Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 130

Division/Agency: Live Animal Export Division

Topic: Predicate Partners

Proof Hansard page: 99 (28/05/2014)

Senator PERIS asked:

Senator PERIS: Ms Irwin, can you explain more about the Predicate Partners? What public consultation did you have from the industry? Do you have any documents that have been produced so far?

Ms Irwin: The Predicate Partners review was essentially an internal business process review focused on the department's processes. As you would appreciate, we have our offices here in Canberra and our vets in the regions. One of the key things that the review was looking at was the roles of what we do in the central office here in Canberra, what we do in the regions and how the work fits with the department's broader service delivery work. So it was just an internal process review to map each step of the process from the department's perspective. From that basis, it was not a review that had consultation with industry, because it was an internal management type document for us to understand the department's processes.

Senator PERIS: Is that available to the public?

Ms Irwin: It is not, but we could make it available.

Senator PERIS: If you are able to, that would be fantastic. Thank you.

Answer:

The department engaged Predicate Partners to conduct an internal end to end business process review of the live animal export program. The report was provided to the department on 24 December 2013. The review recommendations provide the live animal export program with input to service delivery modernisation, red tape reduction initiatives and overall business process improvements. The review was conducted over a three month period through a range of workshops with internal stakeholders, subject matter experts as well as a desktop analysis of program cost, revenue and volume data.

The report identified a total of 27 opportunities for improvement, to date 13 have been implemented and 14 are in progress.

Question: 130 (continued)

As part of the review, Predicate Partners developed a cost baseline against which future reforms to business processes can be assessed. The review scope covered a broad range of Live Animal Export Program functions that are performed across the department, including both appropriation funded and cost recovered functions. The costings used in the review were drawn from average labour costs only and excluded indirect costs and overheads.

Attached is a copy of the Predicate Partners Business Process Review – Live Animal Exports Program and the separate business atlas document containing report attachments.

Attachment to Business Process Review

Live Animal Exports Program

DEPARTMENT OF AGRICULTURE - VERSION 1.0 - FINAL

Predicate Partners

A Predicate Partners Business Atlas™

Project Sponsor

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Project Team

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This document contains the attachments to the main report.

Predicate Partners wishes to thank the staff of the Department of Agriculture for the time, energy and professionalism dedicated during the review.

Produced by Predicate Partners

Published in 2014

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Operating model: alignment to process maps

This attachment describes the mapping of business processes to the LAE Program operating model. Each process is documented using a process map and has been validated with LAE subject matter experts in National Office and Regional Offices. Some process maps cover more than one activity in the operating model. **8** new process maps have been created during the end-to-end review. **11** original process maps created by the Process Improvement Unit (PIU) for the LAE Program were reviewed, updated and signed off with subject matter experts. Note the original process maps for non livestock for horses/others, and companion animals are now merged into the one process map, **Export process for non-livestock via air (incl. horses, companion animals, other species)**. Note the process maps in **orange** are created by PIU. The new process maps from this business process review exercise are referenced in the **bolded grey**.

MARKET SETUP AND MAINTENANCE

Process maps

- **Establishing and maintaining health protocols**
- **Establishing and maintaining market trade**

REGULATE EXPORT PARTICIPANTS

LICENSING

Process maps

- Livestock Exporter licence (application/ renewal)

ACCREDITATION

Process maps

- Australian Government Accredited Veterinarians for livestock (application/ renewal)

PREMISE REGISTRATION

Process maps

- Registered premises for livestock (application/renewal)
- **Approving premises (reproductive material)**

REGULATE EXPORT

DOCUMENT PROCESSING AND ADMIN

Process maps

- Export of reproductive material
- Export of non-livestock via air (incl. horses, companion animals, other species)
- Application assessment for livestock export (NOI, CRMP & ESCAS)

INSPECTIONS

Process maps

- Export of reproductive material
- Export of non-livestock via air (incl. horses, companion animals, other species)
- Export of livestock by sea
- Export of livestock by air

AUDITS

Process maps

- Audit of Australian Government Accredited Veterinarians for livestock (AAV)
- Audit of exporter licences for livestock
- Audit of registered premises

REGULATORY OPERATIONS

Process maps

- **Complaints investigations process**

CORPORATE SUPPORT

Process maps

- **Publication process for incident reports**

BUSINESS MANAGEMENT

Process maps

- **Invoicing process: NOI, CRMP & ESCAS**
- **Invoicing process: Variation and Reports**
- **Debt management process**
- **Export of reproductive material**
- **Export of non-livestock via air (incl. horses, companion animals, other species)**

Operating model: terms and definitions for effort

This attachment describes the operating model terms and definitions for the effort survey analysis. Effort estimates were provided by LAE Program (LAE Division for both National Office and Regional Operations and other Departmental stakeholders) against the activities defined for each part of the operating model. These effort estimates were then collated and used for the cost baseline analysis. The operating model definitions and groupings of activities was signed off by the LAE Program executive as part of the end-to-end review. The operating model categories under **REGULATE EXPORT PARTICIPANTS (LICENSING, ACCREDITATION** and **PREMISE REGISTRATION)** and **REGULATE EXPORTS (DOCUMENT PROCESSING AND ADMIN, INSPECTIONS** and **AUDIT)** were directly derived from the **LAE Program Charging Guidelines (July 2011).**

MARKET SETUP AND MAINTENANCE

Includes activities related to the development and maintenance of market access for the LAE Program. The following activities were identified from the effort survey: **agreements, market access advice, opportunity assessment, policy advice, research and development, risk advice, risk assessment (operational), scientific advice, social advice and social analytics**.

REGULATE EXPORT PARTICIPANTS

LICENSING

Includes activities related to the licensing of livestock exporters. The following activities were identified from the effort survey: **License - Live Animal Exporter**.

ACCREDITATION

Includes activities related to the accreditation of livestock Veterinarians. The following activities were identified from the effort survey: **Accreditation - Australian Government Accredited Vet**.

PREMISE REGISTRATION

Includes activities related to the registration of premises prescribed for livestock export. The following activities were identified from the effort survey: **Registration - Live Animal Premise**.

REGULATE EXPORTS

DOCUMENT PROCESSING AND ADMIN

Includes activities related to the processing, assessment and administration of all documentation for live animal export. The following activities were identified from the effort survey: **Assessment - CRMP**
Assessment - Dispensation / Variation, Assessment – ESCAS, Assessment - Notice of Intent, Assessment – Other.

INSPECTIONS

Includes activities related to providing assurance that the export of live animals meets importing country requirements. The following activities were identified from the effort survey: **Certification - Health and Other, Inspection, Permission Leave for Loading (PLL), Permits - Export of Live Animals, Travel - Issue Rights and Privileges.**

AUDITS

Includes activities related to assessment and review of the Australian export industry participants to ensure regulatory obligations are met. The following activities were identified from the effort survey: **Audit (operational) - Accredited Vet, Audit (operational) - Licensed Exporter, Audit (operational) - Registered Premise, Travel – Intervention.**

REGULATORY OPERATIONS

Includes activities to administer and regulate the live animal export industry by ensuring compliance to Australia's legislative requirements such as Export Order (Animals) Act, and Australia's ability to meet importing country requirements. The following activities were identified from the effort survey: **Advocacy, Business performance management, Business performance monitoring, Business policy, Client assistance, Client engagement, Enforcement, Incident response, Information monitoring, Investigation, Legal advice, Program administration, Regulatory controls, Relationship management, Stakeholder engagement, Surveillance, Treatments – Prevention.**

CORPORATE SUPPORT

Includes activities external to the LAE Division, that assist with the delivery of live animal exports. The following activities were identified from the effort survey: **Audit - Internal business assurance, Budgeting, Corporate ICT support, Data management, Departmental communications, Finance - Collections and receivables, Finance - Credit/Charge, Finance - Debt management, Finance - Procurement and contracts, Financial accounts and reporting, Government communications, ICT Business systems, Legal services, Liaison, Media relations, Payroll, Public relations, Publications.**

BUSINESS MANAGEMENT

Includes activities within the LAE Division that provide governance, planning and facilitation of live animal export services. The following activities were identified from the effort survey: **Business continuity, Business performance assessment, Business planning, Departmental governance, Employee performance management, Finance - Billing and Accounting, Finance - Charges and payments, Learning and development capability planning, Program and project design, Program and project management, Recruitment, Strategic planning, Training - Delivering training, Training - Undertaking training for staff development, Workforce planning.**

Operating model: terms and definitions for service revenue

This attachment describes the operating model terms and definitions for the service revenue analysis. Revenue figures were provided by Finance and Business Support (FABS) against the revenue codes defined for each part of the operating model. These revenue figures were then collated and used for the analysis. Note that revenue codes were not available for all operating model activities (for example market setup and maintenance). In the alignment to the operating model, each billable service activity within the **LAE Program Charging Guidelines (July 2011),** were aligned to the appropriate cost recovery function. NOTE there are limitations in the alignment of direct billable services to certain functions, in particular the charges associated with the export of livestock by sea. The current per head charge along with the penalty rates cover the activities of **DOCUMENT PROCESSING AND ADMIN** as well as **INSPECTIONS.** These charges do not reflect the revenue split between National Office and Regional Operations. NOTE that the proposed split of revenue is **49%** to **DOCUMENT PROCESSING AND ADMIN; and 51%** to **INSPECTIONS**. 100% of revenue for document processing and admin (for livestock export by sea) is assigned to National Office. All revenue for animal inspections is assigned to Regional Operations.

MARKET SETUP AND MAINTENANCE*

REGULATE EXPORT PARTICIPANTS

LICENSING

Includes billable activities related to the licencing of livestock exporters. The following activities were identified: **SLL1 - Livestock Export Licence - ApplicationSLL1 - Livestock Export Licence-Application, SLL2 - Livestock Export Licence-Assessment,**

ACCREDITATION

Includes billable activities related to the accreditation of livestock Veterinarians. The following activities were identified: **SLC1Z - AQIS Apprvd/Accred Vet, Livestock, SLC3Z - AQIS Apprvd/Accred Vet, Pets, SLC5Z - AQIS Apprvd/Accred Vet, Embryo trnsf,**

PREMISE REGISTRATION

Includes billable activities related to the registration of premises prescribed for livestock export. The following activities were identified: **SLC9Z - Application Renewal, SLRC1Z - Registration of premises - Companion Animals, SLRH2Z - Registration of premises - Horses, SLRL1Z - Reg of Premises-Livestock - Inspection, SLRL2Z - Reg of Premises-Livestock (ACT-1100), SLRL3Z - Reg of Premises-Livestock(region admin), SLRR4Z - Reg of Premises-Reproductive Material,**

REGULATE EXPORTS

DOCUMENT PROCESSING AND ADMIN

Includes billable activities related to the processing, assessment and administration of all documentation for live animal export. The following activities were identified: **ESCASAIR - ESCAS Doc Assess Air (ACT 1100), ESCASAIR REMIT - ESCAS Doc Assess Air (ACT 1100) – Remit, SLF1CZ - Document processing & administration, SLF1HZ - Document processing & administration, SLF1LAZ - Document processing & administration, SLF1LSZ - Document processing & administration, SLF1MZ - Document processing & administration, SLF1RZ - Document processing & administration, SLF4HZ - Dispensation processing#SLF4LSZ - Dispensation processing, SLF4MZ - Dispensation Processing, SLF4RZ - Dispensation processing, SLF8LAZ - Document processing & admin (ACT 1100), SLF8LSZ - Doc Processing & Admin(ACT1100)#SLFT1CPZ - Penalty Fee (T1 Cattle), SLFT1CSZ - Tier 1 Cattle/buffalo, SLFT1SPZ - Penalty-T1 Sheep/Goats-Feeder/Slaughter#SLFT1SSZ - Tier 1 Sheep/Goats for Feeder/Slaughter#SLFT2BZ - Tier 2 Sheep/Goats for breeding#SLFT2CPZ - Penalty Fee (T2 Cattle), SLFT2CSZ - Tier 2 Cattle/Buffalo, SLFT2SSZ - Tier 2 Sheep/Goats for Feeder/Slaughter#SLM1 - Miscellaneous Cost Recovery, SLT1 - Weipa - by air, SLT10 - Wyndham - by air, SLT12 - Townsville - by land, SLT16 - Mourilyan - by land, SLT2 - Townsville - by air, SLT3 - Karumba - by air, SLT4 - Portland - by air, SLT5 - Portland - by land, SLT6 - Port Headland - by air, SLT7 - Geraldton - by air, SLT8 - Geralton - by land,**

INSPECTIONS

Includes activities related to providing assurance that the export of live animals meets importing country requirements. The following activities were identified: **SLC4Z - AQIS Apprvd/Accred Vet, Pets - addit assessment, SLC6Z - AQIS Apprvd/Accred Vet, Emb transf additional assessment, SLF2CZ - Animal inspection, SLF2HZ - Animal inspection, SLF2LAZ - Animal inspection, SLF2LSZ - Animal Inspection#SLF2RZ - Animal inspection, SLF5C - Travel Km's, SLF5H - Travel Km's, SLF5LA - Travel Km's, SLF5LS - Travel Km's, SLF5M - Travel Km's, SLF5R - Travel Km's, SLF6C - Travel - Overnight costs, SLF6LA - Travel - Overnight costs, SLF6LS - Travel - Overnight costs, SLF6R - Travel - Overnight costs, SLFT1CPZ - Penalty Fee (T1 Cattle), SLFT1CSZ - Tier 1 Cattle/buffalo, SLFT1SPZ - Penalty-T1 Sheep/Goats-Feeder/Slaughter#SLFT1SSZ - Tier 1 Sheep/Goats for Feeder/Slaughter#SLFT2BZ - Tier 2 Sheep/Goats for breeding#SLFT2CPZ - Penalty Fee (T2 Cattle), SLFT2CSZ - Tier 2 Cattle/Buffalo, SLFT2SSZ - Tier 2 Sheep/Goats for Feeder/Slaughter#SLV1Z - Rabies Vaccination - 1st Animal, SLV2Z - Rabies Vaccination - Additional Animal, SLV3 - Vaccines/Other non-reusable material,**

AUDITS

Includes billable activities related to assessment and review of the Australian export industry participants to ensure regulatory obligations are met. The following activities were identified: **SLC10Z - AQIS Accredited Vet - Audit, SLC11Z - AQIS Accredited Vet - Travel, SLF7RZ - Reproductive material - Audit costs, SLL3Z - Livestock Export Licence-Audit, SLL4 - Livestock Export Licence-Travel Audit#SLRL4Z - Reg of Premises-Livestock-Audit, SLRL5 - Reg of Premises-Livestock-Travel,**

REGULATORY OPERATIONS*

CORPORATE SUPPORT*

BUSINESS MANAGEMENT*

Process Scope

This attachment describes the processes that define the scope of the end-to-end review. Each process is documented using a process map and has been validated with LAE subject matter experts in National Office and Regional Offices. Some process maps cover more than one activity in the operating model.

Processes from prior reviews

11 original process maps created by the Process Improvement Unit (PIU) for the LAE Program were reviewed, updated and signed off with subject matter experts. The process maps are outcomes from previous reviews completed by PIU:

- **2009 review scope:** examine the end-to-end business process for live animal export
- **2011 review scope:** document the end-to-end administrative process for ESCAS Indonesia, and NOI/CRMP assessment and administrative processes.

Note the original process maps for the export of non livestock for horses/others, and companion animals are now merged into the one process map, **Export process for non-livestock via air (incl. horses, companion animals, other species)**.

Process Name	Commodity	Sign off	Comments
Australian Government Accredited Veterinarians for livestock (application/renewal)	Livestock: feeder/slaughter/ breeder	Stephen Sewell (EMU)	Regional engagement identified accreditation of vets for companion animal however this process has not been separately reviewed. Updated to version 1.1
Registered premises for livestock (application/renewal)	Livestock: feeder/slaughter/ breeder	Jo Pattison (EMU)	Updated to version 1.1
Livestock Exporter licence (application/ renewal)	Livestock: feeder/slaughter/ breeder	Stacey McIntosh (EMU)	Updated to version 1.1
Application assessment for livestock export (NOI, CRMP & ESCAS)	Livestock: feeder/slaughter/ breeder	Tim Naylor & Jonathan Adams	Currently with Evaluation Team for final signoff
Export of livestock by air	Livestock: feeder/slaughter/ breeder	Tim Naylor & Jonathan Adams	Currently with Evaluation Team for final signoff
Export of livestock by sea	Livestock: feeder/slaughter/ breeder	Tim Naylor & Jonathan Adams	Currently with Evaluation Team for final signoff
Export of non-livestock via air (incl. horses, companion animals, other species)	Horses/Other/Companion animals	Martin Holmes	Updated to version 1.1
Export of reproductive material	Reproductive material	Martin Holmes	Updated to version 1.1
Audit of exporter licences for livestock	Livestock: feeder/slaughter/ breeder	Melissa Sonter (RCU)	Updated to version 1.1
Audit of Australian Government Accredited Veterinarians for livestock (AAV)	Livestock: feeder/slaughter/ breeder	Melissa Sonter (RCU)	Updated to version 1.1
Audit of registered premises	Livestock: feeder/slaughter/ breeder	Melissa Sonter (RCU)	Updated to version 1.1

Processes from this review

8 new process maps have been created during the end-to-end review. These process maps were documented as part of the deep-dive analysis. These processes included complaints investigation, the communication of incidents, invoicing and billing and market access activities (both market trade and health protocols).

