

AUSTRALIAN
ANIMAL
WELFARE
STRATEGY



Review of the Australian
Animal Welfare Strategy
(AAWS)
2009

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AUSTRALIAN ANIMAL WELFARE STRATEGY

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The Australian Animal Welfare Strategy is a national partnership between governments, industries and the community to improve animal welfare for all Australian animals. For more information visit www.daff.gov.au/aaws.

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EXECUTIVE SUMMARY

The AAWS was a bold and ambitious initiative by the Commonwealth. It sought to improve animal welfare outcomes for all animals through an inclusive process which promoted structured debate and emergence of ideas based on science. It has made Australia internationally respected in animal welfare matters.

Some elements of the program have been remarkably successful. For example stakeholders are extensive engaged with, and committed to, the AAWS. This is a major achievement itself in a relatively short period of time. Other of the bold ambitions of AAWS are, however, proving difficult and slower to achieve than some might hope. The lack of quantifiable data on animal welfare in Australia makes it difficult to know if the effort going into AAWS is achieving outcomes on the ground.

The program essentially is at the stage of having established itself, harvested some early gains and now has to do the hard yards to achieve sustainable outcomes. Some frustration is evident together with widespread concern that the program may be at risk of losing impetus. Having said that, most stakeholders are very supportive of the program and would wish it to achieve its objectives rather than stall.

Performance to date against plan (the National Implementation Plan is the benchmark) has been reasonable. Results in some areas are good, but in others there is still a lot more to be done. Similarly AAWS funded projects have played an important part in supporting the program but a minority of projects have not been as successful as hoped.

Continued Commonwealth government support is essential if momentum is not to be lost. Strong leadership and a clear sense of the future are important elements to maintaining wide support for the program. Stakeholders now need a clearer sense of what is trying to be achieved in the next few years (in all areas of AAWS not just the ones they individually might be engaged with) and a regular picture of how the program is going against plan.

A number of recommendations are made to achieve this. Key amongst these are a refinement of the current National Implementation Plan to remove much of the complexity and the development of some realistic outputs to be achieved by each of the Working Groups in the next 2-3 years and the monitoring of progress. This should be supported by arrangements - such as a dedicated website - to communicate to all stakeholders the developments that occur.

No changes are proposed to the current Working Group structure. They are established and reasonably settled and are the foundation for future achievements. It is however proposed that the AAWS Advisory Committee and the National Consultative Committee on Animal Welfare (NCCAW) be combined and membership reviewed. Changes are also proposed to the basis of appointment of members of all committees - essentially to provide for regular turnover and refreshment of membership.

Some recommendations are made to improve administration of the program, achieve efficiencies, to ensure resources continue to be allocated effectively, and to ensure the Commonwealth (as the major funder of the program) achieves its objectives. In this respect it is also recommended that more effort be made to seeking supplementary funding for AAWS from sources other than the Commonwealth.

SUMMARY OF RECOMMENDATIONS

The Commonwealth continue to provide financial support to the AAWS against the recommendations and program refinements that follow.

In support of the recent project funding amendments approved by the Minister for Agriculture, Fisheries and Forestry, continued effort be applied to seeking supplementary

funding for AAWS from sources other than the Commonwealth.

The National Implementation Plan (NIP) should be reviewed and refined, with a particular aim of removing much of the complexity.

In conjunction with this, the sectoral and cross sectoral Working Groups (WGs) should be asked to set down the 2 to 4 key outputs they plan to achieve in the next 2-3 years. The results, once agreed, making the new NIP.

Selection criteria for appointments to committees should be developed, documented and made available.

Terms of reference for each WG be included in the terms of engagement for members.

Guidelines should be developed to govern how committees will be refreshed over time. It is suggested that all members be appointed for fixed terms (say 3 years). Reappointments could be made, but should be the exception rather than the rule.

In making appointments of committee chairs, DAFF should consider the usefulness of appointing an independent chair where people with the requisite communication, leadership skills and political savvy are available.

In support of the recent project funding amendments approved by the Minister for Agriculture, Fisheries and Forestry, continued effort be applied to close scrutiny of project proposals

DAFF consider creating two categories of project funding. One covering strategic projects of importance to the Commonwealth, such as development of codes of practice, standards and harmonisation related projects and development of benchmarking and national statistics. The other covering other AAWS funded projects

DAFF should consider developing a simple numbering system for approved projects that would help link the project to the particular AAWS activity, goal and/or objective it is intended to support.

Combine the Australian Animal Welfare Strategy Advisory Committee (AAWS AC) and the National Consultative Committee on Animal Welfare (NCCA) committees and review membership.

The combined committee would provide advice to the Minister through DAFF on animal welfare matters. Its roles would be:

- to oversight implementation of AAWS;
- provide advice sought by the Minister; and
- keep abreast (and ahead) of animal welfare matters generally and provide advice accordingly.

The combined committee should interact regularly with the Animal Welfare Sub-Committee of the Animal Welfare and Product Integrity Taskforce by seeking advice from the jurisdictions through AWC on issues under consideration and provide advice to AWC on any issues referred.

No structural changes are proposed to the current sectoral and cross-sectoral Working Groups.

The lack of a government governance structure for non-production animals should be addressed. The arrangements very recently endorsed by the Animal Welfare and Product Integrity Taskforce should resolve this issue, but should be kept under review for effectiveness.

DAFF should look to enhance the general public website now available as a priority and make it more accessible to the public.

This should be supported by a website for stakeholders involved with AAWS, where detailed progress and bulletins could be made available.

More communication effort should be put into ensuring that all stakeholders are able to see where each element of the AAWS implementation is at.

DAFF should continue to fund travel, accommodation etc for meetings. But the number of meetings required should be reviewed in the light of available resources. One meeting a year of each committee is the suggested minimum.

BACKGROUND

The review commenced on 24 November 2008 with the following terms of reference:

The review should consider and report on:

- The development of and achievements against the goals and objectives set out in the AAWS National Implementation Plan
- The establishment and appropriateness of the current AAWS oversight arrangements including:
- The establishment and operation of the AAWS Advisory Committee, including the appointment process for members to this group, the appropriateness of current terms of engagement and turn over policy, and the contributions of these groups to the achievement of the AAWS outcomes.;
- The establishment and operation of cross-sectoral working groups, including the appointment processes for members to these groups, the appropriateness of current terms of engagement and turn over policy, and the contribution of these groups to the achievement of the AAWS outcomes.
- The level of in-kind contribution from Governments, industries, and non-government organisations over the life of the Strategy, including factors affecting the levels of engagement of various sectors.
- The contribution of AAWS-funded projects in maintaining and improving animal welfare standards in Australia. Have the projects assisted meeting the objectives in the National Implementation Plan or sectoral plans?
- Have the projects been picked up by appropriate jurisdictions, agencies or partners? Have outcomes been taken up within the relevant sector with or without government assistance?
- The working relationship between AAWS Advisory Committee and the National Consultative Committee on Animal Welfare (NCCAW) and options for the future.
- The reviewer is invited to make recommendations to improve the implementation and administration of AAWS, where appropriate.

It is expected that in conducting the review, consultation will be undertaken with key AAWS stakeholders including, but not limited to:

- Australian Government agencies;
- State and Territory Government agencies;
- Members of the AAWS Advisory Committee and sectoral working groups; and
- AAWS Project leaders.

