will end up needing to seek approval from the Minister for Finance, depending on your risk assessments and other things like that. So the Minister will obviously be part of that decision-making process, but many grant and program guidelines need to be signed off by the Minister for Finance.

OFFICIAL: Sensitive

OFFICIAL: Sensitive

From: CEO Bonnie Skinner <CEO@sheepproducers.com.au>

Sent: Thursday, September 26, 2024 2:58 PM

To: s. 22(1)(a)(ii) <[s. 22\(1\)\(a\)\(ii\)@aff.gov.au](mailto:s.22(1)(a)(ii)@aff.gov.au)>; Martin, Jemma <Jemma.Martin@aff.gov.au>

Subject: RE: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Hi ^{s. 22(1)(a)(i)} and Jemma,

Ahead of our meeting, please see attached edits and comments on the provided document in tracked-changes.

Kind regards,

Bonnie

Bonnie Skinner
Chief Executive Officer

t + 61 412 472 710

e ceo@sheepproducers.com.au

m PO Box 4225 Manuka ACT 2603

Ngunnawal Country
Level 2 Burns Centre
28 National Circuit Forrest ACT 2603

www.sheepproducers.com.au/



Sheep Producers Australia acknowledge the Traditional Owners of the land in all states and territories on which we work. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging, and honour their history, cultures, and traditions of storytelling.

OFFICIAL: Sensitive

From: ^{s. 22(1)(a)(ii)} <^{s. 22(1)(a)(ii)}@aff.gov.au>

Sent: Tuesday, September 17, 2024 8:57 PM

To: CEO Bonnie Skinner <CEO@sheepproducers.com.au>; ^{s. 47F(1)}@agsecure.com.au;

^{s. 47F(1)} @gmail.com

Cc: Martin, Jemma <Jemma.Martin@aff.gov.au>

Subject: Follow-up to discussion of 6 September: Deliberative Draft [SEC=OFFICIAL:Sensitive]

OFFICIAL: Sensitive

Dear all

Thanks for the productive chat earlier this month. As promised, please find attached some thoughts which build on the foundations we discussed. The document covers purpose, role, objective, scope of activities and some case studies to help better define how transition advocacy adds value to the landscape. We have added a few extra items for discussion at the end.

Would you have time to meet later this week to further refine the recommended approach? Jemma and I are both free 2-4pm AEST (12-2pm AWST) on Thursday 19 or 1-3pm AEST (11 am-1pm AWST) on Friday 20 September.

Kind regards, ^{s. 22(1)(a)(iii)}

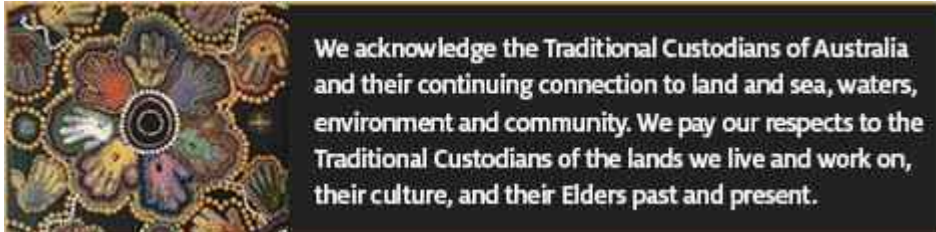
^{s. 22(1)(a)(ii)} (she/her)

BSc LLB LLM MSc

Director | Live Sheep Phase Out | s. 22(1)(a)(ii)