Process Name	Commodity	Sign off	Comments
Invoicing process: NOI, CRMP & ESCAS	Livestock: feeder/slaughter/ breeder	Stacey McIntosh (EMU)	Set to version 1.0
Invoicing process: Variation and Reports	Livestock: feeder/slaughter/ breeder	Stacey McIntosh (EMU)	Set to version 1.0
Debt management process	All species	Stacey McIntosh (EMU)	Set to version 1.0
Complaints investigations process	All species	Melissa Sonter (RCU) & Robert Moore (RCU)	Set to version 1.0
Publication process for incident reports	All species	Melissa Sonter (RCU) & Robert Moore (RCU)	Set to version 1.0
Approving premises (reproductive material)	Reproductive material	Martin Holmes	Set to version 1.0
Establishing and maintaining health protocols	Livestock: feeder/slaughter/ breeder	Peter Hewitt	Currently with Animal Biosecurity for final signoff
Establishing and maintaining market trade	All species, predominantly livestock	Owen Harrod (International Strategy)	Set to version 1.0

Stakeholder Consultation

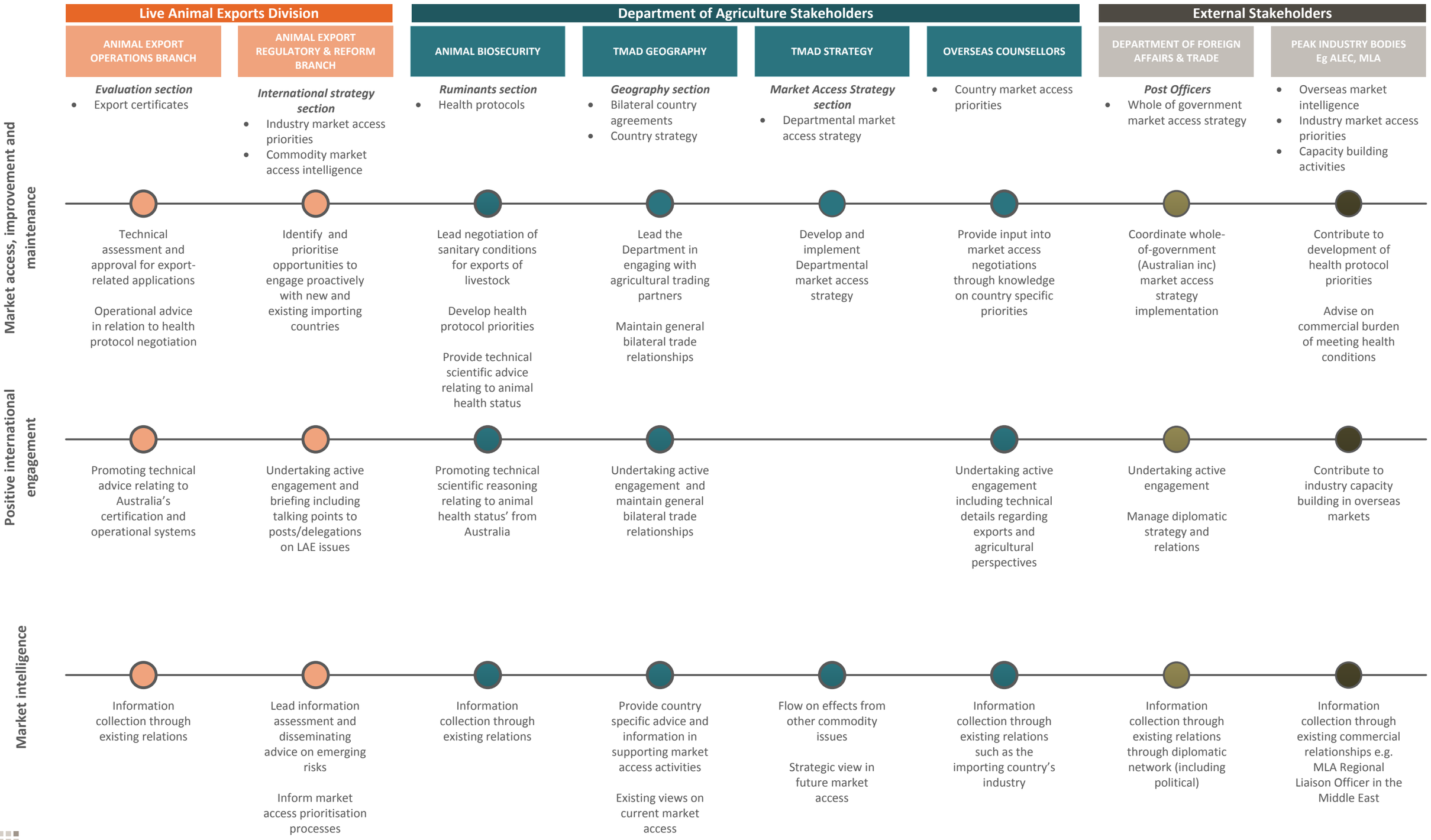
This attachment outlines the register of stakeholder consultation completed as part of the end-to-end review. A total of 14 stakeholders were involved. 23 face-to-face meetings (including workshops) were held to elicit the information for the review. An additional 25 follow up face to face sessions were conducted to verify the analysis in the final report. Close to 60% of the consultations were held with stakeholders in the LAE Program (National Office and Regional Operations). Over 170 pieces of feedback was received from stakeholders throughout the review.

Organisational Unit	Date Consulted	Topic	Information Source
Animal Biosecurity	15/10/2013 24/10/2013 31/10/2013 05/11/2013 14/11/2013 11/12/2013	• Key LAE Program interactions • Support arrangements • Performance and workload • Key improvements • Establishing and maintaining health protocol review	Listing of health protocols for under negotiation • ruminants • reproductive material • companion animals
Business Assurance & Audit	04/10/2013 11/10/2013 28/10/2013 08/11/2013	• Key objectives • Risks and controls • Assurance • Control maps	• Live Animal Export review report (Draft) • Live Animal Exports – Livestock (By Sea) process (v1.0) • Department of Agriculture Control framework • Final report for LAE business assurance review • Business assurance datasheet
Communications	06/10/2013	• Key LAE Program interactions • Support arrangements • Performance and workload • Key improvements	• None
Finance & Business Support	17/10/2013 28/10/2013 4/11/2013 10/12/2013	• Discussion on previous PWC findings • Operating model alignment with PWC report • Commodity review • Discussion on LAE survey • Review LAE survey questions	• Budgets for LAE Program for the periods 2011-12, 2012-13, 2013-14 • Service Revenue for LAE Program for period Jan-Oct 2013
Investigations & Enforcement	14/10/2013	• Engagement background & plan • Stakeholder engagement – How and who • Information requirements	• Investigations/case volume and effort statistics
LAE Executive	04/11/2013 7/11/2013	• Identification of areas requiring detailed analysis • Regional stakeholder engagement • Available financial and performance information • Future reform options	• SES roles and responsibilities and priority issues • LAED presentation - Minister 25 Sept 2013 DRAFT
LAE Animal Export Operations	15/10/2013 25/10/2013 18/10/2013 21/10/2013 22/10/2013 31/10/2013 06/11/2013 07/11/2013 12/11/2013 6/11/2013 7/11/2013 12/11/2013 4/12/2013 9/12/2013 11/12/2013	• Key LAE Program interactions – Entry Management unit • Key LAE Program interactions – Evaluation section • Support arrangements • Daily reports, audit reports, invoicing and any other LAE Program administration processes. • Systems administration and capabilities • Performance and workload • LAE Invoicing activities & systems • Verification of invoicing touch points from existing process maps • Discussion on TRACE • Invoicing activities • ESCAS processes and new activities • Process map reviews for livestock exports(NOI, ESCAS, exports by sea and exports by air)	• ESCAS business case • Live Animal Export throughput statistics • EMU operational statistics • Livestock Invoicing worksheets • ESCAS Time recording • NOI/CRMP/ESCAS Statistics (2011-2013) • Business case for TRACE • Document processing statistics • Walkthrough of administrative activities

Organisational Unit	Date Consulted	Topic	Information Source
LAE International Strategy section	17/10/2013 7/11/2013 4/12/2013 10/12/2013	• Key LAE Program interactions • MOU • Establishing and maintaining market trade process • Market access roles and responsibilities	• Livestock market access roles and responsibilities • Livestock trade volumes for 2012-13 (split by MoU) • International strategy process • Establishing and maintaining market trade process (v1.0) • Market access roles & responsibilities
LAE Coordination & PMO	25/11/2013	• Functions of the unit • Support arrangements (e.g. staffing, costs) • Performance and workload	• Regulatory control points and interventions for feeder and slaughter animals (Draft)
LAE Regulatory Compliance Unit	6/11/2013 20/11/2013 22/11/2013 25/11/2013	• Confirmation of current state process maps • Analysis of Investigations process – end to end • Identification of Improvements for future state • Case selection and investigation • Investigations profiling • Complaints investigation processes	• Live Animal Export Compliance Statement (v0.2) • Reportable mortality events instructional material • Export of non-livestock statistics
Office of General Counsel (OGC)	15/10/2013	• Key LAE Program interactions • Support arrangements • Performance and workload	• None
Process Improvement Unit	10/10/2013 6/11/2013	• Process walkthrough • Previous analysis and findings	• PIU Business Atlas: Live Animal Exports v1 • PIU ESCAS Review (2012) • PIU LAE Review (2010) • PIU DAFF Top Ten Improvements recommendations report
Regional Engagements	28/10/2013 08/11/2013	• Key LAE Program interactions • Support arrangements • Performance and workload • Regional improvements • Regional activities for invoicing • Review of regional export activity processes	Feedback from regional representatives: • Central east • South east • Central East • South west region
Trade & Market Access	08/11/2013	• Key LAE Program interactions • Support arrangements • Performance and workload • Key improvements	• None

Livestock market access roles and responsibilities

This attachment outlines the livestock market access roles and responsibilities across the Department. It provides a summary of the information, outputs and relationships managed by each stakeholder group and how they contribute in achieving the three fundamental market access activities (establishment, improvement and maintenance). The stakeholders are grouped to represent the LAE Division, other Department of Agriculture stakeholders and stakeholders external to the Department. Note that the diagram is not intended as an exhaustive description of all roles and responsibilities.



Process baseline: new processes

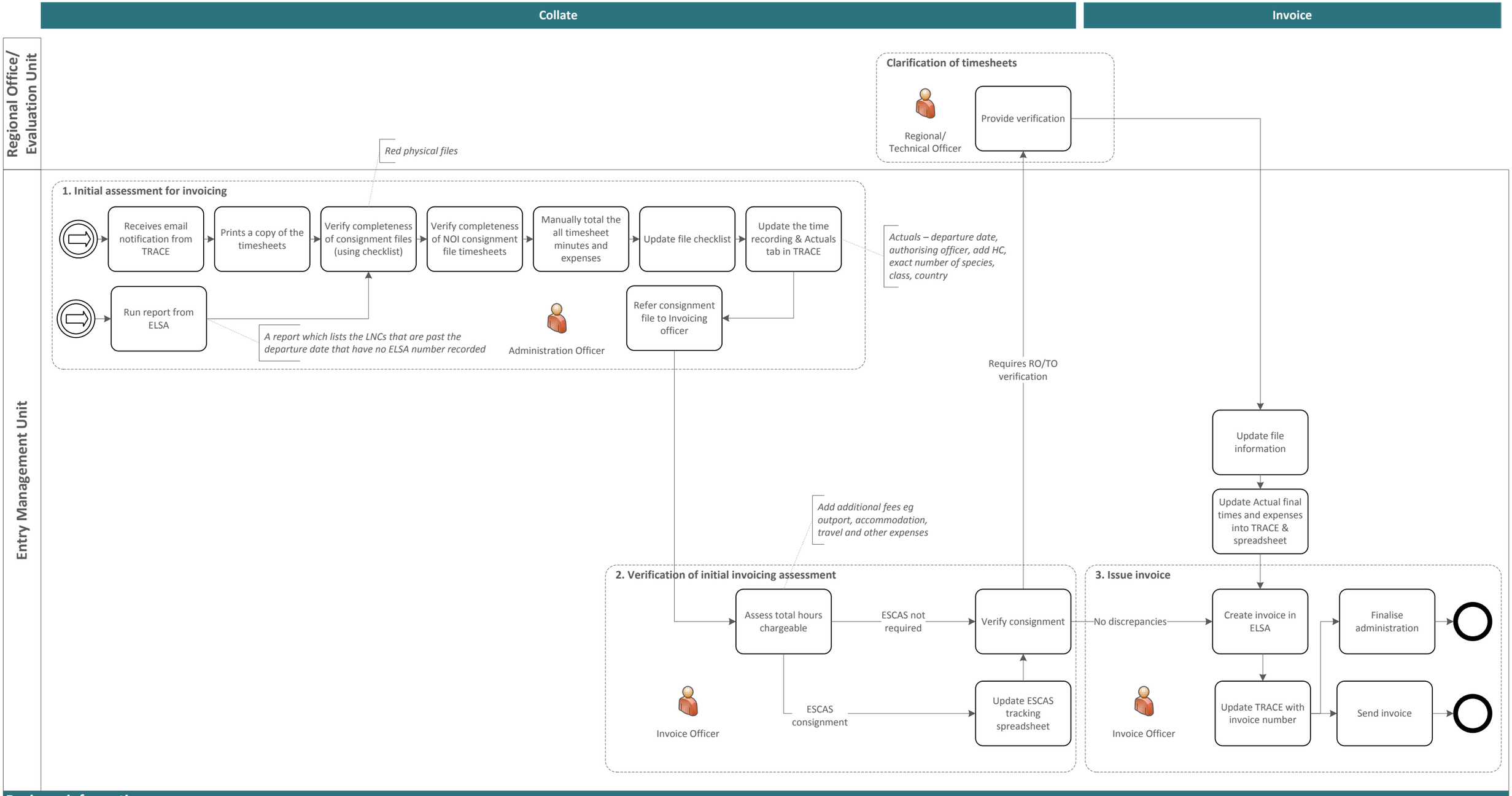
Each of the new processes is documented using a process map. This process map format is consistent with the Departmental format used by the Process Improvement Unit (PIU). Process maps have been validated with LAE subject matter experts in National Office and Regional Offices. Some process maps cover more than one activity in the operating model. 8 new process maps have been created during the end-to-end review.

- Invoicing process: NOI, CRMP & ESCAS
- Invoicing process: Variation and Reports
- Debt management process
- Complaints investigations process
- Publication process for incident reports
- Approving premises (reproductive material)
- Establishing and maintaining health protocols
- Establishing and maintaining market trade

The processes provide a starting point for undertaking future administrative re-designs, process improvement activities, ICT requirements gathering, control mapping and staff training priorities..

Invoicing process: NOI, CRMP & ESCAS

Author: Predicate Partners
Status: 1.0
Updated: 23/12/2013



Business information

INPUTS
- Completion of NOI, CRMP and ESCAS (RED)folders
- Export permit and health certificate
- Completion of timesheets from regional, technical officer and administration officers

OUTPUTS
- Invoice

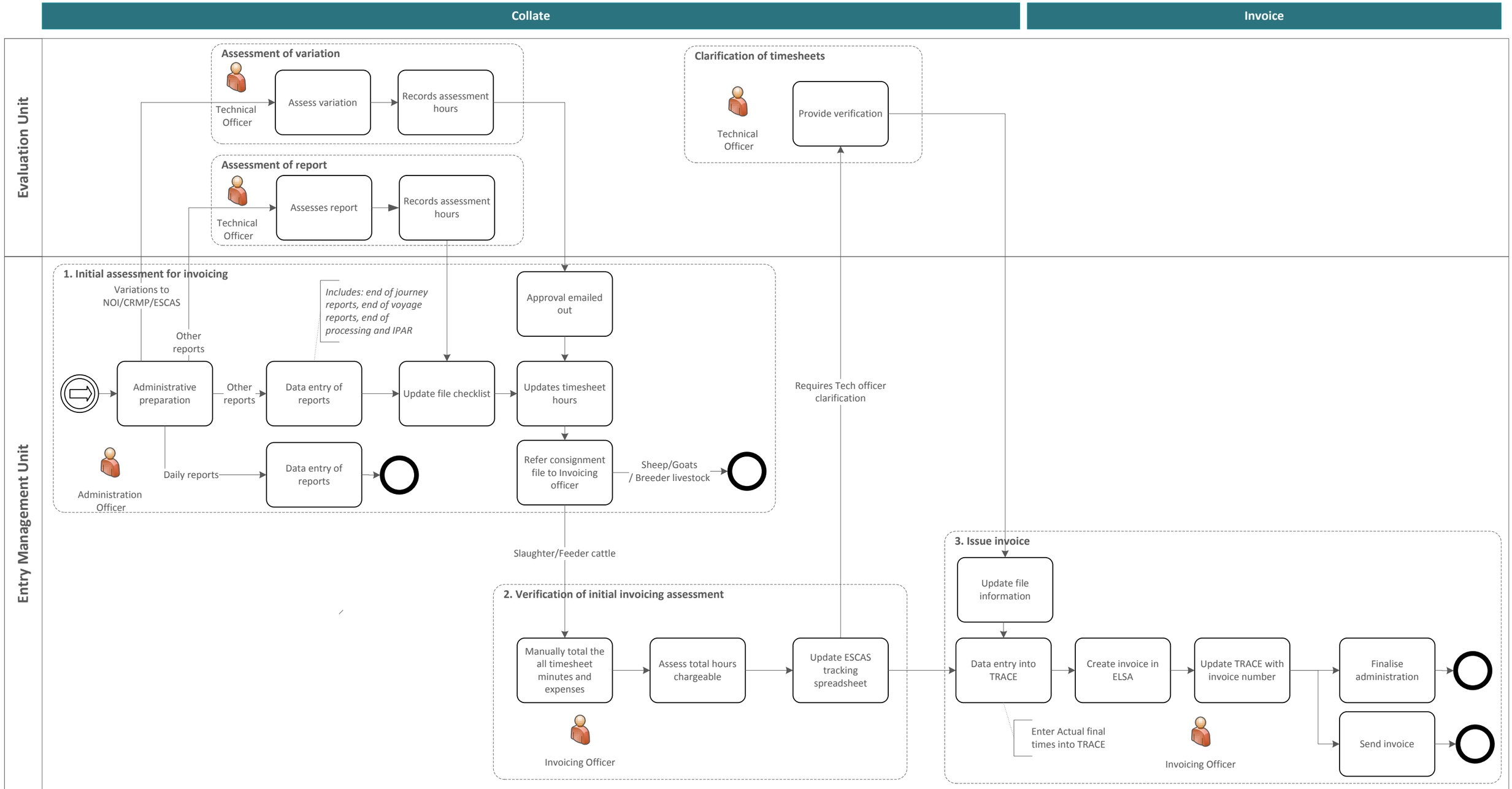
SUPPORTING INFORMATION
- Completion of the checklists for each folder
- ESCAS spreadsheet
- Checklist – Invoicing timesheet

SYSTEMS
- TRACE
- TRIM
- ELSA
- Time tracking spreadsheets

LEGISLATION
- Export Control Act 1982
- Export Control (Orders) Regulations 1982
- Export Control (Animals) Order 2004
- Australian Meat and Live-stock Industry Act 1997
- Australian Meat and Live-stock Industry (Conditions on Live-stock Export Licences) Order 2012
- Australian Meat and Live-stock Industry (Export Licensing) Regulations 1998
- Australian Meat and Live-stock Industry (Standards) Order 2005.

Invoicing process: Variation and Reports

Author: Predicate Partners
Status: 1.0
Updated: 23/12/2013



Business information

INPUTS
- Completion of IPAR (GREY) folder
- Completion of Variations (BLUE) folders
- Receipt of reports including: Includes: daily reports, end of journey reports, end of voyage reports, end of processing and IPAR
- Completion of timesheets

OUTPUTS
- Invoice

SUPPORTING INFORMATION
- Completion of the checklists for each folder
- ESCAS spreadsheet

SYSTEMS
- TRACE
- TRIM
- ELSA
- Time tracking spreadsheets

LEGISLATION
- Export Control Act 1982
- Export Control (Orders) Regulations 1982
- Export Control (Animals) Order 2004
- Australian Meat and Live-stock Industry Act 1997
- Australian Meat and Live-stock Industry (Conditions on Live-stock Export Licences) Order 2012
- Australian Meat and Live-stock Industry (Export Licensing) Regulations 1998
- Australian Meat and Live-stock Industry (Standards) Order 2005.