A draft report was sought by **18 December 2008** with a final report to be submitted by **16 January 2009**.

METHOD

The review incorporated an analysis of documents related to the AAWS, and discussions with a range of relevant stakeholders. The discussions took a number of forms. For some, meetings were held face to face. While the most effective means of obtaining comments, the time constraints associated with the review meant this was the exception rather than the norm. However, meetings were held in Canberra, Sydney and Melbourne and 22 people had face to face discussions with the reviewer.

For many, phone conversations were the only possible means of getting direct input. 14 people were interviewed by phone. DAFF was consulted and provided advice of who it was necessary to meet and/or phone.

The reviewer talked to all AAWS Advisory Committee members, most NCCAW members, all except one of the Working Group chairs, the General Manager of the Animal Welfare Branch, all DAFF coordinators and a range of other key stakeholders associated with AAWS over the years.

In addition, an email questionnaire was sent to another 54 stakeholders inviting their comment on the issues to be considered by the review. A list of persons contacted (and the means of contact) is at **Attachment A**.

All responses were considered and used by the reviewer in compiling this report. It is notable that there was great enthusiasm and willingness to provide input and many people took time out of very busy schedules to make their contribution. This made the task of the reviewer easier and more informed and was greatly appreciated.

BACKGROUND TO THE AAWS

The AAWS is intended to provide a national framework to enhance the welfare of all Australian animals; show respect for all points of view; and to promote structured debate and the emergence of ideas based on science through a clear and inclusive process. Aimed at all Australians and all uses of animals, the AAWS has sought to engage a large number of diverse animal welfare stakeholders and the community.

AAWS defines goals and objectives with a common vision of making sustainable improvements in animal welfare based on sound standards and practices.

The AAWS Goals

Goal 1: Achieve an enhanced national approach and commitment to ensure high standards of animal welfare based on a concise outline of current processes.

Goal 2: Achieve sustainable improvements in animal welfare based on national and international benchmarks, scientific evaluation and research, taking into account changes in whole of community standards.

Goal 3: Achieve effective communication, education and training across the whole community to promote an improved understanding of animal welfare.

The Australian Government Department of Agriculture, Fisheries and Forestry (DAFF) finalised the AAWS in 2004 with the assistance of the National Consultative Committee on Animal Welfare (NCCAOW).

In 2005, an expert AAWS Advisory Committee was appointed to provide advice to DAFF and the Australian Government on implementation of the Strategy.

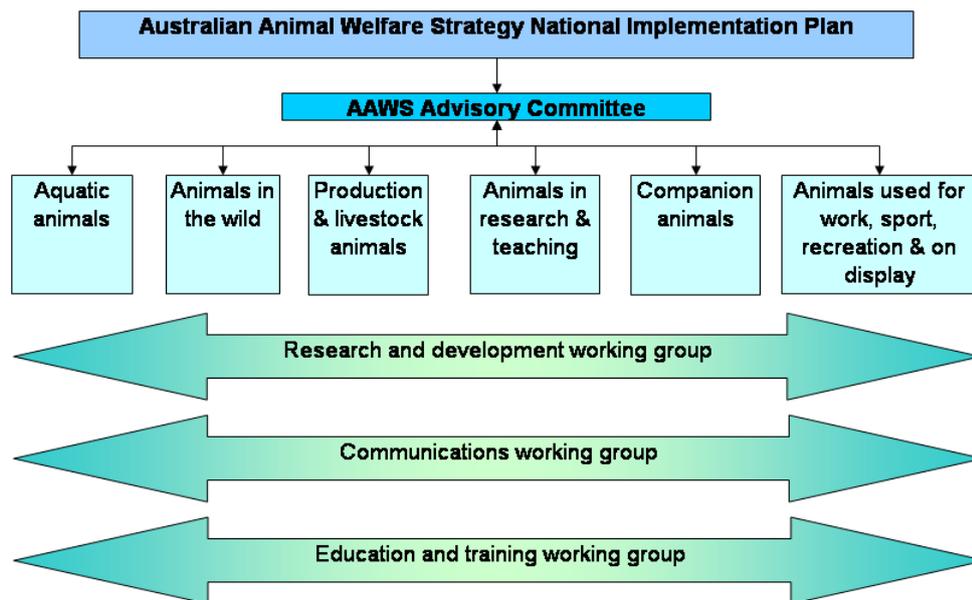
A key part of the implementation of AAWS is the national workshop held every year. The three workshops have produced:

- The National Implementation Plan – developed by participants at the 1st National Workshop 2005
- Six sectoral working groups – members were appointed from participants at the 1st AAWS National Workshop in 2005
- Three additional cross-sectoral working groups formed to coordinate work on education and training; communications and research and development at the 2nd National Workshop in 2006

To ensure the implementation of AAWS across all sectors each sectoral working group developed an action plan for its sector, based around agreed national objectives in the NIP. Each sector conducted a stocktake in 2006 to identify current gaps as well as determine existing animal welfare activities.

Based on the stocktake results and the NIP, each working group identified priority tasks which were then endorsed by the Advisory Committee. Implementation of those priority tasks has formed the basis of the approved AAWS annual work program.

The structure of the AAWS program is demonstrated by the following:



While DAFF has provided support funding, leadership and national coordination, the implementation of the AAWS is expected to be a shared responsibility for all stakeholders. All members of the AAWS working groups are expected to act as advocates to keep their respective networks informed of activities and progress relating to their sector. DAFF also manages a communication plan to assist this process.

AAWS BUDGET

The AAWS is an administered government programme.

It was introduced as part of the 2004-05 Additional Estimates process, with funding of \$4.779m over four years to June 2009. The AAWS has now been funded as an ongoing government program until 2012 at \$0.974m per year.

From the funding provided, support has been made available to stakeholder groups to undertake animal welfare projects in the form of seed funding.

Activities eligible for funding under the Strategy must contribute to the development of specific tasks required to implement the strategy or support the achievement of AAWS goals and objectives. Funding applications undergo a review process by animal welfare experts, senior DAFF officers and the AAWS Advisory Committee.

The Australian Government Minister for Agriculture, Fisheries and Forestry has the final approval for project expenditure.

Budget expenditure by financial years

Total administered budget: \$3.336m, total departmental budget: \$1.443m total \$4.779m.

Year	Budget	Expenditure
2005-06	\$1,209,000	\$959,412
2006-07	\$1,042,000	\$965,359
2007-08	\$982,000	\$1,304,688
2008-09	Ongoing	

ISSUES ARISING FROM CONSULTATIONS

VALUE OF A NATIONAL STRATEGY

The fact that Australia has a clear published strategy for animal welfare is a positive in itself. It provides a framework of goals, objectives and activities against which action programs can be developed and assessed.

The AAWS is a high level strategy which incorporates a large range of laudable aims and as such, is of an enduring nature. That is, it can serve as the long term framework for action without the need for continual review and update.

Many stakeholders involved in animal welfare consider the AAWS has made Australia a world leader and placed it on the map of nations making active efforts to improve animal welfare. From there, Australia has been able to leverage its position to provide leadership to some other countries/regions such as the United Arab Emirates, Asia and even Europe.

Having said that, many are concerned that after the initial rush of enthusiasm for implementing the AAWS, there is now a risk of loss of enthusiasm and momentum. The low hanging fruit has been harvested and the hard yards are now starting.