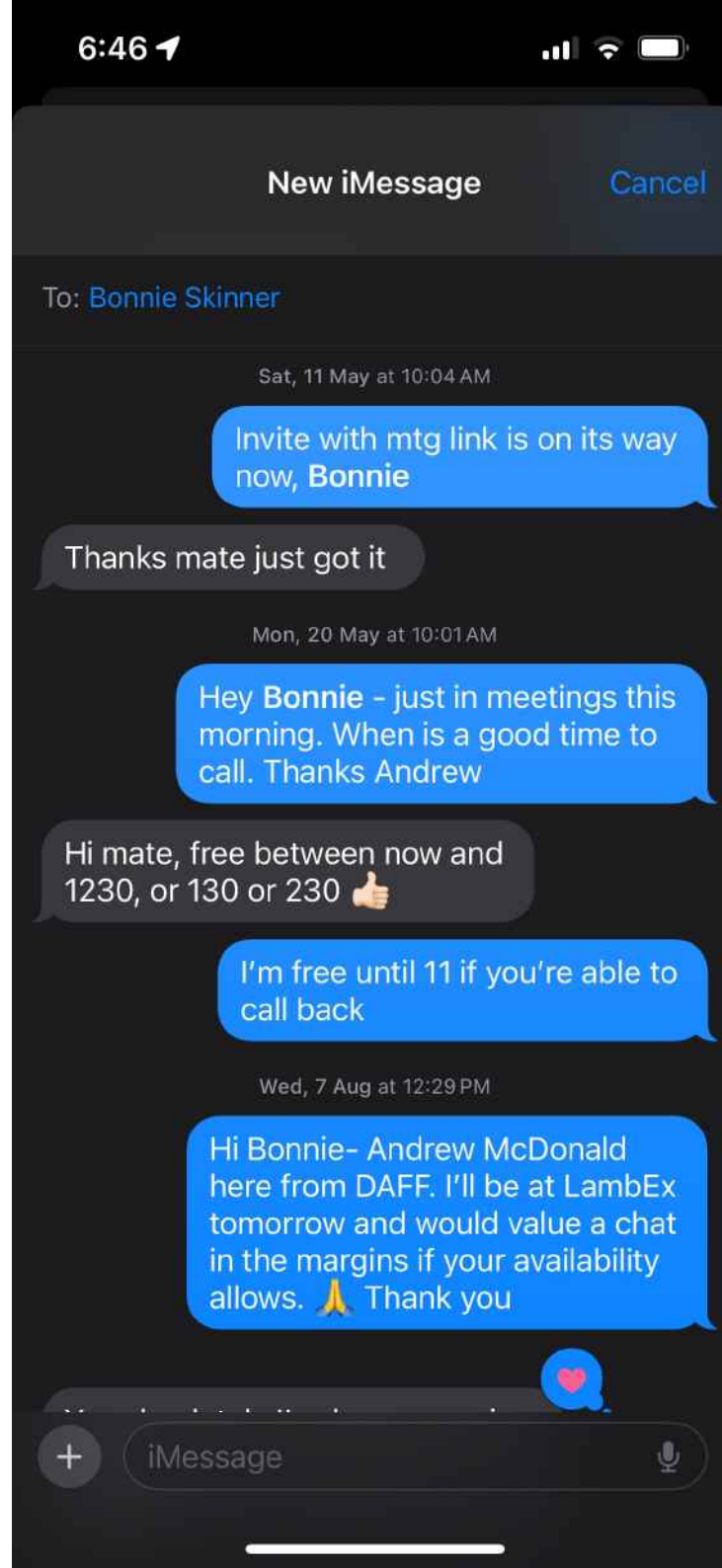
Department of Agriculture, Fisheries and Forestry
Plant and Live Animal Exports, Welfare and Regulation Division
Agriculture House, 70 Northbourne Ave, Canberra ACT 2601 Australia
GPO Box 858 Canberra ACT 2601 Australia

agriculture.gov.au



OFFICIAL: Sensitive

----- IMPORTANT - This email and any attachments have been issued by the Commonwealth of Australia (Commonwealth). The material transmitted is for the use of the intended recipient only and may contain confidential, legally privileged, copyright or personal information. You should not copy, use or disclose it without authorisation from the Commonwealth. It is your responsibility to check any attachments for viruses and defects before opening or forwarding them. If you are not an intended recipient, please contact the sender of this email at once by return email and then delete both messages. Unintended recipients must not copy, use, disclose, rely on or publish this email or attachments. The Commonwealth is not liable for any loss or damage resulting from unauthorised use or dissemination of, or any reliance on, this email or attachments. If you have received this e-mail as part of a valid mailing list and no longer want to receive a message such as this one, advise the sender by return e-mail accordingly. This notice should not be deleted or altered -----



New iMessage

Cancel

To: Bonnie Skinner

Yes absolutely I've been meaning to call you now the last two weeks!!



Thu, 8 Aug at 12:47 PM

Let's catch up over lunch?

Yes

Come down to the SPA networking lounge 👍



Thu, 8 Aug at 3:33 PM

Just in the main area waiting to start the judging! I was just showing the minister around

The minister is interested in another chat

Now?

I'll let her know you're busy.



iMessage