Debt management process

Author: Predicate Partners
Status: 1.0
Updated: 23/12/2013

Collate | **Invoice**

Animal Export Operations Branch

1. Initial assessment for invoicing

Selection of debitee:
- *Exclude debtors with small debts*
- *Include debtors with debts > 60 days*
- *Exclude debtors with debts < 60 days*

Receives the outstanding invoice report → Assesses invoice report → Provides recommendation on which debitee to pursue

Invoicing Officer

Debtors with large debts are of higher priority. Smaller debts will be pursued later.

3. Approval of actions

LAE Delegate

Approve

Delegate approves pursuant of debt

Review waiver

Waiver approved

Waiver not approved

Approval is generally provided

Delegate doe not approve pursuant of debt

Withdrawal of debtor services

4. Waiver of debt

Debt is adjusted to write off debt

Notify Accounts receivable of debt write off

Finance & Business Support

Warning letter to withdraw all export services where debt is payable in 14 days.
A payment plan can also be arranged for services not to be withdrawn.

2. Debt recovery

Contact debtors to resolve outstanding payments

Debt cannot be resolved

Recoverable debt

Debt is recoverable

Prepare letter to debtor

Posts letter to debtor

Debt is not recoverable

Debt can be resolved

Debtors have a few days to pay this debt. Once paid, Invoicing will be notified and a confirmation will be provided to the debtor

Accounts Receivable Officer

Receives confirmation of debt to be paid

Prepares statement for debt waiver and withdrawal of services

This option is seldom used. Withdrawal of services will occur but debt is visible for a period of time (to allow payment) until Department wishes to pursue this option. Debt will be reactivated if Debtor wishes to resume export

4. Waiver of debt

Confirms debt adjustment and withdrawal of services

Accounts Receivable Officer

From the all invoicing processes

Runs invoice report

Accounts Receivable Officer

Business information

INPUTS
- Invoices are overdue or unpaid

OUTPUTS
- Statement of debt waiver
- Letter to pursue debt
- Withdrawal of export services (WOS)
- Payment plan can also be arranged

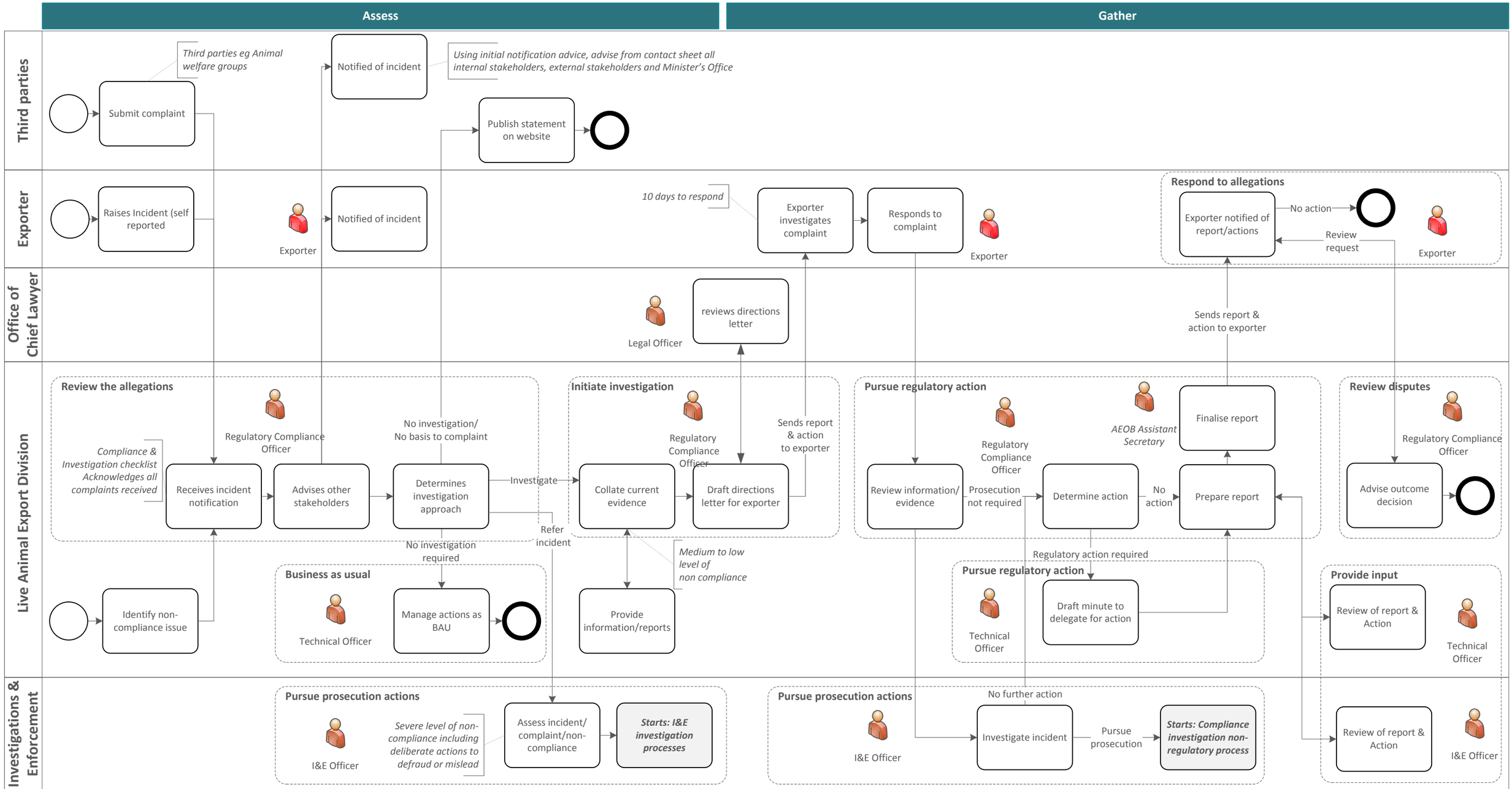
SUPPORTING INFORMATION
- Invoice report from Accounts Receivable unit
- Debt management guidelines

SYSTEMS
- TRACE
- TRIM
- ELSA
- Time tracking spreadsheets

LEGISLATION
- Export Control Act 1982
- Export Control (Orders) Regulations 1982
- Export Control (Animals) Order 2004
- Australian Meat and Live-stock Industry Act 1997
- Australian Meat and Live-stock Industry (Conditions on Live-stock Export Licences) Order 2012
- Australian Meat and Live-stock Industry (Export Licensing) Regulations 1998
- Australian Meat and Live-stock Industry (Standards) Order 2005.

Complaints investigations process

Author: Predicate Partners
Status: 1.0
Updated: 23/12/2013



Business information

INPUTS
- Export self reporting
- Non compliance incident eg from mortality reports
- Complaint
- Information from exporter
- Exporter's response to incident

OUTPUTS
- Initial notification advice (External, Internal & Minister's Office)
- Departmental statement
- Regulatory action
- Directions letter
- Incident report
- Regulatory actions
- Notifications to Investigations and Enforcement – pursuant of prosecutions

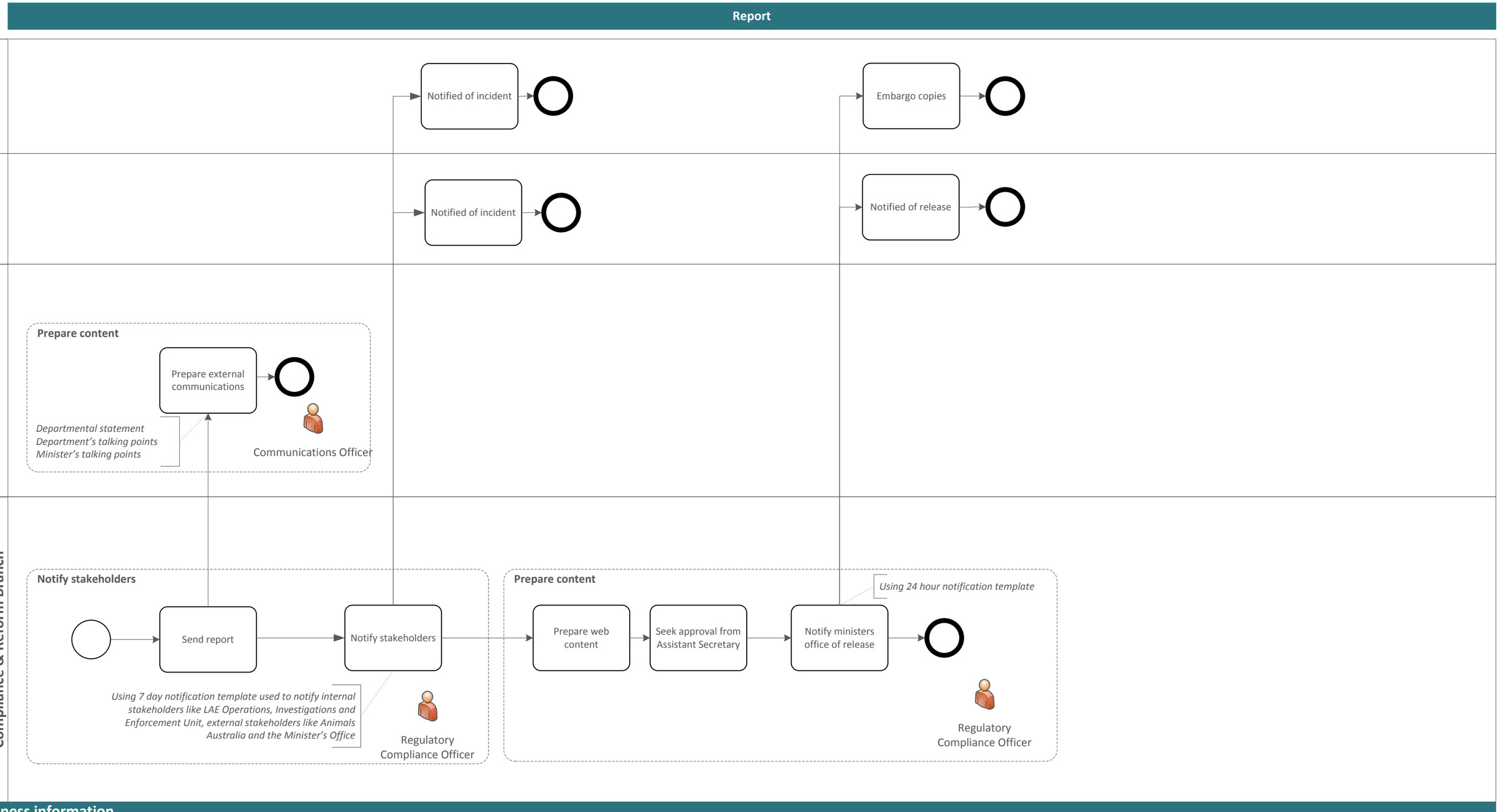
SUPPORTING INFORMATION
- Guidelines for non compliance
- Compliance & Investigation checklists
- Instructions and guidelines for LAE investigations
- Work instructions for mortality investigation
- Draft reports
- Minutes

SYSTEMS
- Department of Agriculture website
- Spreadsheet of cases
- Manual files
- TRACE
- TRIM

LEGISLATION
- Export Control Act 1982
- Export Control (Orders) Regulations 1982
- Export Control (Animals) Order 2004
- Australian Meat and Live-stock Industry Act 1997
- Australian Meat and Live-stock Industry (Conditions on Live-stock Export Licences) Order 2012
- Australian Meat and Live-stock Industry (Export Licensing) Regulations 1998
- Australian Meat and Live-stock Industry (Standards) Order 2005.

Publication process for incident reports

Author: Predicate Partners
Status: 1.0
Updated: 23/12/2013



Business information

INPUTS
- Finalise outcome of incident

OUTPUTS
- Departmental statement
- Department's talking points
- Minister's talking points

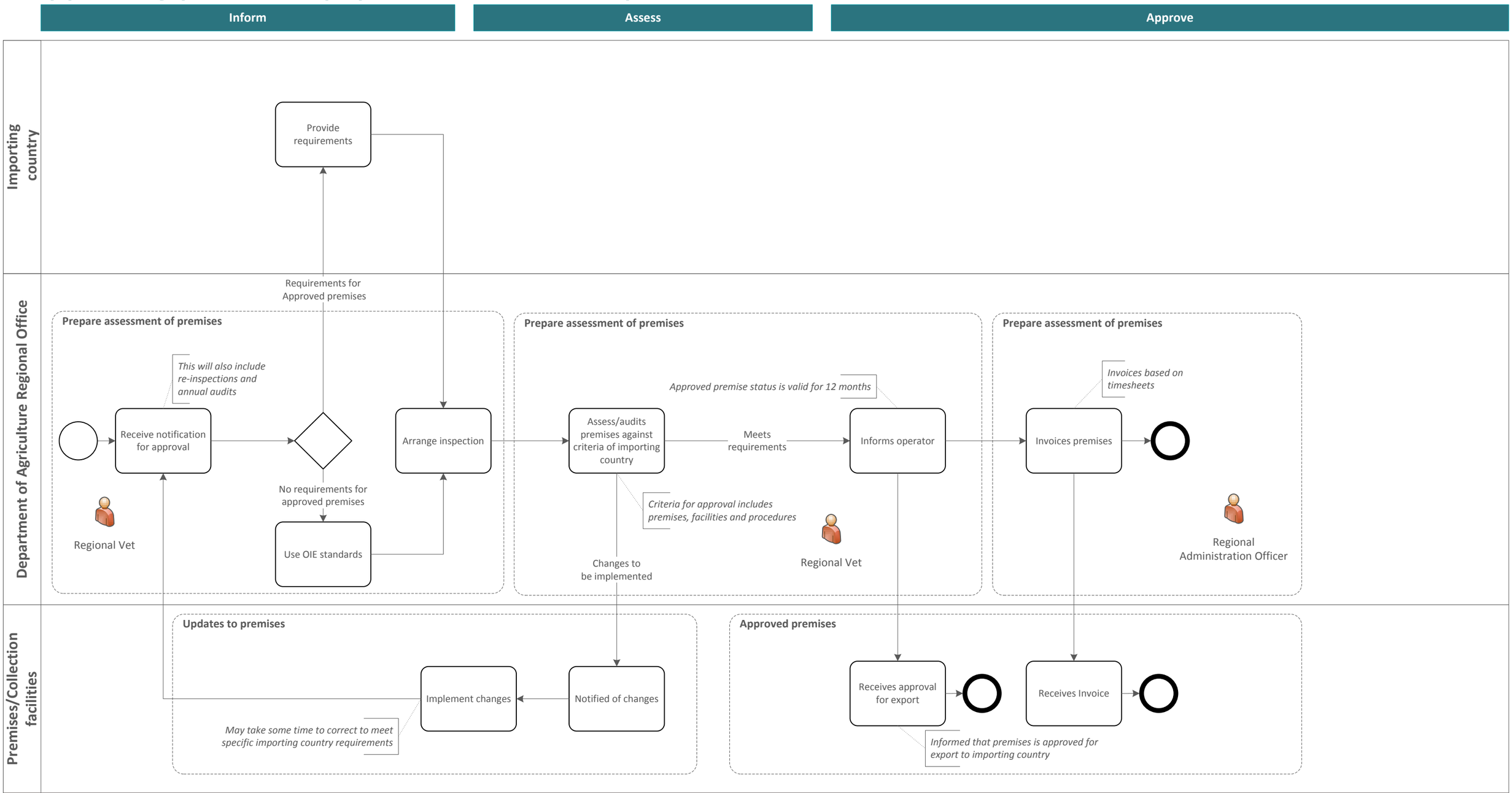
SUPPORTING INFORMATION
- 7 day notification template
- 24 hour notification template
- Fortnightly table notification – upcoming next week, fortnight, month, 2 months
- Instructions and guidelines for LAE investigations

SYSTEMS
- Department of Agriculture website

LEGISLATION
- Export Control Act 1982
- Export Control (Orders) Regulations 1982
- Export Control (Animals) Order 2004
- Australian Meat and Live-stock Industry Act 1997
- Australian Meat and Live-stock Industry (Conditions on Live-stock Export Licences) Order 2012
- Australian Meat and Live-stock Industry (Export Licensing) Regulations 1998
- Australian Meat and Live-stock Industry (Standards) Order 2005.

Approving premises (reproductive material)

Author: Predicate Partners
Status: 1.0
Updated: 23/12/2013



Business information

INPUTS
- Importing country requirements requires premises to be approved
- Importing country criteria for approved premises
- OIE standards

OUTPUTS
- Notification by Department of Agriculture that premises is approved to export to importing country

SUPPORTING INFORMATION
- Importing country requirements for premises collecting reproductive material
- Premises are approved by Department of Agriculture for reproductive material export to a particular country
- Timesheet recording
- Multiple approvals will be needed if exporting to different countries if required
- Approval valid for 12 months to the importing country
- Approved premise status can be renewed after annual audit

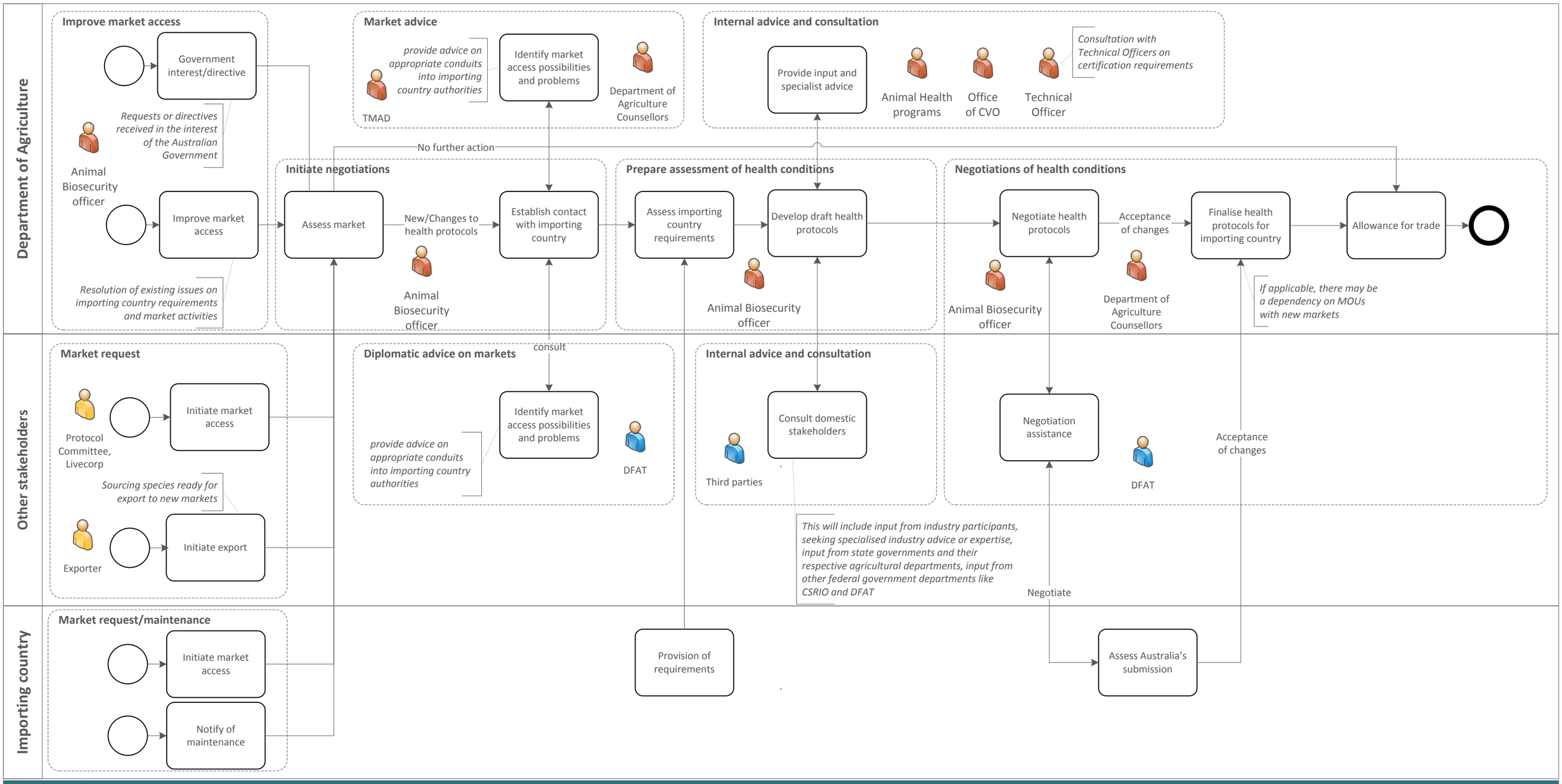
SYSTEMS
- none

LEGISLATION
- Export Control Act 1982
- Export Control (Orders) Regulations 1982
- Export Control (Animals) Order 2004
- Australian Meat and Live-stock Industry Act 1997
- Australian Meat and Live-stock Industry (Conditions on Live-stock Export Licences) Order 2012
- Australian Meat and Live-stock Industry (Export Licensing) Regulations 1998
- Australian Meat and Live-stock Industry (Standards) Order 2005.