Some saw the AAWS as a bureaucratic program, largely run and controlled by DAFF, for example, the only currently available AAWS website is accessed via DAFF. To progress, they felt the AAWS needed more community ownership, and hence distance from government. It is acknowledged that this is difficult, given that the Commonwealth provides AAWS funding. Noting this, some believed that improvements were needed to get AAWS information out into the wider community.

The original direction the AAWS was to follow in being implemented (AAWS - NIP - stocktake by sectors - sectoral action plans) was widely understood. As the program has moved into more detailed activity at the sectoral level, the overarching strategic direction was not clear to many.

One of the objectives of the AAWS was to involve all stakeholders in ownership of the strategy through effective and engaging consultative and communication mechanisms. There can be little doubt that this has been enormously successful with a vast array of people from different fields interested and involved with AAWS. The Working Group structure would appear to be the main reason for this and has to be regarded as contributing significantly to the very successful achievement of this objective so far.

Most view the AAWS as a good program. No one thought the Strategy was 'bad' or indeed suggested it should be discontinued. While a number had criticisms of the program and progress made so far, this was usually tempered by statements of support for the AAWS generally and the need to ensure it was successful rather than go without it.

The comment that the program now needed strong driving and leadership was not infrequent given the concerns that the 'hard yards' of the program were about to commence.

The Commonwealth Government was widely applauded and supported for taking on such a bold initiative and not simply hiding behind the States/Territories constitutional responsibility for animal welfare matters.

AAWS NATIONAL IMPLEMENTATION PLAN (NIP)

The National Implementation Plan (NIP) was developed by the AAWS Advisory Committee with assistance from DAFF and other high level stakeholders at the AAWS National Strategic Planning Workshop held in Canberra in September 2005. The NIP was subject to further consultation with stakeholder groups before being endorsed by the Primary Industry Ministerial Council in April 2006.

The NIP is a 33 page document that sets down a number of activities to be pursued under each of the three AAWS goals. In all, 20 activities are listed, many of which are very broad. The NIP is a complex document and as such, many stakeholders commented that they found the document too complex and difficult to follow. Consequently, it wasn't generally used as the document to guide the various actions being undertaken under AAWS. A number felt that the NIP should not be regarded as fixed, but something that should, and could, be regularly reviewed and revised.

Most, but not all, of the stakeholders now involved with AAWS were also involved in the development of the strategy and the subsequent NIP. Because of the way the NIP was developed (a thorough and inclusive process) virtually everyone was happy that the NIP adequately addressed all issues in the AAWS and that nothing was missing. In addition, it was notable that there was strong commitment to the NIP even though time had diminished familiarity.

There were mixed views on whether activities under the NIP had been satisfactorily undertaken. Some thought they had, although acknowledging that some elements were slow. Many regarded the NIP as a work in progress and needed more time and effort to be achieved. Some felt that the NIP was too broad and ambitious and therefore would always take a long time to achieve. Quite a few thought that performance was better than expected while others suggested that, while there were highlights, there was some underperformance. There was some concern expressed about slow progress, but on the whole, most seemed satisfied with progress although concerned that impetus may be lost.

Most agreed that sectoral performance was uneven although it was generally regarded as appropriate given the sector involved. Some were considered slow to get going, perhaps because animal welfare was not traditionally a major issue for the sector. Others were quicker off the mark. It should be noted that the cross-sectoral groups provoked the most dissatisfaction with a number expressing concern at progress made by the Education and Training Working Group and the Communications Working Group.

Time and resources, or the lack of these, were often considered a limitation on implementation of the NIP.

Another concern was that the responsibility for implementation of many of the rather broad activities described in the NIP fell to everyone, and therefore, was in fact none's responsibility. In some areas, it was not clear who should take the lead, even though it was very clear that many activities had to be pursued by everyone. As a consequence, some commented that there was potential for things to be overlooked and some activities not to be pursued at all.

AAWS OVERSIGHT ARRANGEMENTS

This area highlighted some conflicts of views. Most thought the Advisory Committee and the WGs were appropriately skilled and worked well. Particularly so, given the aim to have an inclusive process.

Others had some issues:

- *Original appointments* – Some argued it was not clear how or why the original appointments were made. There were no clear selection criteria or process and some concern was expressed about the “same faces” continually being appointed;
- *Unclear nature of appointment* – some raised concerns about whether a person was appointed as an individual or as a representative of the organisation they came from. If the latter, then the organisation had an expectation of being able to nominate a new member if the original appointee left and to send someone in the stead of the formal appointee if circumstances dictated. This would not be the expectation if the person was appointed as an individual. But in this case it should

- not be expected they would represent the AAWS back to the organisation.
- *Number of committees* - Some thought was that there were possibly too many, but accepted that it was very hard to cut back.
 - *Numbers on the committees* – Some advised that some committees were often considered too big and cumbersome, but noted that it was very hard to cut back if all interests were to be involved. This occasionally led to musings about the potential for splitting up existing big groups (such as the Livestock/Production Animals WG) into smaller groupings, but generally this was not thought to be a good idea. One felt the situation would be aided if there were only one representative from each sector on the committee.
 - Many finished up their considerations of possible changes by concluding that the current arrangements were as good as any with possible solutions to present concerns likely to produce more problems than they solved.
 - *Key stakeholders not involved* – some raised concerns that key Commonwealth Departments were not engaged with relevant WGs (such as the Department of Education, Science and Technology with the Education and Training WG; or the Department of the Environment, Water, Heritage and the Arts with the Animals in the Wild WG; or Health with the Animals in Research and Teaching WG) or that the State/Territory jurisdictions were not adequately represented (having usually one representative from a State or Territory who was in no position to know the circumstances or represent the interests of jurisdictions other than their own).
 - *Lack of government governance structure and state representation* - This was often talked about by stakeholders involved with non-production or companion animal groups such as the Companion Animal WG or the Animals in the Wild WG.
 - The issues they dealt with did not sit comfortably within the bailiwick of the Commonwealth Minister for Agriculture, Fisheries and Forestry or handled by Agriculture Ministers in the States/Territories. Yet issues coming up under AAWS went to Primary Industry Ministers. There was no other cross governments body that dealt with these matters. So there was effectively no Commonwealth/State body to go to for decisions. This was considered a major impediment to progress. Some members in these groups felt that they were rather outside the AAWS - more an add on than part of the main stream.
 - Additionally, one of the other commonly repeated concerns related to the State/Territory jurisdictions who collectively had the responsibility for animal welfare in Australia but were not collectively represented at any level in the AAWS oversight arrangements. The difficulties were heightened by the fact that individual arrangements in each State/Territory relating to animal welfare were vastly different and solutions to a problem that might work in one jurisdiction might not work at all for another.
 - Some industry members advised that they were concerned about this as they would prefer to hear and address any problems early in its development. States/Territories were concerned that expectations were being built up before they became involved - they felt the need to temper recommendations with reality as early as was practicable. It was also felt by some that the States were not well connected to AAWS and that the State/Territory roles were not clear. Much on the ground work being done by States/Territories was not reflected in the Commonwealth driven AAWS. There was no national reporting system that brought all the activity together.
 - It should be noted that the recent establishment of the Animal Welfare and Product Integrity Taskforce and its associated Animal Welfare sub-

committee, under the Primary Industries Standing Committee and Primary Industries Ministerial Council structure should go some way to addressing these issues.