Establishing and maintaining health protocols

Author: Predicate Partners
Status: 1.0
Updated: 23/12/2013

Market Access



Business information

INPUTS
- Protocol Committee input of commercial priorities
- Requests or notification of changes to of health protocols by importing country
- Access to new markets
- Extensions to existing markets for new trade of species
- Improvements to existing markets
- Market maintenance

OUTPUTS
- Health protocols

SUPPORTING INFORMATION
- Importing country requirements

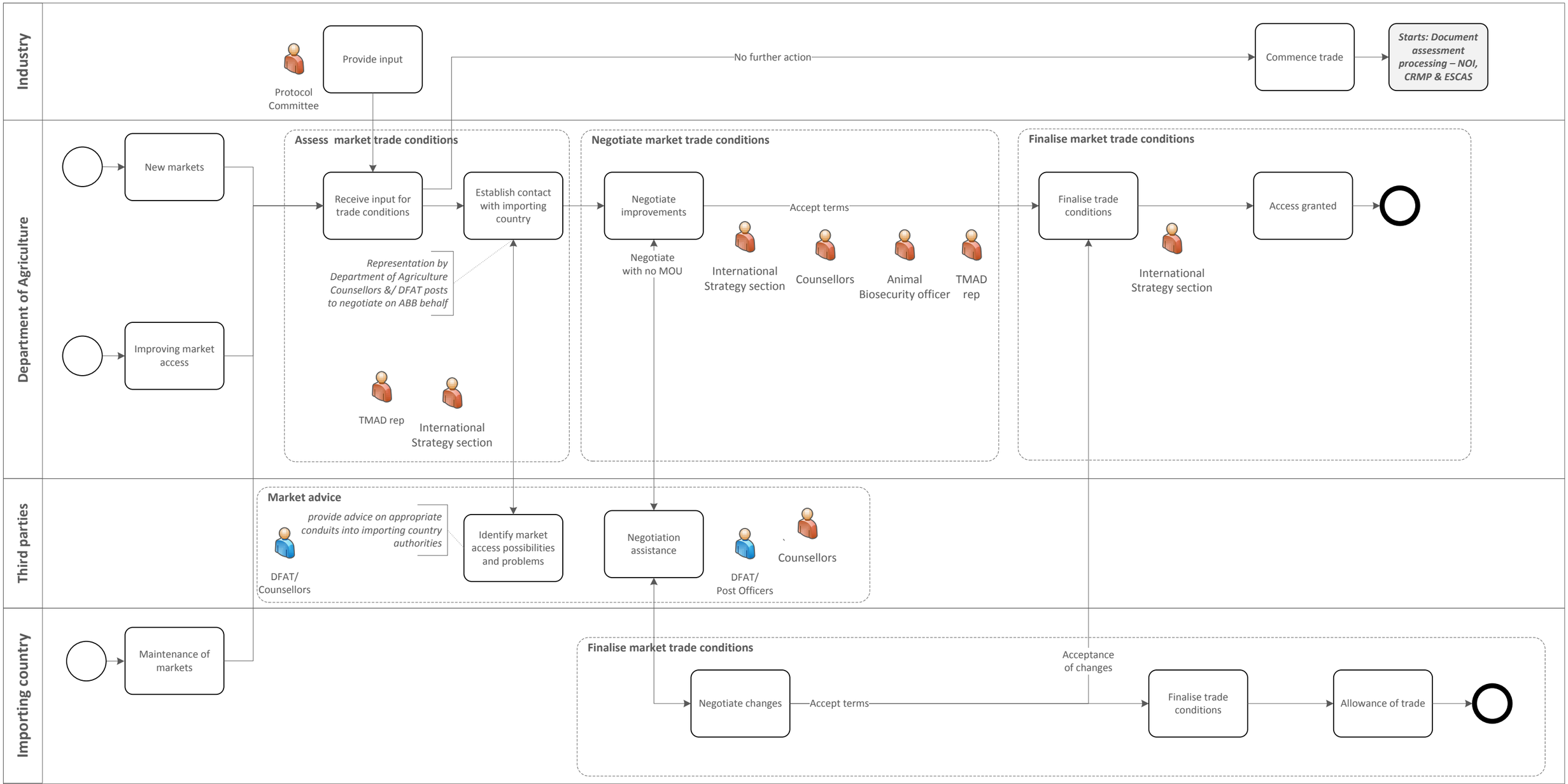
SYSTEMS
- MICOR

LEGISLATION
- Export Control Act 1982
- Export Control (Orders) Regulations 1982
- Export Control (Animals) Order 2004
- Australian Meat and Live-stock Industry Act 1997
- Australian Meat and Live-stock Industry (Conditions on Live-stock Export Licences) Order 2012
- Australian Meat and Live-stock Industry (Export Licensing) Regulations 1998
- Australian Meat and Live-stock Industry (Standards) Order 2005.

Establishing and maintaining market trade

Author: Predicate Partners
Status: 1.0
Updated: 23/12/2013

Market Access



Business information

INPUTS
- Market access
- Market improvement
- Market maintenance

OUTPUTS
- Memorandum of Understanding (MOU)

SUPPORTING INFORMATION
- Capacity for market intelligence being developed
  - UN ComTrade
  - ABARES data
  - USDA data
  - Industry data/advice

SYSTEMS
- MICOR

LEGISLATION
- Export Control Act 1982
- Export Control (Orders) Regulations 1982
- Export Control (Animals) Order 2004
- Australian Meat and Live-stock Industry Act 1997
- Australian Meat and Live-stock Industry (Conditions on Live-stock Export Licences) Order 2012
- Australian Meat and Live-stock Industry (Export Licensing) Regulations 1998
- Australian Meat and Live-stock Industry (Standards) Order 2005.

Process baseline: existing processes

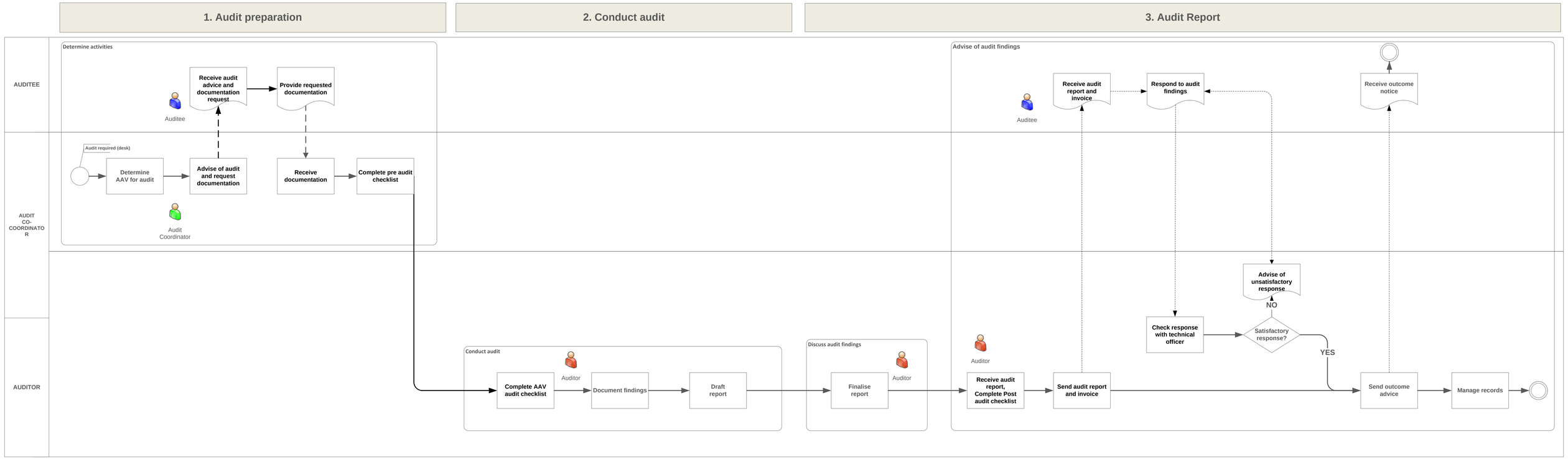
There are 11 original process maps created by the Process Improvement Unit (PIU) for the LAE Program. These were reviewed and signed off with subject matter experts as part of this review. Note the original process maps for non livestock for horses/others, and companion animals are now merged into the one process map, **Export process for non-livestock via air (incl. horses, companion animals, other species).**

- Audit of AAV (Australian Government Accredited Veterinarians)
- Audit of Licensed Exporters (for livestock)
- Audit of registered premises (for livestock)
- Export of reproductive material
- Export of non-livestock via air (incl. horses, companion animals and others)
- Application assessment for livestock export
- Export of livestock by sea
- Export of livestock by air
- Registering premises for livestock
- Accrediting AAV (Australian Government Accredited Veterinarians)
- Applying for exporter licence (for livestock)

The processes provide a starting point for undertaking future administrative re-designs, process improvement activities, ICT requirements gathering, control mapping and staff training priorities.

Audit of Australian Government Accredited Veterinarians for livestock (AAV)

Author: Predicate Partners
Status: 1.1
Updated: 27/11/2013

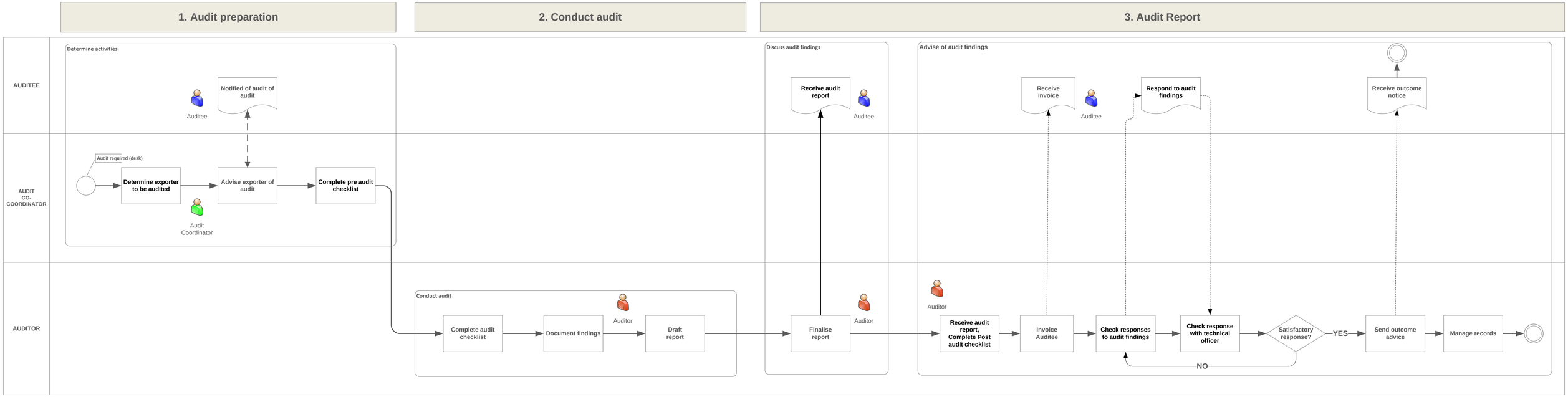


Supporting the Live Animal Exports Process

Role	*Audit Co-ordinator*	*Auditor*	*Auditor*	*Audit Co-ordinator*
Responsibility	- Determine who will be audited - AAV must have an ACTIVE status (currently accredited) and have conducted 2 consignments within the last 12 months) - Obtain approval to audit from Program Manager - Send letter to AAV to notify of audit and request documentation - Complete Pre-Audit CHECKLIST AAV - Allocate auditor - Copy documentation and place in AAV file - Conduct signature check - Obtain copies of previous audit - Copy LNC(s) documentation that align with audit - Copy all documentation pertaining to audit (LNC, NOI, CRMP, AEP, Health certificate, Import permits and Audit notification letter - Complete chargeable hours sheet - Send all audit documentation to auditor - Manage records	- Complete Audit CHECKLIST AAV - Document findings - Draft audit report - Complete chargeable hours sheet - Manage records	- Audit Co-ordinator and Auditor organise to discuss case - Agree to findings and classifications - Finalise audit report (signoff) - Send all audit documentation to audit coordinator - Complete chargeable hours sheet - Manage records	- Complete Post Audit CHECKLIST AAV - Determine the number of CARs (corrective action requests) - Determine non-compliance - Confirm that audit report is signed off - Update AAV Audit spreadsheet - Update CAR register to reflect status - Update chargeable hours sheet - Determine fee for service - Invoice AAV - Send audit report to the AAV and request response - Receive response to CARs from AAV - Evaluate if response to CARs are satisfactory - Check with the Technical officer in regard to responses to CARs - Notify AAV of outcome of assessment of responses - Scan documentation and attach to AAV file - Send copy of AAV audit report to relevant region(s) - Update journal entry into LAE database - Manage records
Information	- AAV name - AAV registration number - Auditors details - Previous audit details - Licence expiry date - LNC numbers - Date file sent to auditor - Time taken to complete action	- Draft audit report and - Completed Audit CHECKLIST AAV and findings - AEP examination, treatment, testing and date - Numbers of animals on Export permit - Numbers of animals on Health Certificate - Time taken to complete action	- Audit report and completed Audit CHECKLIST AAV - Findings and classifications - Audit case discussion comments - Time taken to complete action	- Post Audit CHECKLIST AAV - Audit report and AAV audit CHECKLIST - Letter to AAV notifying of outcome of audit and findings - AAV response to findings - Outcome of assessment of responses - Time taken to complete action - Invoice data - Journal entry data (date of audit and summary of findings) - File retention for 15 years
Legislation	- Export Control Act 1982 and the subordinate legislation	- Export Control Act 1982 and the subordinate legislation	- Export Control Act 1982 and the subordinate legislation	- Export Control Act 1982 and the subordinate legislation - Archives Act 1983 (File retention business rule)
IT System	- Live Animal Exports Database (IT system used to manage accreditation status of AAVs) - AAV audit spreadsheet used to track AAV audits and findings			- Live Animal Exports Database (IT system used to manage accreditation status of AAVs) - AAV audit spreadsheet used to track AAV audits and findings - ELSA (IT payment system)

Audit of exporter licences for livestock

Author: Predicate Partners
Status: 1.1
Updated: 27/11/2013

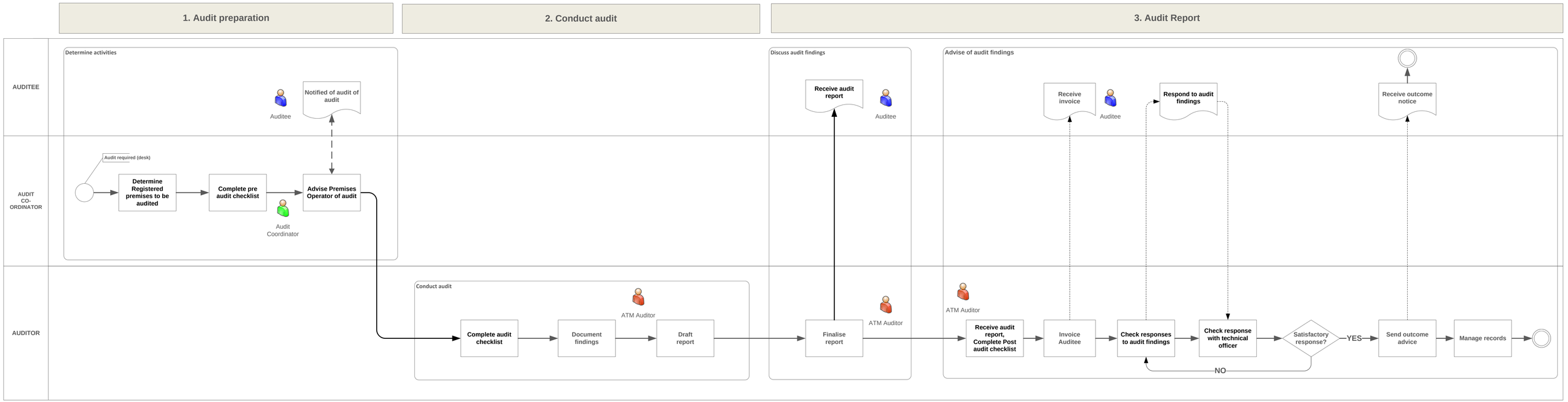


Supporting the Live Animal Exports Process

Role	*Audit Co-ordinator*	*Auditor*	*Auditor*	*Audit Co-ordinator*
Responsibility	- Determine licensed exporter to be audited - Select ACTIVE (2 consignments for every 12 months) Exporter from historical data - Notify Exporter of pending audit - Complete Pre audit CHECKLIST Exporter - Date of audit - Confirm date of audit with exporter - Send the auditor a copy of the audit schedule (if applicable) - Retrieve exporters file - Copy O & G Manual - Obtain copies of previous audit - Obtain LNC(s) that align with audit - Copy LNC, NOI and CRMP - Copy schedule of proposed treatments and inspection - Copy Health certificate - Copy Approved Export Permits - Copy Audit notification letter - Copy of any dispensation or minute details - Complete chargeable hours sheet - Send Pre audit CHECKLIST Exporter, LNC and audit papers to auditor - Complete chargeable hours sheet - Manage records	- Complete Audit CHECKLIST Exporter - Draft report - Complete chargeable hours sheet	- Audit Co-ordinator and Auditor organise to discuss case (if required) - Agree to findings (if required) - Finalise report (signoff) - Give audit report to exporter during exit meeting - Forward audit report, Audit CHECKLIST Exporter and chargeable hours sheet to audit co-ordinator - Complete chargeable hours sheet - Manage records	- Complete Post audit CHECKLIST Exporter - Completed Audit CHECKLIST Exporter - Finalised Audit report - Receive response to CARs from exporter - Evaluate if response to CARs are satisfactory - Check with the Technical officer in regard to responses for CARs - Notify Exporter of outcome of assessment of responses - Complete chargeable hours sheet - Scan documentation and attach to Exporter file - Manage all records- Update journal entry into LAE database
Information	- Pre audit CHECKLIST Exporter - LNC numbers - Current O&G manual Version number - Date file sent to auditor - Time taken to complete action	- Draft audit report - Completed Audit CHECKLIST Exporter - Time taken to complete action	- Audit case discussion comments - Findings - Time taken to complete action	- Post Audit CHECKLIST Exporter - Audit report, completed Audit CHECKLIST Exporter - Exporter response to findings - Outcome of assessment of responses - Time taken to complete action - Invoice data - Journal entry data (date of audit and summary of findings) - File retention for 15 years
Legislation	- AMLI Act 1997, the subordinate legislation - Export Control Act 1982 and the subordinate legislation	- AMLI Act 1997, the subordinate legislation - Export Control Act 1982 and the subordinate legislation	- AMLI Act 1997, the subordinate legislation - Export Control Act 1982 and the subordinate legislation	- AMLI Act 1997, the subordinate legislation - Export Control Act 1982 and the subordinate legislation - Archives Act 1983 (File retention business rule)
IT System	- Live Animal Exports Database (IT system used to capture information pertaining to the status of the exporter licence) - Exporter licence audit spreadsheet used to track Exporter audits and findings			- Live Animal Exports Database (IT system used to capture information pertaining to the status of the exporter licence) - Exporter licence audit spreadsheet used to track Exporter audits and findings - ELSA (IT payment system)

Audit of registered premises

Author: Predicate Partners
Status: 1.1
Updated: 27/11/2013

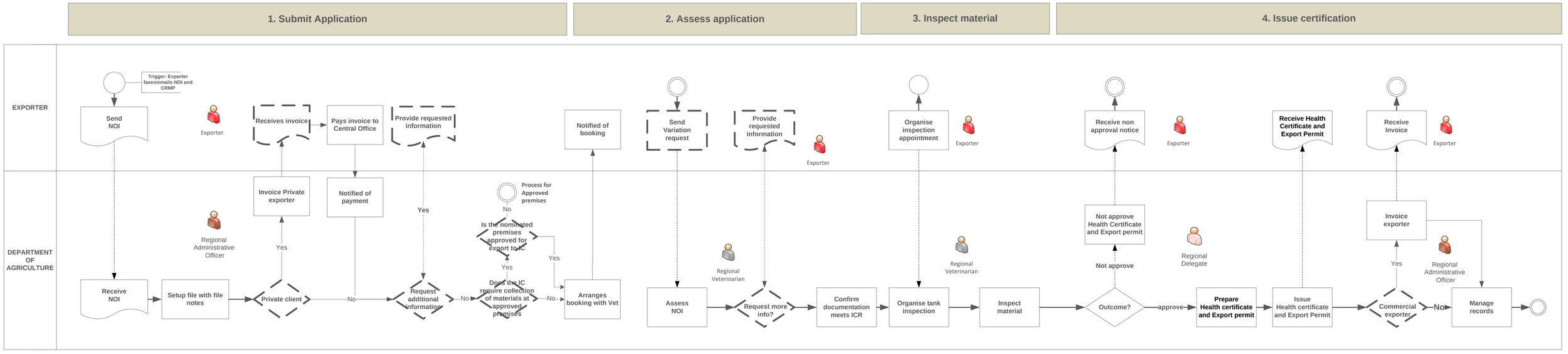


Supporting the Live Animal Exports Process

Role	*Audit Co-ordinator*	*Area Technical Manager (ATM) Auditor*	*Area Technical Manager (ATM) Auditor*	*Area Technical Manager (ATM) Auditor*
Responsibility	- Allocate auditor - Determine who will be audited - Auditee must have an ACTIVE status (currently accredited) and have conducted 2 consignments within the last 12 months) - Obtain approval to audit from Program Manager - Notify Premises Operator of pending audit - Complete Pre audit CHECKLIST Registered Premises - Arrange date, time and place of audit - Confirm date of audit with Premises Operator - Send the auditor a copy of the audit schedule (if applicable) - Retrieve Premises Operator's file - Copy Operations Manual - Obtain copies of previous audit - Obtain LNC(s) that align with audit - Copy LNC, NOI and CRMPs, copy schedule of proposed treatments and inspection, health certificates, export permits - Copy Audit notification letter (if applicable) - Copy of any dispensation or minute details - Complete chargeable hours sheet - Send Pre audit checklist Registered premises , LNC documentation and audit papers to auditor - Complete chargeable hours sheet - Manage records	- Complete Registered Premises Audit CHECKLIST - Document findings - Draft audit report - Complete chargeable hours sheet - Send all audit documentation to audit coordinator - Manage records	- Audit Co-ordinator, technical officer and Auditor discuss findings before finalising report (if required) - Agree to findings (if required) - Finalise report (signoff) - Give audit report to registered premises operator - Forward Registered Premises Audit CHECKLIST and documentation to audit co-ordinator - Complete chargeable hours sheet - Manage records	- Complete Post audit CHECKLIST Registered Premises - Update chargeable hours sheet - Scan documentation and attach to Premises Operator file - Send copy of Premises Operator audit report to corresponding region - Receive response for CARs from registered premises operator - Evaluate if response to CARs are satisfactory - Check with the Technical officer in regard to response to CARs - Send correspondence to registered premises operator outlining response results - Manage all records - Update journal entry into LAE database
Information	- Pre audit CHECKLIST Registered Premises - Premises Operator number - Premises Operator number - Premises expiry date - LNC numbers - Operations manual - Date file sent to auditor - Time taken to complete action	- Draft audit report - Registered Premises Audit CHECKLIST - Date file sent to auditor - Time taken to complete action	- Audit case discussion comments - Draft audit report - Time taken to complete action	- Post Audit CHECKLIST Registered Premises - Audit report, complete Audit CHECKLIST Registered Premises - Outcome of assessment of responses - Time taken to complete action - Invoice data - Outcome of assessment of responses - File retention for 15 years
Legislation	- Export Control Act 1982 and the subordinate legislation	- Export Control Act 1982 and the subordinate legislation	- Export Control Act 1982 and the subordinate legislation	- Export Control Act 1982 and the subordinate legislation - Archives Act 1983 (File retention business rule)
IT System	Live Animal Exports Database (IT system used to capture information pertaining to the status of the registered premises) - Registered Premises audit spreadsheet used to track Registered Premises audits and findings			- Live Animal Exports Database (IT system used to capture information pertaining to the status of the registered premises) - Registered Premises audit spreadsheet used to track Registered Premises audits and findings - ELSA (IT payment system)

Export of reproductive material

Author: Predicate Partners
Status: 1.1
Updated: 27/11/2013



Supporting the Live Animal Exports Process

Role	*Exporter*	*Regional Administrative Officer*	*Regional Administrative Officer / Regional Veterinarian*	*Regional Veterinarian*	*Regional Veterinarian*	*Regional Administrative Officer*
Responsibility	- Complete and submit Notice of Intention to Export Live Animals or Reproductive Material FORM - Submit supporting documentation to confirm the reproductive material was produced in accordance with ICR - Notify of loading details - Advise of any change in circumstances - Exporter arranges appointment	- Check submitted Notice of Intention to Export Live Animals or Reproductive Material FORM and documentation - Invoice private exporters - Retrieve or create file - Print off Reproductive material CHECKLIST - Date stamp documentation - Create/Update chargeable hours sheet - Update regional database - Request documentation - Manage records	- Assess supporting documentation meet all ICR - Request further information - Determine outcome - Update chargeable hours sheet - Update reproductive material checklist - Manage all records	- Attend inspection appointment at designated location - Conduct tank audit - Inspect tank - Inspect reproductive material labels - Update chargeable hours sheet - Seal tank and record serial number - Complete Reproductive material CHECKLIST - Manage all records	- Prepare Health Certificate and Export Permit - Sign and stamp Health Certificate and Export Permit - Issue Health Certificate and Export Permit - Retain copies of all documentation for file - Update chargeable hours sheet - Manage all records	- Update chargeable hours sheet - Determine fee for service - Invoice exporter - Manage all records - Provide stats to Central Office
Information	- Notice of Intention to Export Live Animals or Reproductive Material FORM - State/Territory approval - ICR - Accreditation from ET veterinarian - Veterinarian declaration - Provide list of properties of origin - Translate documentation (NAATI accredited) - Laboratory disease test reports - Vendors declaration (non notifiable events) - State government notifiable disease declaration - Applicants contact details - Premises details - Mode of transport	- Upfront charge for private exporters - Notice of Intention to Export Live Animals or Reproductive Material FORM - Accreditation details - Type of reproductive material - Health certificate number - Export permit number - AB centre details - Centre / ET veterinarian details - Date of receipt - Time taken to complete action - Document registration - ICR	- Reproductive material CHECKLIST - Assess ICR - Facility accreditation - ET Veterinarian accreditation - Packing list aligns with other documentation - Treatments performed - Inspections performed - Receive translated documents to NAATI accredited standard - Date of export - Time taken to complete action	- Tank seals details - Serial numbers - Sample batches against health certificate and packing list - Any extra materials observed - Nitrogen is fresh - Tank and Seal numbers on health certificate - Decision outcome rationale - Reproductive material CHECKLIST - Time taken to complete action	- Health Certificate and Export Permit - Decision outcome rationale - Reproductive material CHECKLIST - Time taken to complete action	- Invoice - Reproductive material CHECKLIST completion - File retention for 15 years
Legislation	- Export Control (Animals) Orders 2004 Part 4.02 (NOI)	- Export Control (Animals) Orders 2004 Part 4.02 (NOI) - Importing country requirements	- Export Control (Animals) Orders 2004 Part 4.02 (NOI)	- Export Control (Animals) Orders 2004 Part 4.03 (Health Certificate for reproductive material) - Export Control (Animals) Orders 2004 Part 4.04 (Export permit for reproductive material)	- Export Control (Animals) Orders 2004 Part 4.04 (Export permit for reproductive material)	- Export Control (Fees) Orders 2001 Part 9 (Payment and cost) - Archives Act 1983 (File retention business rule)
IT System	- MICOR (obtain ICR) - Department of Agriculture Website (general information on exporting requirements, what to do, contact points)	- Regional database (IT system used to capture all information pertaining to the consignment) - ELSA	- Regional database (IT system used to capture all information pertaining to the consignment)			- ELSA (IT payment system)

Export of non-livestock via air (incl. horses, companion animals, other species)

Author: Predicate Partners
Status: 1.1
Updated: 27/11/2013

	1. Submit Application	2. Assess application	3. Inspect animals	4. Issue certification
PRIVATE VET			Conduct inspection Trigger: Exporter contacts private Vet to conduct inspection Private Veterinarian Conduct test, treatment and inspection	
EXPORTER	Submit application Trigger: Exporter faxes/ emails NOI and CRMP Send NOI Exporter Receives invoice Pays invoice to Central Office Provide requested information Notified of booking	Request cancellation, variation, dispensation Exporter Trigger: Request variation to NOI Trigger: Exporter no longer wishes to progress Request variation/ dispensation Request cancellation Receive Notice Determine risk Exporter Receives NOI approval or non approval	Receive documentation Exporter Provide all Documentation	Certification and documentation Exporter Receive refusal of Health Certificate and Export Permit notice Receive Health Certificate and Export Permit Invoicing Exporter Receive invoice
DEPARTMENT OF AGRICULTURE	Regional Administrative Officer Invoice Private exporter Yes Yes Receive NOI Setup file with file notes Private client No Notified of payment Request additional information Arranges booking with Vet	Receive Variation/dispensation request Regional Veterinarian Suspend or cancel NOI Assess NOI Approve / Not approve NOI Notify of NOI approval or non approval Prepare certification Regional Administrative Officer Prepare health certificate Prepare export permit	Receive documentation from exporter Assess documentation Conduct pre port inspection (if required) Regional Veterinarian Port inspection (if required)	Refuse to issue Health Certificate and Export permit Regional Delegate Issue Health Certificate and Export Permit Invoice exporter Regional Administrative Officer Commercial exporter Manage records

Supporting the Live Animal Exports Process

	Exporter	Regional Administrative Officer	Regional Veterinarian	Regional Administrative Officer	Private Veterinarian	Regional Delegate	Regional Administrative Officer
Role							
Responsibility	- Complete and submit Notice of Intention to Export Live Animals or Reproductive Material FORM - Receive documentation from private Vet - Provide documents confirming animals were prepared in accordance with NOI and ICR - Submit supporting documentation - Advise of any change in circumstances - Arrange appointment	- Print Non livestock CHECKLIST - Retrieve or create file - If documentation received by fax or post then scan and save electronically - Check all documentation for completeness - Transfer all NOI details into the local database - Date stamp all documentation - Update chargeable hours sheet - Allocate a permit number - Request documentation - Send acknowledgement of receipt of NOI	- Assess risk using Non livestock CHECKLIST - Assess documentation - Request documentation - Determine outcome of NOI - Notify of decision - Issue NOI approval or rejection - Update chargeable hours sheet - Notify Central Office (if not approved) - Manage all records	- Retrieve information on consignment from regional database - Check ICR - Prepare Health certificate - Enter data into health certificate - Print Health certificate - Prepare Export Permit - Print Export Permit - Confirm inspection appointment - Update chargeable hours sheet - Manage all records	- Obtain relevant NOI documentation from exporter - Conduct pre-export treatments, testing and inspection of livestock in accordance with ICR - Inspect animals prior to departing from premises to travel to port - Check sample of identification - Check individual animal identification (if required) - Forward test, treatment and inspection documentation to the exporter ***Regional Veterinarian*** - Conduct animal inspection - Obtain documentation from exporter - Assess documentation from exporter - Receive documentation to confirm the animals are prepared in accordance with the NOI and the ICR - Non Livestock CHECKLIST completion - Retained copies of all documents for file - Manage all records	- Refuse Export Permit - Sign and stamp Health Certificate and Export Permit - Issue Health Certificate and Export Permit - Update chargeable hours sheet - Manage all records	- Update chargeable hours sheet - Determine fee for service - Invoice exporter - Manage all records - Provide stats to Central Office
Information	- Notice of Intention to Export Live Animals or Reproductive Material FORM - ICR - Premises details (if required) - Permit requirements	- Notice of Intention to Export Live Animals or Reproductive Material FORM - Date of receipt - Permit number - Time taken to complete action - ICR - Document registration details - Date acknowledgement of receipt sent - Document what has been requested and why	- Non Livestock CHECKLIST - Import permit requirements - Test and treatment schedule - Transport details - Record of correspondence - Outcome of NOI with rationale - Document what has been requested and why - Date of issuance - Time taken to complete action	- Database information sourced to populate documentation (Health Cert, Export Permit) - ICR - Travel details - Loading details - Treatment information - Decision outcome rationale - Time taken to complete action	- Non Livestock CHECKLIST - ICR - Travel and loading details - Documentation to confirm the animals are prepared in accordance with the NOI and the ICR - Time taken to complete action	- Health Certificate and Export Permit - Non Livestock CHECKLIST completion - Decision outcome rationale - Time taken to complete action	- Chargeable hours sheet - Invoice - Non Livestock CHECKLIST completion - Statistical information - File retention for 15 years
Legislation	- Export Control (Animals) Orders 2004 Part 3.04 (NOI)	- Export Control (Animals) Orders 2004 Part 3.05 - Export Control (Animals) Orders 2004 Part 3.06 -- Export Control (Animals) Orders 2004 Part 3.07	- Export Control (Animals) Orders 2004 Part 3.06 (Approval of premise) - Export Control (Animals) Orders 2004 Part 3.07 (Approval of NOI) - Export Control (Animals) Orders 2004 Part 3.09 (change of circumstance)	- Export Control (Animals) Orders 2004 Part 3.07 (Approval of NOI)	- Export Control (Animals) Orders 2004 Part 3.14 (Health Certificate) - Export Control (Animals) Orders 2004 Part 3.15 (Grant of export permit)	- Export Control (Animals) Orders 2004 Part 3.14 (Health Certificate) - Export Control (Animals) Orders 2004 Part 3.15 (Grant of export permit) - Export Control (Animals) Orders 2004 Part 3.16 (Refusal to grant export permit)	- Export Control (Animals) Orders 2004 Part 3.13 (Payment and cost) - Export Control (Fees) Orders 2001 Part 9 - Archives Act 1983 (File retention business rule)
IT System	- MICOR (obtain importing country conditions) - Department of Agriculture Website (general information on exporting requirements, what to do, contact points)	- Regional database (IT system used to capture all information pertaining to the application)	- Regional database (IT system used to capture all information pertaining to the application)	- Regional database (IT system used to capture all information pertaining to the application)			- ELSA (IT payment system)

Application assessment for livestock export (NOI, CRMP & ESCAS)

Author: Process Improvement Unit
Status: V0.1
Updated: 16/07/2012

BIOSECURITY STAGES: Build Context | 2. Manage Risk (Analyse Risk) | Control Risk | Reduce Recurrence

SERVICES: Communication | Assessment | Recognition

EXPORTER

1. Prepare and submit application to export live animals (NOI/CRMP &/or ESCAS)
- Obtain importing country requirements
- Submit/ variation application
- Provide additional information

Exporter

5. Provide information to assist the application review
- Gather & submit required information

Exporter

9. Receive outcome of application process
- Receive notification of non-approval
- Receive notification of approval

Exporter

Department of Agriculture

2. Check application for completeness and prepare for assessment
- Assess application
- Further info required? (Yes: Request further information; No: Create TRIM file / Print all documentation)
- Only required if slaughter & feeder livestock
- Regional office notified via workflows in TRACE
- Check regions serviceability
- Region/s able to service? (No: Notify exporter; Notify LAE Program Manager)
- Create chargeable hours sheet
- Generate registered reports
- Complete admin checklist
- Check and enter consignment details on LAES
- Check and enter consignment details on TRIM
- Create exporter file (red/blue)
- Breeder stock only? (Yes)

Department of Agriculture Admin Officer

3. Determine if the application complies with ESCAS requirements
- Assess against ESCAS checklist
- Request further supporting information
- Consider any previous non-compliances
- Prepare approval minute
- Prepare ESCAS approval instrument

Department of Agriculture Technical Officer

4. Determine if the application complies with NOI/CRMP requirements
- Assess against NOI/CRMP checklist
- Validate import permit
- Request further supporting information
- Recommend outcome
- Prepare AEP
- Prepare letter of approval
- Complete regional documentation checklist

Department of Agriculture Technical Officer

6. Review application as part of quality assurance
- Review assessment of export application
- Further assessment required?
- Further info required?