- Membership of the Taskforce includes the Commonwealth, all states and territories and the New Zealand Government. Animal Health Australia are observers at both Taskforce and sub-committee meetings.
- The Taskforce seeks to focus on issues relating to animal welfare and product integrity that support improved long-term and sustainable economic, social and environmental outcomes that are consistent with (evidence-based) community expectations and are of collective interest or concern to Commonwealth, State and Territory governments.
- As part of its terms of reference, the role of the taskforce is to consider animal welfare as it relates to primary production, with a secondary role to consider domestic animal welfare issues of national significance and by agreement of the Taskforce, unless directed by Primary Industries Standing Committee (PISC) or the Primary Industries Ministerial Council (PIMC).
- In addition, at the second meeting of the taskforce on 15 December 2008, the Commonwealth representative listed for consideration, a process to allow for the consideration and approval of welfare standards for non-production animals.
- As an outcome, the Taskforce has agreed to recommend to the Primary Industries Standing Committee that the Australian Animal Welfare Strategy (AAWS) Advisory Committee initially approve welfare standards for non-production animals developed through the AAWS process as 'AAWS-endorsed' national standards/guidelines and agreed that the Animal Welfare Committee identify the appropriate pathway for jurisdictional endorsement of standards as appropriate. Production animal standards would be directed to AWPIT endorsement for progression to PISC/PIMC. The Taskforce agreed that AWC could direct non-production animal standards to ministerial councils other than PIMC, particularly where there are clear linkages in those councils for the adoption, management and implementation of standards developed under the AAWS process.
- The communication of this outcome to members of the AAWS AC and Working Groups may go some way to ease concerns.
- *Communications* - A commonly repeated concern was with communications. There were mixed views whether progress was being made within the family of interested stakeholders. Some thought progress reasonable (and saw the workshops and international conferences as useful means of achieving this). Some thought a lot more could and should have been done - often commenting that the communications strategy had not been implemented. However there was widespread agreement that little progress had been made in engaging the wider community with AAWS. Some expressed concern at the emphasis which had been given to "branding" of the AAWS. They didn't regard the communications strategy as being particularly effective to date.
- *Working arrangements* - there were a few comments that the AAWS had begun to work more as a group of silos than in a coordinated way. Some advised that they believed that more coordination and better cross fertilisation of information about what was occurring in the various WGs was considered desirable.

Virtually everyone believed that the group(s) they worked with contributed to AAWS outcomes, but some frustrations were expressed particularly with the rate of progress.

Very few expressed any concern about understanding their roles in relation to the particular committee or committees they were on.

IN KIND CONTRIBUTIONS

Just about everybody considered they made in kind contributions to AAWS. This was mainly by way of time and effort contributions with only a few making direct financial contributions to support AAWS. Some organisations made financial outlays under their own programs which were consistent with the objectives of AAWS, however, these were not generally done under the auspices of AAWS. A number indicated they distributed AAWS materials themselves (at their expense).

Many considered their time and effort contributions to AAWS to be significant. It was not possible to get an accurate feel for how much this might have amounted to overall - with individuals often even having difficulty calculating their own time and effort on AAWS. Some did make an effort to quantify their contribution and these tended to confirm that time contributions were substantial.

There was general consensus that individuals and organisations got value for the outlay of time and effort (summarised by the comment: *"I wouldn't do it if I didn't"*) or that the cause was worth the effort. Some did however question the value of the effort if results, even if it was only continual incremental progress, were not achieved. Some questioned whether all the effort was actually leading to improved welfare for animals.

Factors that were seen to affect the level of engagement with AAWS were:

- general enthusiasm and commitment to the animal welfare (*"the cause is worth it"*)
- greater commitment when people feel involved and progress being made
- concern that the process may "get away" if they are not involved.

However, some advised that:

- enthusiasm turns to frustration and disengagement if progress delayed or activity misdirected
- engagement will falter if no proper follow through of projects and ideas and if the various committees are not well led or supported
- other turn offs were being continually asked to do things when busy and being rejected for funding.

AAWS PROJECTS

There was general consensus that AAWS funded projects had contributed to AAWS outcomes. Some projects were viewed as not being too successful, but all were considered to have built knowledge. Most respondents were not in a position to assess whether the projects provided value for money. Those in a reasonable position to make an assessment were satisfied with most, but not all, projects on value for money grounds.

There were mixed views whether the outcomes of projects have been taken up by the relevant bodies. Some were happy they had been (or were being, or that we were about to find out). Others were concerned that they wouldn't be taken up by jurisdictions. Some felt it was too early to say but were starting to see results.

In some cases, respondents advised that results were not being taken up (eg recommendations from the Education and Training WG not being taken up by the Commonwealth department responsible for education). Others reflected the above by describing results as "variable". A number felt that it was necessary to have an audit to know if project outcomes were being taken up.

There was widespread consensus that government assistance and industry support were both critical to the take up of outcomes.

AAWS AC and the NATIONAL CONSULTATIVE COMMITTEE ON ANIMAL

WELFARE (NCCAW)

Many stakeholders considered they were not in a good position to comment on these committees. Most of these casual observers couldn't see the need for two high level committees overseeing animal welfare.

There was widespread awareness of a close working relationship between the two committees:

- same chairman;
- common members;
- recent joint meeting;
- recent decision to use AAWS WGs in an advisory capacity to NCCAW (rather than NCCAW developing its own expert groups).

Many of those who had good knowledge of the two committees (and their history) commented on the usefulness of NCCAW when it included all State/Territory jurisdictions (as well as other reps). Concerns were raised that this was lost now where there is only one State representative who can't hope to represent the diverse positions of all the States and Territories.

On the other hand, some with equally good knowledge felt that NCCAW with all the States/Territories represented was far too big and cumbersome a committee and therefore ineffective. Many felt that the issue of whether the two committees were retained depended on whether the Commonwealth Minister wanted his own stand alone advisory group on animal welfare issues and the Minister's interest in utilising the group.

The majority considered it might be better to amalgamate the two committees.

DAFF SUPPORT AND INTERNAL ARRANGEMENTS

There was strong commentary in support of the dedication, commitment and effort of DAFF staff. Responses by DAFF to requests were occasionally seen as uneven or dependent on who you ask, but generally were regarded as good.

DAFF coordinators were considered important to the achievement of outcomes from AAWS - the drive and leadership to achieve having to come from either committee chairs or DAFF coordinators, or preferably both. A number saw DAFF staff as a critical resource given that most people on the various committees had busy full time tasks outside direct AAWS activities (even if the tasks were related). It was noted though that the time DAFF staff had available was limited and this affected what progress could be made.

Turnover of DAFF staff and handover arrangements were considered an issue. The lack of continuity leading to problems in supporting particular committees and in maintaining momentum. Internally, there were also concerns at handover arrangements which occasionally were minimal at best. This meant complete reliance on the files and exposed deficiencies in record keeping.

Reporting on projects or activities was not well linked to AAWS goals/objectives/activities. It was often difficult to see what goal a particular activity was intended to support. To improve this area, DAFF should consider developing a simple numbering system for approved projects that would help link the project to the particular AAWS activity, goal and/or objective it is intended to support.

Some expressed concern at the lack of guidelines for coordinators and WG chairs that detailed what they were expected to do and noted that such guidelines would assist handover and consistency of support provided to committees.