Department of Agriculture Senior Technical Officer

7. Assess export application to determine approval
- Assess export application
- Further info required?
- Approve

Department of Agriculture Delegate

8. Notify exporter of approval and record consignment details
- Notify of approval
- Livestock transported by Sea?
- Notify regions of approval

To process map: Livestock by Sea
To process map: Livestock by Air

Business Information

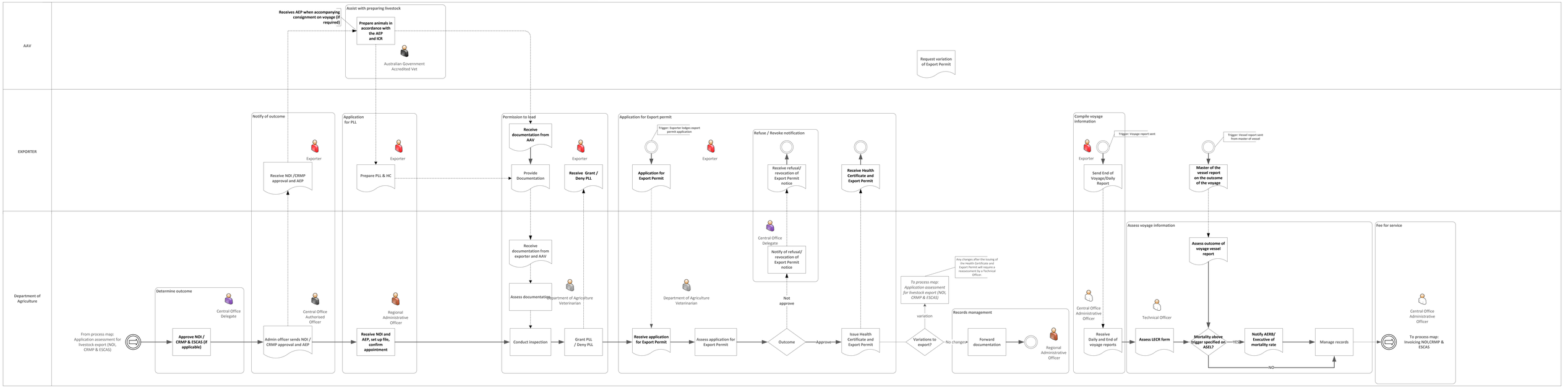
	1. Prepare and submit application to export live animals (NOI/CRMP &/or ESCAS)	2. Check application for completeness and prepare for assessment	3. Determine if the application complies with ESCAS requirements	4. Determine if the application complies with NOI/CRMP requirements	6. Review application as part of quality assurance	7. Assess export application to determine approval	8. Notify exporter of approval and record consignment details
Role	Exporter	Department of Agriculture Administrative Officer	Department of Agriculture Technical Officer	Department of Agriculture Technical Officer	Department of Agriculture Senior Technical Officer	Department of Agriculture Delegate	Department of Agriculture Administrative Officer
Information	***Required*** - NOI/CRMP - Exporter Supply Chain Assurance System (ESCAS)	***Required*** - NOI/CRMP and exporters declaration - Exporter Supply Chain Assurance System (ESCAS) - AAV nominated - Stockman - Consignment summary ***Recorded*** - Delivery receipts - Importing country requirements NOI and CRMP - Chargeable hours sheet - NOI/CRMP Admin checklist - NOI/CRMP Lodgement checklist - NOI/CRMP Assessment checklist - ESCAS Documentation - ESCAS Assessment checklist	***Required*** - ESCAS minute report - Instrument of approval - Approved AEP - Delivery receipt/s - Regional LNC checklist - ESCAS Assessment checklist (for previously approved supply chain) - ESCAS Assessment checklist - Exporter supply chain assurance system assessment checklist (number x supply chains) - Chargeable hours sheet ***Recorded*** - ESCAS minute report to approve or reject - Instrument of approval - Approval letter - Approved export program - Delivery receipt/s - Regional LNC checklist - ESCAS Assessment checklist (for previously approved supply chain) - ESCAS Assessment checklist - Exporter supply chain assurance system assessment checklist (number x supply chains) - Chargeable hours	***Required*** - NOI/CRMP assessment checklist - NOI/CRMP evidence in application - Chargeable hours sheet ***Recorded*** - Approval letter - Approved Export Program (AEP) - Regional documentation checklist - Chargeable hours	***Required*** - ESCAS minute report to approve or reject - Instrument of approval - Approved Export Program - Delivery receipt/s - Regional LNC checklist - ESCAS Assessment checklist (for previously approved supply chain) - ESCAS Assessment checklist - Exporter supply chain assurance system assessment checklist (number x supply chains) - Chargeable hours sheet ***Recorded*** - Outcome of initial assessment officers review of ESCAS, NOI/ CRMP application - Chargeable hours	***Required*** - ESCAS minute report to approve or reject - Instrument of approval - Approved Export Program - Delivery receipt/s - Regional LNC checklist - ESCAS Assessment checklist (for previously approved supply chain) - ESCAS Assessment checklist - Exporter supply chain assurance system assessment checklist (number x supply chains) - Chargeable hours sheet ***Recorded*** - Sign the • Approval letter • ESCAS instrument • AEP(s) - Non-approval letter - Chargeable hours	***Required*** - Approval letter - ESCAS minute report to approve or reject - Signed instrument of approval - Approved Export Program - Delivery receipt/s - Regional LNC checklist - ESCAS Assessment checklist (for previously approved supply chain) - ESCAS Assessment checklist - Exporter supply chain assurance system assessment checklist (number x supply chains) - Chargeable hours sheet - NOI/CRMP assessment checklist - NOI/CRMP evidence in application - Chargeable hours sheet ***Recorded*** - Notification to region/s - Scan and save all documentation - Chargeable hour
IT System	***Referenced*** - Department of Agriculture Website ***Data Input*** - TRACE	***Referenced*** - TRACE - Outlook - J:Drive - LAE Intranet - MICOR - IML - TRACE - TRIM ***Data Input*** - Outlook - TRIM - TRACE	***Referenced*** - TRACE - J:Drive - MICoR - IML - TRIM ***Data Input*** - TRACE - Outlook - TRIM	***Referenced*** - TRACE - J:Drive - MICoR - IML - TRACE - Excel ***Data Input*** - TRACE - Outlook - TRIM	***Referenced*** - TRACE - J:Drive - MICoR - IML - TRACE - Excel ***Data Input*** - TRACE - Outlook - TRIM	***Referenced*** ***Data Input***	***Referenced*** - TRACE - J:Drive - IML - ELSA ***Data Input*** - TRACE - Outlook - TRIM - ELSA
Legislation	EC(A)O 2.42A, 2.43) Accept NOI, CRMP and ESCAS within 10 days of export or the start of quarantine if reasonable to do so	EC(A)O 2.42A, 2.43 Accept NOI, CRMP and ESCAS within 10 days of export or the start of quarantine if reasonable to do so EC(A)O 2.44 (1)(a) Require further information about a proposed export	EC(A)O 2.44 (1)(a) Require further information about a proposed export EC(A)O 2.44 (1)(b) Direct that a NOI/ CRMP/ESCAS be amended in a specific way	EC(A)O 2.44 (1)(a) Require further information about a proposed export EC(A)O 2.44 (1)(b) Direct that a NOI/CRMP/ ESCAS be amended in a specific way		EC(A)O 2.44 (1)(2A) Approval of the ESCAS EC(A)O 2.44 (4) Approval of the NOI/CRMP/ESCAS subject to a condition EC(A)O 2.46 Cancel NOI and CRMP approval, Direct and NOI and CRMP to be varied, Require an exporter to submit a new NOI and CRMP EC(A)O 2.46(1) Require and ESCAS to be varied, Approve a variation to an ESCAS, Vary the conditions imposed on an ESCAS EC(A)O 2.46(3) Revoke an ESCAS approval EC(A)O 2.47(2) Approve an AEP EC(A)O 2.48(1) Approve an AEP for a shipboard veterinarian EC(A)O 2.49(1) Vary an AEP	

Map Key
- Activity
- Decision point
- Annotation note
- Document
- Work flow
- Communication flow
- Start event
- End event

Export of livestock by sea

Author: Predicate Partners
Status: 1.1
Updated: 27/11/2013

	1. Assess application	2. Issue Licence	3. Export animal



Supporting the Live Animal Exports Process

Role	*Central Office Delegate*	*Central Office Administrative Officer*	*Regional Administrative Officer*	*Australian Government Accredited Veterinarian*	*Department of Agriculture of Agriculture Veterinarian*	*Department of Agriculture Veterinarian*	*Central Office Delegate*	*Regional Administrative Officer*	*Central Office Administrative Officer*	*Department of Agriculture Technical Officer*	*Central Office Administrative Officer*
Responsibility	- Approve submission NOI /CRMP and AEP - Sign NOI/CRMP approval and AEPs - Update chargeable hours sheet - Manage all records	- Notify of decision by sending documentation to exporter and regional office - Update chargeable hours sheet - Manage all records	- Receive NOI/CRMP approval and AEP from LAE Canberra office - Confirm appointment time - Set up file and dividers - Receive Application for Health Certificate and Permission to Leave for Loading FORM - Print LNC CHECKLIST for Livestock Exported by Sea and commence completion - Receive documentation confirming animals are prepared with NOI, CRMP, AEP, Licence conditions and ICR - Review documentation - Update chargeable hours sheet - Update any variation - Update regional database - Manage all records	- Obtain AEP and relevant NOI /CRMP documentation from exporter - Conduct pre-export treatments, testing and inspection of livestock in accordance with AEP - Forward test, treatment and inspection documentation to the exporter	- Check documentation from exporter - Check all information present and appropriate by completing LNC CHECKLIST for Livestock Exported by Sea - Complete inspection of livestock, record results - Approve / Reject PLL - Issue PLL - Update chargeable hours sheet - Manage all records	- Draft Health certificate and export permit - Conduct loading inspection - Receive completed Application for Export Permit FORM - Receive confirmation of minor treatments applied after PLL - Sign and stamp Health certificate and export permit - Issue Health certificate and Export Permit - Complete Livestock Export Consignment Report - Complete LNC CHECKLIST for Livestock Exported by Sea - If export permit not approved or revoked then notify Central Office - Central Office delegate notifies exporter of non approval of export permit - Update chargeable hours sheet - Manage all records	- Notify exporter of refusal to issue export permit - Notify exporter of revocation of export permit - Update chargeable hours sheet - Manage all records	- Send Health Certificates, Export permits, Livestock Export Consignment Report, chargeable hours sheet to Canberra Office - Manage records	- Receive Daily Report FORM and report for each consignment if voyage longer than 9 days - Receive End of Voyage Report FORM and report for each consignment for all voyages - Receive daily and end of voyage reports from stockman if no onboard AAV - Receive daily and end of voyage reports from AAV - Receive additional end of voyage report from master of the vessel (under Navigation Act – AMSA) for all the animals on the voyage. - Enter mortality information in LAE database - Manage all records	- Assess mortality level during voyage - Inform Department of Agriculture executive if reportable mortality level likely during voyage - Inform Department of Agriculture executive if mortality level above trigger in the ASEL - Manage all records	- Receive Health Certificates, Export Permits, Livestock Export Consignment Report and Chargeable hours sheet - Update LAE database - Check documentation - Determine fee for service - Invoice exporter - Manage all records
Information	- NOI/CRMP Administrative and Assessment CHECKLIST completion - NOI CRMP Variation Administrative and Assessment CHECKLIST - Decision outcome rationale - NOI CRMP approval and AEP documentation - Time taken to complete action	- Date of issuance - NOI/CRMP approval and AEPs - Time taken to complete action	- NOI/CRMP approval and AEP - LNC CHECKLIST for Livestock Exported by Sea - Documentation confirming animals are prepared with NOI, CRMP, AEP, Licence conditions and ICR - Travel and loading details - Appointment details - PLL details - Date contacted exporter - Variation details - Time taken to complete action	- AEP information and relevant NOI/CRMP documentation - Registered premises information - ICR -Declaration that test, treatment and inspection completed - Laboratory test results and other supporting documentation	- NOI/CRMP approval AEP, License conditions and ICR - Documentation from exporter confirming animals are prepared with NOI, CRMP, AEP, Licence conditions and ICR - Health certificate information - Travel and loading details - LNC CHECKLIST for Livestock Exported by Sea - PLL FORM - Time taken to complete action	- Livestock Export Consignment Report - LNC CHECKLIST for Livestock Exported by Sea - Application for Export Permit FORM - Health certificates and Export Permits - Decision outcome rationale - Time taken to complete action	- Date of issuance - Decision rationale - Chargeable hours sheet	- Date documents sent - Chargeable hours sheet	- Daily Report FORM and report - End of Voyage Report FORM and report - Date of receipt - File retention for 15 years	- Daily Report FORM and report - End of Voyage Report FORM and report - Date of receipt	- Health Certificates, Export Permits, Livestock Export Consignment Report and Chargeable hours sheet - Invoice - Date of issuance - Decision outcome rationale
Legislation	- EC(A)O 2004 S 2.44 (approval of NOI and CRMP) - EC(A)O 2004 S 2.46 (circumstances change) - EC(A)O 2004 S 2.47 (AEP) - EC(A)O 2004 S 2.48 (vet accompany consignment) - EC(A)O 2004 S 2.49 (variation of AEP) - EC(A)O 2004 S 2.50 (suspension of AEP)	- EC(A)O 2004 S 2.46 (circumstances change)	- EC(A)O 2004 S 2.52 (application for health certificate and permission to leave for loading)	- EC(A)O 2004 S 2.47 (AEP)	- EC(A)O 2004 S 2.46 (circumstances change) - EC(A)O 2004 S 2.47 (AEP) - EC(A)O 2004 S 2.52 (application for PLL and HC) - EC(A)O 2004 S 2.54 (grant PLL) - EC(A)O 2004 S 2.56 (conditions PLL) - EC(A)O 2004 S 2.57 (suspension or cancel PLL)	- EC(A)O 2004 S 2.53 (health certificate) - EC(A)O 2004 S 2.55 (variation of travel and load plans) - EC(A)O 2004 S 2.58 (application for export permit) - EC(A)O 2004 S 2.59 (grant of export permit) - EC(A)O 2004 S 2.60 (refuse to grant export permit) - EC(A)O 2004 S 2.61 (revoke export permit)	- EC(A)O 2004 S 2.53 (health certificate) - EC(A)O 2004 S 2.55 (variation of travel and load plans) - EC(A)O 2004 S 2.58 (application for export permit) - EC(A)O 2004 S 2.59 (grant of export permit) - EC(A)O 2004 S 2.60 (refuse to grant export permit) - EC(A)O 2004 S 2.61 (revoke export permit)	- EC(A)O 2004 S 2.46 (circumstances change) - EC(A)O 2004 S 2.47 (AEP) - EC(A)O 2004 S 2.49 (variation of AEP) - EC(A)O 2004 S 2.50 (suspension of AEP)	- Archives Act 1983 (File retention business rule)	- EC(A)O 2004 S 4A 15 (Reports by accredited Vets on Voyages) - EC(A)O 2004 S 2.47 (AEP) - EC(A)O 2004 S 2.48 (vet accompany consignment) - Australian Meat and Livestock Industry (Standards) Order 2005 - Australian Standards for the Export of Livestock	- EC(A)O 2004 S 2.51 (payment of costs) - Export Control (Fees) Orders 2001 S 9
IT System	- TRACE	- TRACE			- TRACE	- TRACE	- TRACE	- TRACE	- TRACE - TRIM (Records Management Tool)	- TRACE - TRIM (Records Management Tool)	- TRACE - ELSA (Payment IT system)

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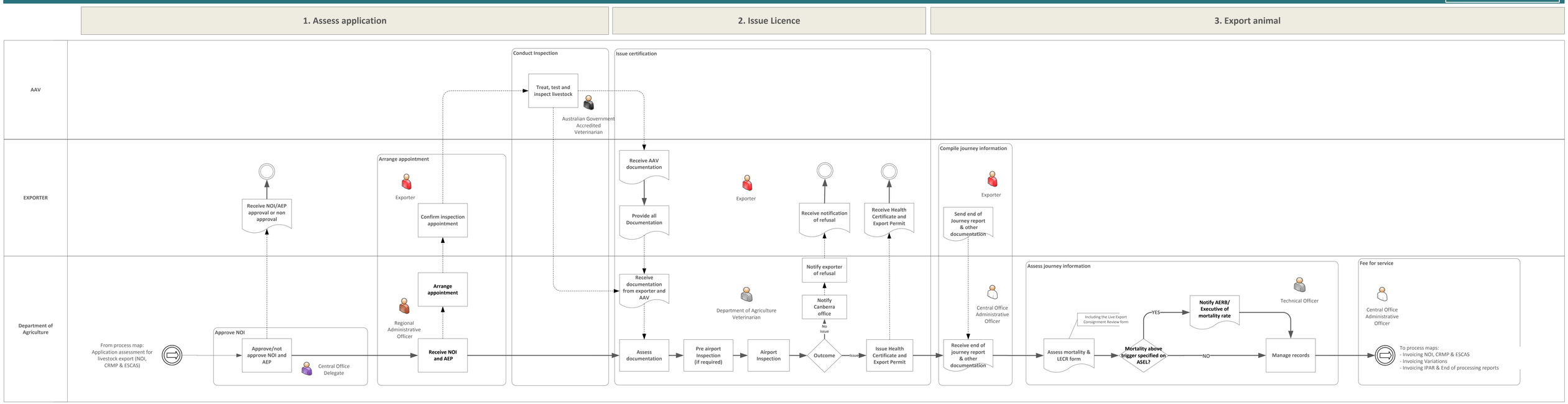
Export of livestock by air

Author: Predicate Partners
Status: 1.1
Updated: 27/11/2013



Supporting the Live Animal Exports Process

	Central Office Delegate	*Regional Administrative Officer*	*Australia Government Accredited Veterinarian*	*Department of Agriculture Veterinarian*	*Central Office Administrative Officer*	*Regional Administrative Officer*	*Central Office Administrative Officer*
Responsibility	- Assess NOI and AEP - Provide approval (or no approval) for NOI and AEP - Update chargeable hours sheet - Cancel approval **Central Office Admin Officer** - Central office admin officer sends the NOI approval and AEP to the exporter and the regional office - Notify of decision/s - Manage all records - Update chargeable hours sheet	- Set up file and dividers - Receive notification of NOI approval and AEP - Print LNC CHECKLIST for Livestock Exported by Air and commence completion - Update chargeable hours sheet - Confirm inspection appointment(s) - Update any variation - Retrieve information from database - Update database - Receive information to confirm consignment is prepared in accordance with NOI, AEP, ICR and licence conditions - Manage all records	- Obtain AEP and relevant NOI documentation from exporter - Conduct pre-export treatments, testing and inspection of livestock in accordance with AEP - Inspect animals prior to departing from premises to travel to airport - Check sample of identification - Check individual animal identification - Forward test, treatment and inspection documentation to the exporter	- Obtain documentation from exporter - Conduct pre-export review of documentation - Complete LNC CHECKLIST for Livestock Exported by Air - Conduct random sample of animal identification against declaration - If required, inspect animals prior to arrival at airport - If required, check individual animal identification - Conduct loading inspection - Sign and stamp Health Certificate and Export Permit - Issue Health Certificate and Export Permit - If not approved then send refusal of export permit notification to Central Office - Complete Livestock Export Consignment Report - Retained copies for file - Update chargeable hours sheet - Manage all records **Central Office Delegate** -Notify exporter of refusal to issue export permit -Notify exporter of revocation of export permit	- Receive End of journey Report FORM and report for each consignment - Enter mortality information in LAE database - Inform Department of Agriculture executive if reportable mortality level likely during journey - Inform Department of Agriculture executive if mortality level above trigger in the ASEL - Manage all records	- Send Health Certificates, Export permits, Livestock Export Consignment Report, chargeable hours sheet to Canberra Office - Manage records	- Receive Health Certificates, Export Permits, Livestock Export Consignment Report and Chargeable hours sheet from region - Update LAE database - Check documentation - Update chargeable hours sheet - Determine fee for service - Invoice exporter - Manage all records
Information	- Date of approval - NOI/CRMP Administration CHECKLIST - NOI/CRMP Assessment CHECKLIST - NOI/CRMP Variation Administration CHECKLIST - NOI/CRMP Variation Assessment CHECKLIST - NOI approval and AEP documentation - Time taken to complete action - Regional checklist - ESCAS	- Variation details - LNC CHECKLIST for Livestock Exported by Air - Variation details - Time taken to complete action	- NOI approval and AEP - ICR - Health cert information - AAV Declaration that test, treatment and inspection completed - Laboratory test results and other supporting documentation	- LNC CHECKLIST for Livestock Exported by Air - NOI approval and AEP - Documentation to confirm the livestock are prepared in accordance with the approved NOI, AEP, license conditions and ICR - ICR - Travel & loading plans - Livestock Export Consignment Report - Decision outcome rationale - Health certificate and Export Permit - Time taken to complete action	- End of journey report - Date of receipt - File retention for 15 years	- Date documents sent - Chargeable hours sheet	- Health Certificates, Export Permits, Livestock Export Consignment Report and Chargeable hours sheet - Invoice
Legislation	- ECA Act - ECA Orders - EC(A)O 2004 S 3.06 (approval of premises) - EC(A)O 2004 S 3.07 (approval of NOI) - EC(A)O 2004 S 3.09 (circumstances change) - EC(A)O 2004 S 3.10 (AEP) - EC(A)O 2004 S 3.11 (variation of AEP) - EC(A)O 2004 S 3.12 (cancel AEP) - AMLI Act - AMLI Orders	- EC(A)O 2004 S 3.09 (circumstances change)		- EC(A)O 2004 S 3.9 (circumstance change) - EC(A)O 2004 S 3.14 (health certificate) - EC(A)O 2004 S 3.15 (grant an export permit) - EC(A)O 2004 S 3.15(5) (extend valid time of permit) - EC(A)O 2004 S 3.17 (revoke export permit)	- Australian Meat and Livestock Industry (Standards) Order 2005 - Australian Standards for the Export of Livestock - Archives Act 1983 (File retention business rule)	- EC(A)O 2004 S 2.46 (circumstances change) - EC(A)O 2004 S 2.47 (AEP) - EC(A)O 2004 S 2.49 (variation of AEP) - EC(A)O 2004 S 2.50 (suspension of AEP)	- EC(A)O 2004 S 3.13 - Export Control (Fees) Orders 2001 S 9
IT System	- TRACE - TRIM - MICOR	- TRACE - TRIM - MICOR	- TRACE - TRIM - MICOR	- TRACE - TRIM - MICOR	- TRACE - TRIM - MICOR	- TRACE	- ELSA (IT payment system) - TRACE

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Registered premises for livestock (application/renewal)

Author: Predicate Partners
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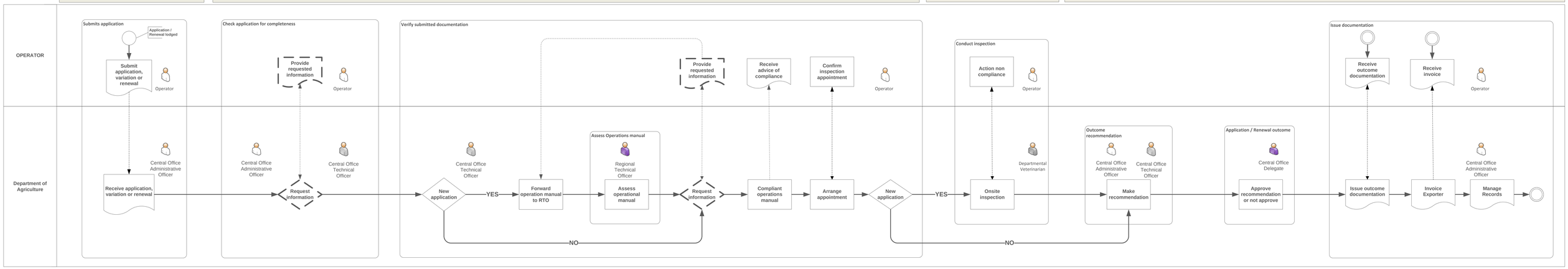

Supporting the Live Animal Exports Process

	Premises operator	Central Office Administrative or Technical Officer	Central Office Technical Officer	Regional Technical Officer	Departmental Veterinarian	Central Office Technical or Administrative Officer	Central Office Delegate	Central Office Administrative Officer
Role								
Responsibility	- Complete and submit a signed Application for Livestock Premises Registration FORM - Complete and submit Application to Alter an Approved Operations Manual for Registered Premises FORM - Provide re application for renewal - If not previously supplied or if a change has occurred then the following must be submitted • operations manual • evidence to meet eligibility criteria	- Check Application for Livestock Premises Registration FORM and supporting documentation - Date stamp application as comes through the post/fax/email. - Retrieve or create file - Print Application for Livestock Premises Registration Lodgement CHECKLIST - Request documentation - Request account number through ELSA (if required) - Enter information into LAE database - LAE database allocates registration number - Update record of chargeable hours sheet - Update Live Animal Exports database - Manage all records	- If new applicant then send operations manual to Regional Technical Officer - If application is an amendment, then retain at Central Office and complete the Premises Operations Manual Assessment CHECKLIST - Advise premises operator of compliance of operations manual (for an amendment) - Contact premises operator to arrange an appointment to inspect premises - Update record of chargeable hours sheet - Update Live Animal Exports database - Manage all records	- Receive Operational manual from Central Office - Obtain and complete Premises Operations Manual Assessment CHECKLIST - Return operations manual and completed checklist to Central Office - Update record of chargeable hours sheet - Manage all records ***Central Office Technical Officer*** - Receive completed Premises Operations Manual Assessment CHECKLIST from regional technical officer - Advise premises operator of compliance of operations manual (for an new applicant) - Send request to regional office for inspection of premises	- Receive information from Central Office - Conduct On-site inspection - Advise operator of non compliance issues - Complete On-site Registration CHECKLIST - Update record of chargeable hours sheet - Forward record of chargeable hours sheet to Central Office - Forward recommendation to Central Office - Manage all records	- Receive On-site Registration Checklist - Complete Application for Livestock Premises Registration Lodgement CHECKLIST - Collate all information - Prepare and submit recommendation to delegate - Update record of chargeable hours sheet - Manage all records	- Approve the registration of the premises or not approve - Record outcome of decision by signing the notice of registration - Manage all records	- Obtain record of chargeable hours sheet - Determine fee for service - Send Invoice - Issue notice of outcome advice - Process payment - Update Live Animal Exports database - Manage all records
Information	- Application for Livestock Premises Registration FORM - Application to Alter an Approved Operations Manual for Registered Premises FORM - Operations manual - Map of the premises - Plan of the premises - Information on day to day operations of premises - Licence to operate premises - Specific months of operation - Meteorological evidence - Evidence of shelter	- Application for Livestock Premises Registration FORM and supporting documentation - Application for Livestock Premises Registration Lodgement CHECKLIST - ELSA Account number - Time taken to complete action	- Operations manual - Premises Operations Manual Assessment CHECKLIST - Decision outcome rationale - Time taken to complete action	- Operations manual details - Premises Operations Manual Assessment CHECKLIST - Decision outcome rationale - Time taken to complete action	- Record of non compliance - On-site Registration CHECKLIST - Decision outcome rationale - Time taken to complete action	- Application for Livestock Premises Registration Lodgement CHECKLIST - Premises Operations Manual Assessment CHECKLIST - On-site Registration CHECKLIST - Decision outcome rationale - Time taken to complete action	- Notice of registration - Date of approval - Decision outcome rationale	- Date invoice sent - Time taken to complete action - File retention for 15 years
Legislation	- Export Control (Animals) Orders 2004 S 2.04 (Application for registration premises) - Export Control (Animals) Orders 2004 S 2.05 (Operations manual) - Export Control (Animals) Orders 2004 S 2.06 (Consideration of applications) - Export Control (Animals) Orders 2004 S 2.07 (Criteria for registration of premises) - Export Control (Animals) Orders 2004 S 2.11 (Changes to operations manual) - Export Control (Animals) Orders 2004 S 2.12 (Renewal of registration) - Export Control (Animals) Orders 2004 S 2.13 (Variation of registration)	- Export Control (Animals) Orders 2004 S 2.04 (Application for registration premises) - Export Control (Animals) Orders 2004 S 2.05 (Operations manual) - Export Control (Animals) Orders 2004 S 2.06 (Consideration of applications) - Export Control (Animals) Orders 2004 S 2.07 (Criteria for registration of premises) - Export Control (Animals) Orders 2004 S 2.11 (Changes to operations manual) - Export Control (Animals) Orders 2004 S 2.12 (Renewal of registration) - Export Control (Animals) Orders 2004 S 2.13 (Variation of registration)	- Export Control (Animals) Orders 2004 S 2.04 (Application for registration premises) - Export Control (Animals) Orders 2004 S 2.05 (Operations manual) - Export Control (Animals) Orders 2004 S 2.06 (Consideration of applications) - Export Control (Animals) Orders 2004 S 2.07 (Criteria for registration of premises) - Export Control (Animals) Orders 2004 S 2.11 (Changes to operations manual) - Export Control (Animals) Orders 2004 S 2.12 (Renewal of registration) - Export Control (Animals) Orders 2004 S 2.13 (Variation of registration) - Export Control (Fees) Orders 2001 S 9 (Payment and cost)	- Export Control (Animals) Orders 2004 S 2.04 (Application for registration premises) - Export Control (Animals) Orders 2004 S 2.05 (Operations manual) - Export Control (Animals) Orders 2004 S 2.06 (Consideration of applications) - Export Control (Animals) Orders 2004 S 2.07 (Criteria for registration of premises) - Export Control (Animals) Orders 2004 S 2.11 (Changes to operations manual) - Export Control (Animals) Orders 2004 S 2.12 (Renewal of registration) - Export Control (Animals) Orders 2004 S 2.13 (Variation of registration) - Export Control (Fees) Orders 2001 S 9 (Payment and cost)	- Export Control (Animals) Orders 2004 S 2.10 (Conditions of registration)	- Export Control (Animals) Orders 2004 S 2.04 (Application for registration premises) - Export Control (Animals) Orders 2004 S 2.05 (Operations manual) - Export Control (Animals) Orders 2004 S 2.06 (Consideration of applications) - Export Control (Animals) Orders 2004 S 2.07 (Criteria for registration of premises) - Export Control (Animals) Orders 2004 S 2.08 (Notice of decision) - Export Control (Animals) Orders 2004 S 2.09 (Duration of registration) - Export Control (Animals) Orders 2004 S 2.10 (Conditions of registration) Export Control (Animals) Orders 2004 S 2.11 (Changes to operations manual) - Export Control (Animals) Orders 2004 S 2.12 (Renewal of registration) - Export Control (Animals) Orders 2004 S 2.13 (Variation of registration)	- Archives Act 1983 (File retention business rule) - Export Control (Fees) Orders 2001 S 9 (Payment and cost)
IT System	- Department of Agriculture Website (general information on exporting requirements, what to do, contact points)	- TRACE) - ELSA (Payment IT system)	- TRACE	- TRACE	- TRACE	- TRACE	- LAE database (IT system used to capture all information pertaining to the registration)	- Live Animal Exports Database (IT system used to capture all information pertaining to the registration) - ELSA (IT payment system) - TRIM (Records Management Tool)

Australian Government Accredited Veterinarians for livestock (application/renewal)

Author: Predicate Partners
Status: 1.1
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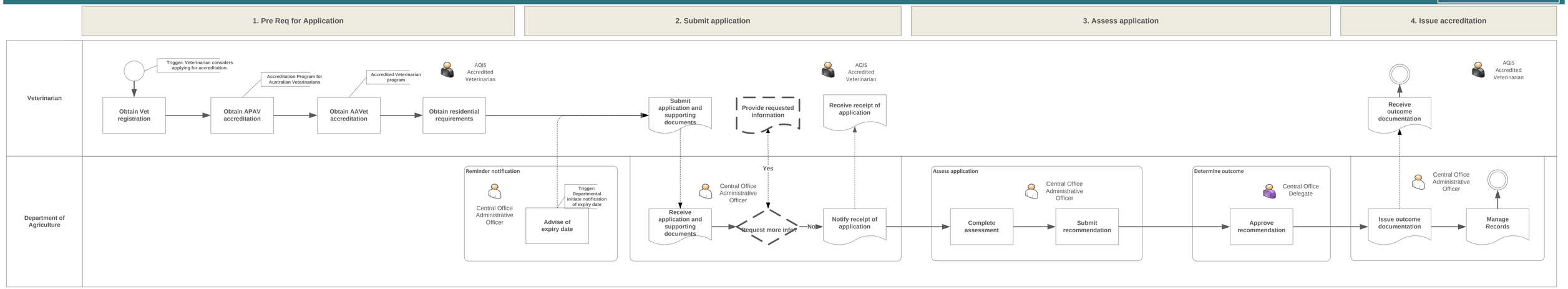
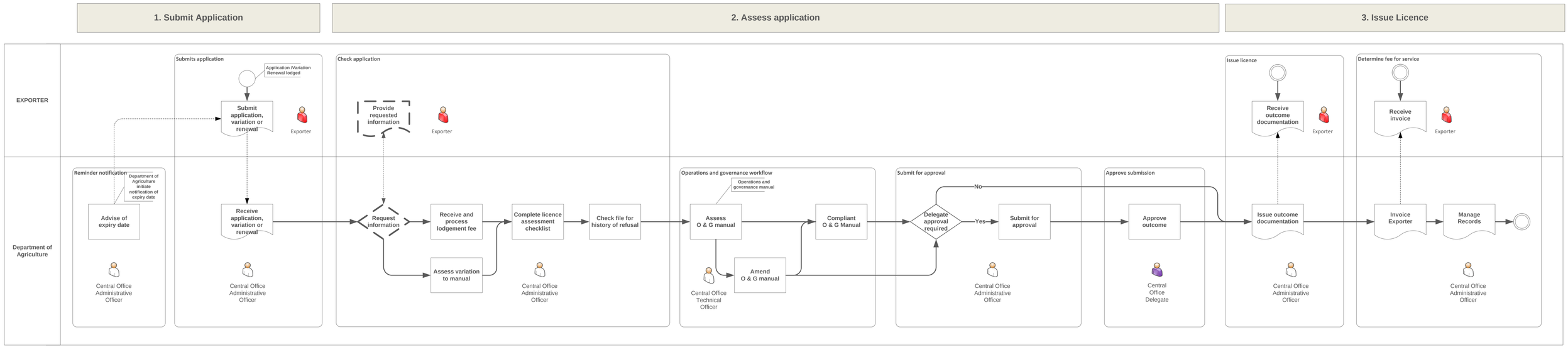