OTHER ISSUES RAISED DURING CONSULTATION

Some other issues that were noted by respondents:

- There was no regular information on what is happening with AAWS generally. There was a widespread view that it was important to keep everyone engaged.
- Associated with this was a concern that there was no data made available that would allow assessment whether any improvement in the welfare of animals was actually occurring in Australia. The mere existence of a strategy to make things better did not mean they were actually getting better.
- Lack of continuity in funding and/or insufficient funds. Some saw the original four year funding approval as a problem as more time was needed for results (note that AAWS has now been changed to a program with ongoing annual funding - many were not aware of that). Others felt that the limited funding made progress difficult or slow.
- Considerable frustration was expressed by some at the lack of an appropriate AAWS hosted website for use by members. It should be noted that the Animal Welfare Branch has developed a web tool to address this issue and it is expected to be made available shortly.
- Industry members often remarked on the importance (to them) of the harmonisation of standards and consistency of legislation elements of the program. If these proved fruitless, it is likely much industry support for the program would be lost.
- There was one view that the agenda for aquatic animals was being driven beyond community expectations. Regulators (ie governments) were seen as inappropriately trying to drive industry best practice rather than just encouraging it.
- There was a concern expressed that AAWS has not attempted to address key issues related to animal protection in Australia by not challenging the status quo - for example whether various activities related to animals are inherently cruel and should be stopped. This was associated with a concern that the process was weighted in favour of industry and that it was inappropriate to have an industry department responsible for animal welfare (as it will tend to favour the views of the industry). An independent government body was preferred.

CONSIDERATION OF ISSUES

NIP

Notwithstanding comments that the NIP was ambitious and properly viewed as a work in progress, it is the document that set out the implementation intentions and accordingly it is relevant to review progress against that document.

It is clear that some key areas have been highly successful. In particular the aim to engage people involved with animal welfare in the AAWS seems to have been most effectively implemented. The level of knowledge, involvement and engagement with AAWS amongst key stakeholders is significant and a real achievement.

Similarly, the efforts to engage overseas countries in animal welfare issues and to leverage Australia's approach to provide leadership to other countries efforts appears to have been successful and continues to promise much. The recent international conference (which is widely regarded as being highly successful) further supports this objective.

On the other hand, some areas have shown little progress. For example no effective progress is discernable in the development of national statistics, benchmarks or performance indicators on animal welfare.

This makes any review of performance incomplete with fundamental measures of success (quantifiable improvements in animal welfare) unavailable.

While the difficulty of developing useful and reliable indicators of an issue such as animal welfare cannot be underestimated, the lack of even time series of indirect indicators is a major weakness and needs to be addressed as a priority. Consideration might be given to something like producing a periodic public report on the state of animal welfare (not unlike the periodic state of the environment reports). This would of necessity require some data to support it and would force people to consider and develop data and indicators to provide a measure. As difficult an area to measure as animal welfare might be, the challenge has already successfully been taken up in equally difficult areas such as the environment.

In most areas of the AAWS NIP, progress is reasonable, even if somewhat slower than some had hoped. For a number of key activities (such as the development of harmonised standards and/or legislation) the crunch point of whether these effort will translate into actual changes on the ground is yet to be reached.

An assessment of the 20 activities that comprise the NIP is at **Attachment B**.

The complexity of the current NIP makes implementation difficult and measuring progress on implementation even more difficult. Now is an opportune time to revisit the NP and refine it, with a particular aim of removing much of the complexity. It is suggested that in conjunction with this the sectoral and cross sectoral WGs be asked to set down the 2 to 4 key outputs they plan to achieve in the next 2-3 years.

Once these are settled (and there could be fruitful discussion of whether the plans are too ambitious or not sufficiently ambitious and whether they are in line with the strategic aims) the compilation of the revised NIP and sectoral plans would provide an understandable outline of intended direction and deliverables that could be tracked and ticked off in future reviews of progress.

It is important that the planned outputs of the various WGs be realistic and achievable, but not undemanding. The AAWS AC should initiate and oversight this process with a view to finalising another implementation plan which is clear to all stakeholders, more capable of being managed and driven and with performance able to be measured, if in no other way, at least as on time performance against plan.

It would be extremely useful if the plan would assign clear responsibilities (as far and as low

as is practicable) as to who or which group might be expected to lead particular activities. Activities which are the responsibility of everyone are prone to loss of focus and underachievement.

AAWS OVERSIGHT

The vast body of opinion favoured retaining the current oversight arrangements and suggested little change to the current AC, sectoral WGs and cross sectoral WGs.

There would seem to be little utility in modifying the current WG structure at this time. The WGs are established, have sorted out the inevitable teething issues faced by all new committees (particularly large ones) and are producing or starting to produce.

Some WGs which were slow to get going are now considered to be moving along well. Wholesale changes would put this at risk. More importantly, the WGs provide the framework for future activity that could be further delayed by any significant disruptive changes.

It has to be recognised that a not insignificant portion of the available AAWS funding is dedicated to supporting meetings of these groups. While exact figures are not available, it is estimated some \$800,000 has been spent to date on this activity with a further \$330,000 spent on national workshops and summits. Similarly a significant proportion of the effort and time of DAFF staff is dedicated to arranging and supporting meetings. In effect, expenditure and time utilised to support meetings comes at the expense of other projects that might assist achieving AAWS objectives. With funding limited, and little prospect that it might do anything other than get tighter in future, a review of the current modus operandi might yield economies.

Having now been established, it may be possible to work effectively with less frequent meetings and more utilisation of email/internet and telephone (such as telephone conferences). However, there needs to be a minimum level of face to face meeting to build interpersonal relations, confidence and rapport. Given the emotive issue involved, the strong and at times polarised views of stakeholders, there is little substitute at times for live debate. A formal meeting of each group at least once a year is suggested as a minimum. More might be required depending on the level of activity of a particular WG. In addition after the initial burst of enthusiasm for AAWS the energy appears to be at risk of fading if progress is not maintained. Too restrictive a meeting schedule runs the risk of adversely affecting stakeholders willingness to engage. This needs to be borne in mind and handled with sensitivity.

It is envisaged that any reduction in meetings would free up the time of DAFF staff to apply to progressing AAWS initiatives. This is an important outcome as continued real signs of progress and achievement are the keys to ensuring people remain engaged and committed.

It is not clear on what basis the original appointments to the various committees were made. No doubt these were informed by good industry knowledge and have produced committee members with a good range of relevant skills. Yet the lack of clear selection criteria leaves some questioning the basis of selection and raising doubts whether the best people have been appointed. This could easily be overcome by setting down some simple selection criteria - such as relevant skills, need for diversity in the committee, aim to have representation from all key stakeholders, etc.

All members of committees are required to sign a terms of engagement document. This sets out such things as conduct requirements, commitment to performance, consultation with stakeholder expectations, confidentiality agreements and so on. It is a useful (if rather long and legalistic) document and should be retained. The only improvement that suggests itself would be to include terms of reference for each WG as is done in the document signed by members of the AAWS AC.

Turnover of AAWS AC and WG members was not addressed when the groups were formed

as the expectation then was for a time limited program. With ongoing funding now available, guidelines need to be developed to govern how committees will be refreshed over time. It is suggested that all members be appointed for fixed terms, for example, 3 years. This would see one third of members retiring each year. Reappointments could be made, but should be the exception rather than the rule.

In considering possible replacements, DAFF might consider the usefulness of appointing an independent chair, if a suitable person was available. This would need to be someone with appropriate skills who commanded the respect of those on the committees, but who did not necessarily have extensive background in animal welfare issues.

A notable number of stakeholders commented that the committees which seemed to work best were those which had independent chairs. The current AAWS AC and earlier NCCAW committees were cited as examples. The key attributes seemed to be that the person brought independence, no significant baggage, political savvy, good communication skills and was more inclined to ensure all parties were provided the opportunity to air their views. As might be expected, people or groups who tended to hold minority views in a committee felt more comfortable with an independent chair. Such an approach would therefore support the objective of inclusive engagement.

AAWS AC AND NCCAW

The majority of views (from well informed and less well informed stakeholders) favoured having one committee rather than the current two. However there are really three committees to consider in conjunction. AAWS AC, NCCAW and the (relatively recently formed) Animal Welfare Committee (AWC) which reports to PISC/PIMC through the Animal Welfare and Product Integrity Task Force.

The AWC is rarely commented upon by industry members presumably because they are not privy to its dealings or generally aware of the issues under consideration. As a body comprising animal welfare representatives from the Commonwealth and all State/Territory jurisdictions it is ideally placed to share information among jurisdictions and to enable the development of collective national approaches to issues.

The major problem identified by many stakeholders was the need to have all the State/Territory jurisdictions (ie those responsible for animal welfare) represented when issues are being developed and particularly decided upon. States/Territories saw the need to be involved early to ensure expectations were realistic, but some jurisdictions had real problems servicing existing work demands let alone more.

A review of NCCAW in December 2006 (*Report on the Review of the National Consultative Committee on Animal Welfare by Kevin Shiell of VRS Pty Ltd*) recommended a restructuring of NCCAW and liaison between AAWS AC and NCCAW on transition to new arrangements which would see AAWS AC and NCCAW rolled together. Subsequently, NCCAW was restructured with new members (some of whom also sit on AAWS AC) with the chair of AAWS AC also the chair of NCCAW. The last meeting was a combined meeting of both committees. It is understood the issue of the future arrangements was to be further considered once the AAWS review was available.

There is considerable logic to the suggestion that if the Minister wants a stand alone, separate advisory group on animal welfare matters then NCCAW has to be retained in some form. If the Minister is prepared to accept an advisory group which also has an ongoing task of overseeing AAWS implementation, then efficiencies could be gained by rolling AAWS AC and NCCAW together to perform both roles (ie AAWS oversight and advice to the Minister). While the roles are different in nature, there is no clear reason why the same group of people cannot effectively pursue both of them. Given the wide range of expertise already available to the AAWS AC through the AAWS WGs, (which NCCAW has already decided to utilise) the framework already exists for gathering of detailed opinion on all aspects of animal

welfare.

If all States/Territories were to be represented on the combined AAWS AC/NCCAW together with other key stakeholders it would be a very large group. This would put at risk its effectiveness. A more preferable course would be for AAWS AC/NCCAW to seek to draw close links with the Commonwealth/State Animal Welfare Committee. It is envisaged this would happen in two ways. Firstly, the chair of the AWC could be a member of the combined group. Secondly, both groups be encouraged to approach each other for advice.

The different constituencies of the two groups have views of direct relevance to virtually all animal welfare issues and cross fertilisation of views would greatly assist both groups. It is envisaged that the AWC would be encouraged to refer matter to the combined AAWS AC/NCCAW (however named) for advice, with AAWS AC/NCCAW similarly seeking the views of AWC on ideas they are developing (preferably at an early stage of development). In some cases the AWC might require strict confidentiality in regard to particular issues that are yet to be considered by Ministers and that will have to be built into the processes for AAWS AC/NCCAW.

AAWS PROJECTS

In addition to funding committee meetings, national workshops, various domestic and international conferences and sponsorship and promotional material, AAWS has also funded a range of projects aimed at achieving AAWS outcomes. Some 62 projects (mostly consultancies) costing an estimated \$2.45m have either been funded or are currently being funded.

Not all of these have been successful with some not achieving the outcomes originally envisaged. Those closely involved with these projects generally expressed satisfaction with most of them, although freely pointed out some they thought were less than successful.

In a program of the size and complexity of the AAWS projects it is to be expected that some might not meet expectations. From discussions, it was concluded that 8 projects of the 62 (13%) either did not represent good value or were of marginal value despite providing opportunities for learning.

While it is disappointing to have any projects not represent value, it is not surprising that some of the large number undertaken did not produce the anticipated results. Moreover a number of the projects were not considered completely useless but simply did not achieve the results expected. While not desirable, 8 poor outcomes in 62 projects is not unreasonable and does not imply the program is a failure. But it does highlight the need for continued scrutiny and examination of project proposals to try and eliminate poor outcomes.

Once the initial stocktake projects were completed the projects program moved to pursuing the priorities of the various sectoral groups. It is not easy to see any broad strategic direction that underlies this set of projects. This is not to detract from the value of these projects, merely to observe that the collection of detailed activities does not present a discernible overall direction. Perhaps this explains why a number of stakeholders felt that they could not clearly see where the AAWS program was headed.

For the future it is suggested the Commonwealth should seek to ensure an overall strategic direction is maintained, and particularly that the Commonwealth's priorities are being pursued - it is after all the Commonwealth that is putting up the funding. On the other hand, there is also clear a need to make provision for the various sectoral groups to get issues key to them addressed.

It is suggested the Commonwealth (DAFF) might look at making two annual budget allocations for projects. One to be used for the pursuit of strategic projects (such as development of codes, standards and legislation - the national consistency and harmonisation objectives, and the development of benchmarks and national statistics) and

the other which WGs can competitively bid for. This arrangement should enable the sectors to meet their objectives while ensuring that is not at the expense of achieving key strategic objectives.

It should also be noted that the Minister has recently approved revised funding arrangements to improve the governance arrangements for projects approved under the AAWS.

The revised arrangements require that the Department provide formal advice to the AAWS Advisory Committee during the consideration process on both the appropriateness of the project proposed for government funding, whether sufficient funds are available under the program and/or whether joint or partial funding from other areas of government, industry or private sector could meaningfully be sought.

The revised approval process includes the following steps:

- The DAFF Animal Welfare Branch sends advice to the Chairs of each sectoral working group that the funding round is open, including details of the administrative process, due date and providing a project proposal template for completion.
- Project proposals from stakeholders are presented to the sectoral working group for consideration or the sectoral working group prepares a project proposal for consideration.
 - The proposal must include details of how the project will advance the implementation of the AAWS in that sector against the agreed priorities and activities in the National Implementation Plan and the sectoral action plan;
 - The proposal should also highlight where there will be involvement/support from other key stakeholders and whether this support will be an in-kind or monetary contribution.
- The sectoral working group considers the submitted proposals. If required, the sectoral working group may request the project leader/consultant to amend the proposal and resubmit for further consideration.
- The Chair of the sectoral working group submits endorsed proposals to the DAFF Animal Welfare Branch by the funding round due date.
 - Where more than one project proposal is forwarded, the sectoral working group Chair will be asked to provide an indication of the priority of each approved project.
- Proposals put forward by each sectoral working group are reviewed by the allocated Animal Welfare Branch officer to ensure that all required information is included. Advice on the project and its priority is provided to the General Manager, Animal Welfare for consideration.
- Project proposals are provided to the AAWS Advisory Committee with advice from the General Manager, Animal Welfare on the appropriateness of the project and whether there are sufficient funds available for allocation. The advisory committee is asked to review and discuss each project proposal and agree upon their relative funding priority.
- When reviewing the proposals, the advisory committee is asked to consider:
 - a balance between working groups - i.e. that all working groups
 - have had reasonably fair and equitable access to funding
 - the level of involvement and support from external stakeholders
 - whether projects could be partly funded; and
 - the advice of the General Manager, Animal Welfare on the appropriateness of the project and whether sufficient funds are available.
- The recommended priority list, as agreed by the members of the AAWS Advisory Committee, is provided to the General Manager, Animal Welfare for review and

- funding approval. The Minister is then asked to approve the funding proposed.
- When projects are endorsed a consultancy or funding agreement with a consultant, including milestones is developed by the AWB.

At the time of the review, one funding round using the revised arrangements had been completed. The implementation of these revised arrangements should lead to better project management and strengthen the outcomes and linkages from projects funded, to the AAWS.

OTHER MATTERS

It is important the Commonwealth continues to financially support the AAWS. In the absence of this the progress made so far is likely to founder and the investment already made wasted. Animal welfare has become an increasingly important community issue both domestically and internationally and this trend is likely to continue. The AAWS provides a sound basis to deal with issues before they become major problems.

However, more effort should be devoted to seeking supplementary funding from sources other than the Commonwealth. At least one State has indicated they would have been prepared to make a contribution if approached appropriately, although not all jurisdictions might be in a position to contribute. Similarly, there seems considerable opportunity to seek contributions to particular seed projects from interested parties, institutions or others in a position to contribute and benefit from the work. One of the criteria for selecting projects for Commonwealth funding could be how much others are prepared to contribute.

The concerns held by a number of respondents about the lack of a government governance structure for non-production animals is likely to be adequately addressed by the governance arrangements very recently endorsed by the Animal Welfare and Product Integrity Taskforce (assuming they are also endorsed in due course by PIMC). However these arrangements should be kept under review for their effectiveness.

POSSIBLE FUTURE MODEL

At the top level, combine the AAWS AC and NCCAW committees and review membership. The combined committee would provide advice to the Minister through DAFF on animal welfare matters.

Its roles are:

- to oversight implementation of AAWS;
- provide any advice sought by the Minister;
- and keep abreast (and ahead) of animal welfare matters generally and provide advice accordingly.

The combined committee would regularly interact with AWC by seeking advice from the jurisdictions through AWC on issues under consideration and provide advice to AWC on any issues referred.

It is recommended that no structural changes occur to the current sectoral and cross sectoral WGs.

It is recommended that the NIP be refined to simplify it, remove complexity and make targeted outputs clear. It is recommended that the WGs be tasked with developing the 2 to 4 key outputs they, realistically, expect to produce in the next 2-3 years for incorporation into the revised NIP as a clear statement of direction and some measurable milestones to be achieved.

It is recommended that two categories of project funding be created. One covering strategic projects of importance to the Commonwealth, such as development of codes of practice, standards and national consistency and harmonisation related projects and development of benchmarking and national statistics.

The other covering other AAWS funded projects - effectively funding to support other activities of the WGs. The current process of having project funding rounds (a competitive bidding process for available funds) be retained

It is recommended that as an administrative improvement, DAFF should consider developing a simple numbering system for approved projects that would help link the project to the

particular AAWS activity, goal and/or objective it is intended to support. This simple device will help ensure everyone retains a focus on the core goals and objectives of AAWS.

It is recommended that DAFF look to enhance the general public website now available as a priority. Supported by a website for stakeholders involved with AAWS, where detailed progress and bulletins could be made available.

As a general communication activity, it is recommended that DAFF put more effort into ensuring that all stakeholders are able to see where each element of the AAWS implementation is at. This will provide confidence that they know where the program is headed and that progress is being made. It cannot be expected that all areas will progress smoothly and at the same pace, however, any delays in one part of the program should not mean a widespread belief that the whole program is foundering.

DAFF should continue to fund travel, accommodation etc for meetings. But the number of meetings required should be reviewed in the light of available resources. Noting that any less than one meeting a year creates a risk of the group involved losing impetus and enthusiasm and the benefits that derive from regular personal interactions.

The appointment and turnover process should be reviewed and documented. It is suggested that term appointments be made (suggest 3 years) with terms expiring for one third of the committee each year. This will maintain continuity while ensuring the various groups are regularly refreshed with new ideas and approaches.

Appointment of people for clearly defined terms avoids any appearance that people are being “sacked” from the committee. This arrangement will require current members of committees to be assigned a term for their on going appointment of one, two or three years. Reappointments should be allowed, but care needs to be taken these don't become the norm.

ATTACHMENT A

Contact list and method

Name	Organisation
<u>Met in Person</u>	
John Drinan	Chair AAWS AC, NCCAW
Bidda Jones	RSPCA Australia
Mike Bond	Animal Health Australia
Kevin de Witte	Animal Health Australia
Kevin Doyle	Australian Veterinary Association
Glenys Oogjes	Animals Australia
Hugh Wirth	RSPCA Victoria
Ivan Caple	University of Melbourne
Maxine Cooper	Environment ACT
Peter Thornber	DAFF
Jim Paradice	DAFF
Allan Sheridan	DAFF
Scott Turner	DAFF
Kristy McPhillips	DAFF
Tim Lester	DAFF
Justin Trefry	DAFF
Linda Walker	DAFF
Peter Coggin	DAFF
Karina Scott	DAFF
Nicola Hinder	DAFF
Matthew Tant	DAFF
Kathleen Allan	DAFF
<u>Phone Contact</u>	
Keith Adams	NFF Quarantine Committee
Ross Burton	Department of Primary Industries, NSW
Elizabeth Grant	National Health & Medical Research Council
Jeni Hood	WA Dept of Local Government & Regional Development
Pheroze Jungalwalla	Tasmanian Salmon Growers Association
Deborah Kelly	Department of Environment & Heritage, South Australia
Gaye Looby	Department of Fisheries, Western Australia
Meg Parkinson	Victorian Farmers Federation
Clive Phillips	School of Veterinary Science
Kersti Seksel	Australian Companion Animal Council
Rick Symons	Department of Primary Industries & Fisheries, Queensland
Heather Yeatman	University of Wollongong
Cameron Archer	New South Wales Department of Primary Industries
David Bayvel	NZ
<u>Emailed</u>	
Robert Baker	Dept of Primary Industries and Resources, SA
Jacqueline Baptista	Australian Egg Corporation Ltd
Jane Bindloss	Veterinary Nurses Council of Australia
Maria Butler	Sheepmeat Council of Australia
Juanita Caddy	Australian Government Department of Education, Employment and Workplace Relations

Robert Cassidy	Office of Racing, Queensland Government
Maryann Dalton	Animal Welfare League NSW
Geoff Dandie	ANZCCART
Carole de Fraga	Compassion in World Farming – Oceania
Robyn Delaney	
Di Evans	Department of Primary Industries, Western Australia
Drewe Ferguson	CSIRO Livestock Industries
Hayley Findlay	Australasian Regional Association for Zoological Parks and Aquaria
Andrew Fisher	CSIRO Livestock Industries
Hugh Gent	Australian National Kennel Council
Chester Gipson	Deputy Administrator, Animal and Plant Health Inspection Service USDA
Gail Golab	American Veterinary Medical Association
Mark Groves	
Helen Gregoriou	Jacobsen Entertainment Group
Michael Hayward	Gungahlin Veterinary Hospital
Brett Heffernan	National Farmers Federation
Tracy Helman	Department of Primary Industries, Victoria
Frank Keenan	Department of Primary Industries and Fisheries, Queensland
Vivien Kite	Australian Chicken Meat Federation
Mark Lawrie	Australian Veterinary Association
John Le Mare	Circus Federation of Australasia
Caroline Lee	CSIRO Livestock Industries
Michael Linke	RSPCA ACT
Tull Luttrell	Australian Equine Welfare Association
Greg McDougall	Department of Primary Industries and Fisheries, Queensland
Will Meikle	Taronga Zoo
David Mitchell	Former EO of WSRD WG - DAFF
Richard Norris	Department of Agriculture and Food, Western Australia
Tony Higgs	Dept of Agriculture and Food, Western Australia
Michael O'Brien	Cairns Tropical Zoo
Bridget Peachey	Dairy Australia
Tony Peacock	Invasive Animal CRC
David Rendell	
Ken Richardson	Murdoch University
Margaret Rose	Prince of Wales Hospital, University of New South Wales
Katrina Sharman	Voiceless
Trudi Sharp	Department of Primary Industries, New South Wales
Joanne Sillince	Pet Industry Association of Australia
John Stewart	AgForce Queensland
Stephen Tate	Department of Primary Industries, Victoria
Melina Tensen	RSPCA Australia
Dominique Thiriet	Animals Australia
Kelly Wall	Animal Health Australia
Lisa Wilson	Australian Dairy Farmers Limited
Susie Anderson	Avicultural Society of Australia
Kirsty Grant	Ministry of Agriculture and Food, New Zealand

ATTACHMENT B

ASSESSMENT OF NIP ACTIVITIES

Assessment was made against four categories of performance:

Good, Reasonable, Fair and Poor

Goal 1	Achieve an enhanced national approach and commitment to ensure high standards of animal welfare based on a concise outline of current processes
Activity 1	Establish a shared understanding of respective roles and responsibilities across all relevant Australian, state, territory and local government agencies and nongovernment organisations

Assessment: Fair. Understanding has improved but involvement of other areas (eg local government) has been limited.

Activity 2	Facilitate the maintenance of effective animal welfare units in each jurisdiction, recognising inter-agency interests, to assist and coordinate the delivery of animal welfare advice, policy development and support services
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Assessment: Poor. No clear progress in resourcing State/Territory units or in reviewing them.

Activity 3	Facilitate the timely development and revision of codes of practice, standards, guidelines and legislation for the welfare of animals where scientific, social and industry developments justify changes being made to existing practices
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Assessment: Reasonable. Progress being made in different areas (eg land transport, zoos) but slower and more difficult than anticipated.

Activity 4	Promote the adoption of a harmonised approach to the development and application of clear, contemporary, adequate and consistent animal welfare legislation and codes of practice across all state, territory and local government jurisdictions, for appropriate and agreed outcomes
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Assessment: Reasonable, but progress slower than hoped.

Activity 5	Encourage the use of effective consultative and communication mechanisms to engage all animal-use industries, including the livestock industries, the aquaculture and fishing industries, companion animal carers and the companion animal industry, recreational animal industries, the veterinary profession, researchers, community groups, animal welfare organisations, governments and the community in developing animal welfare policies, standards and education Publicise the existence and content of existing animal welfare legislation, model codes of practice, position statements, standards and guidelines using appropriate media
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Assessment: Good. Excellent engagement with a wide range of AAWS stakeholders. More needs to be done if the wider community is to be effectively engaged.

Activity 6	Undertake a review of the existing animal welfare infrastructure, policies and programs in place in Australia
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Assessment: Good. Stocktakes completed, gaps identified.

Activity 7	PIMC will assume lead responsibility for the monitoring, review and reporting on progress under the Strategy and will coordinate the development of an AAWS Implementation Plan in consultation with key stakeholders. This plan will: <ul style="list-style-type: none">▪ incorporate specific action plans and nominated lead agencies▪ identify any additional resources and funding required to deliver the plan▪ provide a basis for national coordination of the Strategy and reporting on implementation progress.
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Assessment: Fair. Action plans and coordination is happening but monitoring, review and reporting on progress is limited.

Activity 8	Maintain a nationally representative committee of key stakeholders on NCCAW to advise the Australian Government on developments under the Strategy to be authorised by PIMC
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Assessment: Good. Review of NCCAW completed.

Goal 2	Achieve sustainable improvements in animal welfare based on national and international benchmarks, scientific evaluation and research, taking into account changes in whole of community standards
Activity 9	Facilitate the development, collection and collation of national statistics on animal welfare

Assessment: Poor. Little sign of progress on this.

Activity 10	To contribute to the benchmarking of international animal welfare outcomes by assisting in the development of international standards through the World Organisation for Animal Health (Office International des Epizooties — OIE)
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Assessment: Good. Progress being made with OIE and in Australia's involvement in the development of international standards.

Activity 11	Promote acceptable animal welfare practices in the care and management of Australia's wildlife
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Assessment: Fair. Progress made in some areas, but national standard operating procedures not developed as anticipated.

Activity 12	Promote the development and use of humane and effective methods to control pest animals in Australia
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Assessment: Reasonable. Clear progress in some areas.

Activity 13	Seek effective input from AWACs, AECs and government bodies (including NHMRC, CSIRO), with inputs from community and other stakeholders across the spectrum of use of animals in Australia
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Assessment: Fair. Connections made with some bodies but considerable further progress is needed. No formal processes in place as envisaged.

Activity 14 Identify possible research and development needs and encourage greater investment in research areas by industry and government through existing funding mechanisms

Assessment: Reasonable. Work done to identify needs but little progress in encouraging greater investment. Possible Animal Welfare CRC explored (decided not to pursue).

Activity 15 Explore options for funding and establish national animal welfare research priorities

Assessment: Fair. Work done. R&D group established.

Activity 16 Establish a process whereby welfare research is continually monitored and, where applicable, sustainable standards can be updated

Assessment: Poor. Little regular monitoring or systematic capturing and sharing of knowledge. Does seem to happen but not in a structured way.

Goal 3 Achieve effective communication, education and training across the whole community to promote an improved understanding of animal welfare

Activity 17 Promote (or develop and promote) the following:

- adoption of best practice standards for human-to-animal interaction
- consultation and the dissemination of information on animal care
- inclusion of animal welfare studies in educational curricula
- national competency-based training and other educational programs, including appropriate QA programs, to improve skills of people using animals

Assessment: Reasonable. Stocktake reports completed. E&T Working Group set up to address this.

Activity 18 Identify, evaluate and, where necessary, create national internet sources for national, state/territory and local animal welfare information, and establish a process of national consultation with the general community on nationally important welfare issues

Assessment: Fair. Lot of work done but the product not yet publicly available. General community interactions limited.

Activity 19 Inform international bodies of Australia's policies and standards for animal welfare through the development of readily available explanatory material outlining animal welfare arrangements and achievements in Australia

Assessment: Good. International exposure and activities progressing well. Australia seen as a world leader.

Activity 20 Identify and disseminate relevant information to appropriate organisations throughout Australia

Assessment: Reasonable. Limited dissemination of information throughout Australia. Good monitoring of developments in other countries.