Supporting the Live Animal Exports Process

	Veterinarian	Central Office Administrative Officer	Central Office Administrative Officer	Central Office Delegate	Central Office Administrative Officer
Role					
Responsibility	- Complete and submit Application for Accreditation of Veterinarian for Livestock Export FORM - Meet eligibility criteria - Maintain all required documentation - Make payment	- Send reminder to approved AAV to renew registration - Complete AAVet Assessment CHECKLIST - Check submitted documentation - Date stamp application at arrival from post/fax/email. - Retrieve or create new Vet file - Check file for reusable information - Request account number through ELSA (if required) - Process payment - Notify of receipt of application - Enter information into LAE database - Manage all records	- Complete AAVet Assessment CHECKLIST - Request documentation - Complete accreditation letter - Prepare notice of accreditation letter - Submit recommendations to delegate - Issue invoice - Manage all records	- Consider and record outcome of decision - Manage all records	- Photocopy signed notice of accreditation - Add compliance requirements - Issue accreditation - Issue supportive legislation documentation - Update web team to update listings - Update Live animal database - Manage records
Information	- Application for Accreditation of Veterinarian for Livestock Export FORM - Evidence of registration from the state in which they intend to undertake export activity - Proof of the successful completion of the Accreditation Program of Australian Veterinarians - Proof of the successful completion of the Accredited Veterinarian Program - Proof of Citizenship - Provide Passport or Birth Certificate (if shipboard services required)	- Application for Accreditation of Veterinarian for Livestock Export FORM - Submitted documentation - Date of receipt - Date reminder sent - Previously submitted information on file - Date receipt sent - Payment details - ELSA invoice number	- Completed documentation - Website information obtained - Complete AAV Assessment CHECKLIST - Date reminder sent	- Date of approval	- File retention for 15 years - Date of issuance
Legislation	- Export Control (Animals) Orders 2004 S 4A.02 (accredited vet within a specific states) - Export Control (Animals) Orders 2004 S 4A.04 (Application for accreditation) - Export Control (Animals) Orders 2004 S 4A.06 (Type of accreditation) - Export Control (Animals) Orders 2004 S 4A.08 (Variation of accreditation) - Export Control (Animals) Orders 2004 S 4A.13 (Reinstatement of accreditation) - Export Control (Animals) Orders 2004 S 4A.14 (Vet to keep certain records)	- Export Control (Fees) Orders 2001 S 9 (Payment and cost) - Export Control (Animals) Orders 2004 S 4A.04 (Application of accreditation)	- Export Control (Animals) Orders 2004 S 4A.05 (Period of accreditation) - Export Control (Animals) Orders 2004 S 4A.06 (Type of accreditation) - Export Control (Animals) Orders 2004 S 4A.07 (Decision to accredit) - Export Control (Animals) Orders 2004 S 4A.08 (Variation of accreditation) - Export Control (Animals) Orders 2004 S 4A.09 (Other – undertake training) - Export Control (Animals) Orders 2004 S 4A.10 (Revoke or Suspend accreditation) - Export Control (Animals) Orders 2004 S 4A.11 (Immediate suspension of accreditation in some circumstances) - Export Control (Animals) Orders 2004 S 4A.12 (Effect of suspension) - Export Control (Animals) Orders 2004 S 4A.13 (Reinstatement of suspension)	- Export Control (Animals) Orders 2004 S 4A.05 (Period of accreditation) - Export Control (Animals) Orders 2004 S 4A.07 (Decision to accredit) - Export Control (Animals) Orders 2004 S 4A.08 (Variation of accreditation) - Export Control (Animals) Orders 2004 S 4A.09 (Other – undertake training) - Export Control (Animals) Orders 2004 S 4A.10 (Revoke or Suspend accreditation) - Export Control (Animals) Orders 2004 S 4A.11 (Immediate suspension of accreditation in some circumstances) - Export Control (Animals) Orders 2004 S 4A.12 (Effect of suspension)	- Export Control (Animals) Orders 2004 S 4A.07(2) (Publish list of accredited Vets) - Archives Act 1983 (File retention business rule)
IT System	- Department of Agriculture Website (general information on exporting requirements, what to do, contact points) - State Vet board registration (proof of state accreditation) - Animal Health Australia Website (Obtain verification of completion of training program) - APAV website (proof of successful completion of the APAV program) - AAVET website (proof of successful completion of the AAVET program)	- State Vet board registration (proof of state accreditation) - APAV website (proof of successful completion of the APAV program) - AAVET website (proof of successful completion of the AAVET program) - TRACE - ELSA (Payment IT system)	- State Vet board registration (proof of state accreditation) - APAV website (proof of successful completion of the APAV program) - AAVET website (proof of successful completion of the AAVET program) - TRACE - ELSA (Payment IT system)	- TRACE	- TRACE - ELSA (IT payment system) - TRIM (Records Management Tool)

Livestock Exporter licence (application/renewal)

Author: Predicate Partners
Status: 1.1
Updated: 27/11/2013



Supporting the Live Animal Exports Process

	Exporter	Central Office Administrative Officer	Central Office Technical Officer	Central Office Administrative Officer	Central Office Delegate	Central Office Administrative Officer
Role						
Responsibility	- Completes and submits an Application for a Livestock Export Licence FORM (new or renewals) - Completes and submits an Application to Vary a Livestock Export Licence FORM (variations) - Meet eligibility criteria - Provide operations and governance manual - Provide police check - Provide financial documents - Make payment	- Send reminder to approved Exporter of expiry date of licence - Commence completing the Licence Assessment Record - Commence completing the CHECKLIST for Assessment of Exporter Governance Manuals - Complete the short version of the Licence Assessment Record if the exporter submits "Application to vary a livestock export licence FORM" to only add a person in management and control - Check submitted documentation - Date stamp application as comes through the post/fax/email - Retrieve or create exporter file - Check file for reusable information (renewals only) - Consult Levies Revenue Service and Debt Recovery Unit to confirm that no debts are owing - Request amendments for further information to O & G manual - Request additional information - Request account number through ELSA (if required) - Process payment - Update record of chargeable hours sheet - Update Live Animal Exports database - Manage all records	- Request amendments to manual or further information - Verify operational side of O & G manual is compliant - Check variations in operations and governance manual (for renewals and variations) - Update record of chargeable hours sheet - Update Licence Assessment Record - Update Live Animal Exports database - Manage all records	- Complete CHECKLIST for Assessment of Exporter Governance Manuals - Complete Licence Assessment Record - Draft licence certificate and approval letter - Print exporter performance report from the LAE database - Print copy of the exporter audit report - Determine any extra conditions to be added to advice - Formulate minute recommending approval to delegate, attach exporter performance, audit report, licence conditions, approval letter and licence certificate - Create approval letter if variation requires delegate approval or draft email detailing outcome - Give minute and attachments to LAE Program manager - Program manager signs minute - Give minute and attachments to delegate - Update record of chargeable hours sheet - Manage all records	- Consider and record outcome of decision - Manage all records	- Issues outcome advice - Update Live Animal Exports database - Obtain record of chargeable hours sheet - Determine fee for service - Send Invoice - Manage all records
Information	- Application for a Livestock Export Licence FORM - Application to Vary a Livestock Export Licence FORM - Operations and governance manual - Police check details - Financial documentation	- Submitted documentation - Date of receipt - Debt owing details - Account number - Payment details - Time taken to complete action - Licence Assessment Record - CHECKLIST for Assessment of Exporter Governance Manuals	- Time taken to complete action - Licence assessment record	- Minute and attachments (attach exporter performance, licence conditions, audit report, approval letter and licence certificate) - Licence Assessment Record - CHECKLIST for Assessment of Exporter Governance Manuals - Time taken to complete action - Date of issuance	- Minute and attachments (attach exporter performance, licence conditions, audit report, approval letter and licence certificate) - Licence Assessment Record - Decision outcome rationale - Time taken to complete action	- Date invoice sent - File retention for 15 years
Legislation	- AMLI Part 2 Division 2 S 11 (Application of licence) - AMLI Part 2 Division 2 S 12 (Requirements of licence) - AMLI Part 2 Division 2 S 15 (Subject to prescribed conditions) - AMLI Part 2 Division 2 S 16 (Notify of change of circumstances) - AMLI Part 2 Division 2 S 22 (Renewal of licence) - AMLI Part 2 Division 2 S 23 (Licence holder to show cause) - AMLI Part 2 Division 2 S 25A (Powers in relation to licensing of associates – not approved licence) - AMLI (ER) S 14 (Application for live-stock export licence) - AMLI (ER) S 15 (Application fee) - AMLI (ER) S 19 (Variation of licence) - AMLI (ER) S 20 (Notifiable events) - AMLI (ER) S 21 (Renewal of licence)	- Export Control (Fees) Orders 2001 Part 9 (Payment and cost)	- AMLI Part 2 Division 2 S 11 (Application of licence) - AMLI Part 2 Division 2 S 12 (Requirements of licence) - AMLI Part 2 Division 2 S 15 (Subject to prescribed conditions) - AMLI Part 2 Division 2 S 16 (Notify of change of circumstances) - AMLI Part 2 Division 2 S 22 (Renewal of licence) - AMLI Part 2 Division 2 S 23 (Licence holder to show cause) - AMLI Part 2 Division 2 S 25A (Powers in relation to licensing of associates – not approved licence) - AMLI (ER) S 14 (Application for live-stock export licence) - AMLI (ER) S 15 (Application fee) - AMLI (ER) S 16 (Must have regard to – fit and proper person) - AMLI (ER) S 19 (Variation of licence) - AMLI (ER) S 20 (Notifiable events) - AMLI (ER) S 21 (Renewal of licence)		- AMLI Part 2 Division 2 S 10 (Grant of export licence) - AMLI Part 2 Division 2 S 12 (Requirements of licence)	- Archives Act 1983 (File retention business rule) - Export Control (Fees) Orders 2001 S 9 (Payment and cost)
IT System	- Department of Agriculture Website (general information on exporting requirements, what to do, contact points) - TRACE	- TRACE	- TRACE	- TRACE	- TRACE	- TRACE - ELSA (IT payment system) - TRIM (Records Management Tool)
Delegation					- AMLI Part 2 Division 2 S 10 (Grant of export licence) - AMLI Part 2 Division 2 S 12 (Requirements of licence)	
Security & Privacy	- Privacy Act 1988, The Freedom of Information Act 1982 (Access to their own records)	- Commercial in confidence - Privacy Act 1988, The Freedom of Information Act 1982 (Access to their own records)	- Commercial in confidence - Privacy Act 1988, The Freedom of Information Act 1982 (Access to their own records)	- Commercial in confidence - Privacy Act 1988, The Freedom of Information Act 1982 (Access to their own records)	- Commercial in confidence - Privacy Act 1988, The Freedom of Information Act 1982 (Access to their own records)	- Commercial in confidence

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Predicate
Partners

Business Process Review

Live Animal Exports Program

DEPARTMENT OF AGRICULTURE - VERSION 1.0 - FINAL

Predicate Partners

A Predicate Partners Business Atlas™

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This report includes a separate document containing the attachments.

Predicate Partners wishes to thank the staff of the Department of Agriculture for the time, energy and professionalism dedicated during the review.

Produced by Predicate Partners

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Executive Summary

The purpose of this end-to-end business process review (the review) is to establish a baseline of operating costs for the Live Animal Exports (LAE) program. This baseline draws together information from a range of sources, including the financial cost for the LAE Program, cost driver estimates from the LAE Program and related stakeholders as well as the control mapping exercise completed for the LAE Program.

Observations have been made regarding the current cost baseline, the as-is business processes and opportunities for improvement. The focus of this review has been on improvements within the current regulatory framework, although some touch points on regulatory changes have also been identified. These have been presented in context to the broader reform agenda for the LAE Program. Where possible the review has drawn on prior work and provided a more detailed, evidence based baseline to support future implementation.

The review provides a strong foundation from which the LAE Program can progress implementation planning, reform prioritisation and further change management activities.

The case for change

Since the implementation of ESCAS in 2011 the Live Animal Exports (LAE) program has seen a high operational tempo. This has resulted in a range of administrative and supporting practices being implemented to ensure the priorities of the day (to get ESCAS up and working as quickly as possible) were achieved. Since then the LAE Program costs have outstripped the revenue recovered by the program (see **Figure 1**).

The end-to-end business process review is part of a broader reform agenda for the LAE Program. The reform agenda has two outcomes:

- **the Government outcomes:** to grow the livestock export trade to improve returns to exporters and producers; and minimise animal welfare risk across the livestock export supply chain.
- **the Departmental outcomes:** to ensure financial sustainability of programs; and improve service delivery by modernising current practices.

Central to achieving both of these outcomes is implementing progressive reforms while continuing to operate as an efficient and effective regulator. In the short to medium term changes are possible without substantive legislative change. These changes contribute to more efficient service delivery and administrative practices as well as to Departmental initiatives such as Service Delivery Modernisation and the Cost Recovery Review. In the long term, changes to the regulatory framework will provide additional opportunities for streamlining current service delivery and administrative practices. It is in this context that the end-to-end business process review is framed.

It is clear that the LAE Program is proactively working to improve current service delivery practices that contribute to the Departmental and Government outcomes for reform. Further changes are possible in both the short and medium term in line with the Department's Service Delivery Modernisation and Cost Recovery Review. These changes have the potential to free up capacity that could be redeployed to support the LAE Program's preparation for broader legislative changes. Core to implementing the improvements will be the division's drive to embed a single national operating model, with a united culture, clear roles and responsibilities and consistent service delivery practices.

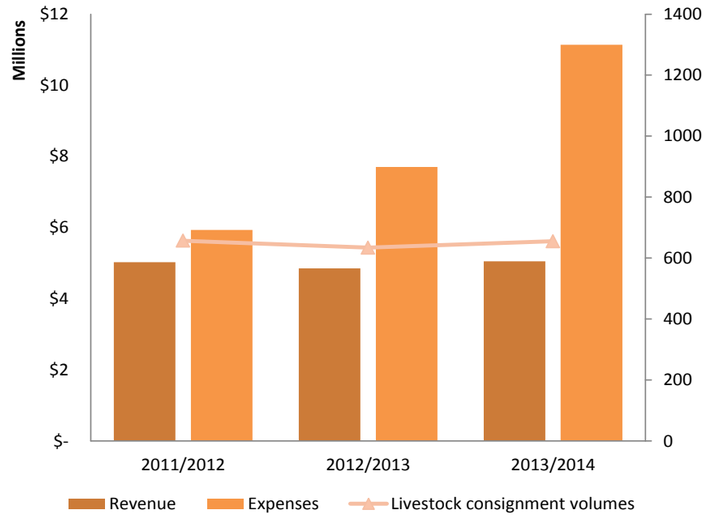

Figure 1: LAE Program expenses, revenue and livestock consignment volumes. Note that the program expenses only shows employee costs and costs of contractors and consultants (total 'effort' of the program).

In summary **the cost baseline for the LAE Program is $13.34m.** This is made up of **$11.14m** from the LAE Division (including regional service delivery) and **$2.20m** from other Departmental stakeholders.

MARKET SETUP & MAINTENANCE	REGULATE EXPORT PARTICIPANTS			
	LICENSING	ACCREDITATION	PREMISE REGISTRATION	
$1.54m (11%)	$0.07m (1%)	$0.07m (1%)	$0.12m (1%)	
REGULATE EXPORTS				
DOCUMENT PROCESSING & ADMIN	ANIMAL INSPECTIONS	AUDITS		
$1.84m (15%)	$1.71m (14%)	$0.27m (2%)		
REGULATORY OPERATIONS				
$3.74m (28%)				
CORPORATE SUPPORT	BUSINESS MANAGEMENT			
$1.30m (10%)	$2.14m (17%)			

Figure 2: Cost allocation to LAE operating model.

The key cost drivers are **14,961 documents processed**, **8,539 consignments inspected** and **16,430 client contacts** (including email and telephony for general, complaints and investigations).

MARKET SETUP & MAINTENANCE	REGULATE EXPORT PARTICIPANTS		
	LICENSING	ACCREDITATION	PREMISE REGISTRATION
119 health protocols on the list of current technical activities	16 new applications & 42 variations	24 new applications & 100 renewals	20 new applicants, 56 renewals & 48 variations
REGULATE EXPORTS			
DOCUMENT PROCESSING & ADMIN	ANIMAL INSPECTIONS	AUDITS	
14,961 documents processed	8,359 consignments inspected	23 Audits of registered premises, export licences and AAVs	
REGULATORY OPERATIONS			
General client support: 7,200 emails 4,800 calls	Investigation client support: 2,133 emails, 2,270 calls	5 reportable mortality, 14 ESCAS and 4 other investigations	
CORPORATE SUPPORT	BUSINESS MANAGEMENT		
600 pieces of correspondence	297 livestock by sea consignments with charges, 97 of which have exceeded the per head time allocation		

Figure 3: Cost drivers allocation to LAE operating model.

A total of **28** improvements were identified. **82%** relate to **REGULATE EXPORT** and **REGULATORY OPERATIONS** activities. Over **50%** have the potential for efficiency savings and red tape reduction improvements.

MARKET SETUP & MAINTENANCE	REGULATE EXPORT PARTICIPANTS		
	LICENSING	ACCREDITATION	PREMISE REGISTRATION
2 improvements	0	0	0
	REGULATE EXPORTS	4 improvements	
DOCUMENT PROCESSING & ADMIN	ANIMAL INSPECTIONS	AUDITS	
6 improvements	0	3 improvements	
REGULATORY OPERATIONS			
10 improvements			
CORPORATE SUPPORT	BUSINESS MANAGEMENT		
0	3 improvements		

Figure 4: Mapping of improvements to LAE operating model.

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NOTE: Cost drivers are based on information provided by the LAE Program during the end-to-end review. Not all activities had information on cost drivers available to support analysis. Data was used for Jan-October 2013 period.

Alignment to outcomes and measures for success

The end-to-end business process review is part of a broader reform agenda for the LAE Program. The reform agenda has two outcomes. **The Government outcomes** (to grow the livestock export trade to improve returns to exporters and producers; and minimise animal welfare risk across the livestock export supply chain) and **the Departmental outcomes** (to ensure financial sustainability of programs; and improve service delivery by modernising current practices). Central to achieving both of these outcomes is implementing progressive reforms while continuing to operate as an efficient and effective regulator. The reform workstreams target four policy levers that are used by the LAE Program (one of which is the regulatory approach). This business process review identified a range of improvements that span the reform workstreams. Jointly their implementation contributes to the policy changes which ultimate achieve the Government and Departmental outcomes.

Achieving outcomes

Ensuring financial sustainability

Improving service delivery

Grow the livestock export trade to improve returns to exporters and producers

Minimise animal welfare risk across the livestock export supply chain

Measures for success

Improving the efficiency of the live animal exports regulatory system by:

- Reducing the cost of delivering regulatory (cost recovered) services; and
- Reducing the cost of corporate support activities; and
- Redirecting effort to improve effectiveness of regulatory operations.

Improving the returns to exporters and producers by:

- Reducing the cost of regulatory compliance and red tape to exporters; and
- Increasing the value of live animal exports.

Reducing the impact of export incidents by:

- Reducing the financial burden of incidents and emergency responses to exporters; and
- Improving transparency of incident responses plans.

Changes to policy levers

Broadly speaking there are four policy levers to achieve the Government's objectives and the Departmental strategic priorities.

- Improving **market access** activities by streamlining approach to maintaining and improving access to existing markets, positive international engagement and opening of new markets.
- Changing the **regulatory approach (includes changes to how we define the rules, how we apply the rules and how we enforce the rules)** by reducing the burden of intervention while ensuring animal exports meet importing country requirements and the animal welfare risk across the livestock export supply chain is minimised.
- Enhancing **incident and emergency management practices** by establishing an efficient and effective response plan that responds to incidents when they happen and minimises the animal welfare risk across the livestock export supply chain.
- Increase support for activities that minimises animal welfare risk across the livestock export supply chain by **contributing to international and bilateral initiatives** in importing countries.

Reform workstreams

Sustainable Funding Reform [SFR]

3 improvement opportunities identified:

- [SFR.01
- [SFR.02]
- [SFR.03]

Regulatory Framework Reform [RFR]

2 improvement opportunities identified:

- [RFR.01]
- [RFR.02]

Market Access Reform [MAR]

2 improvement opportunities identified:

- [MAR.01]
- [MAR.02]

Administrative Practice Reform [APR]

21 improvement opportunities identified:

- [APR.01 – APR.09]
- [APR.10 – APR.13]
- [APR.14 – APR.18]
- [APR.19 – APR.21]

Animal Welfare Reforms (OUT OF SCOPE)

Stakeholder Engagement (OUT OF SCOPE)

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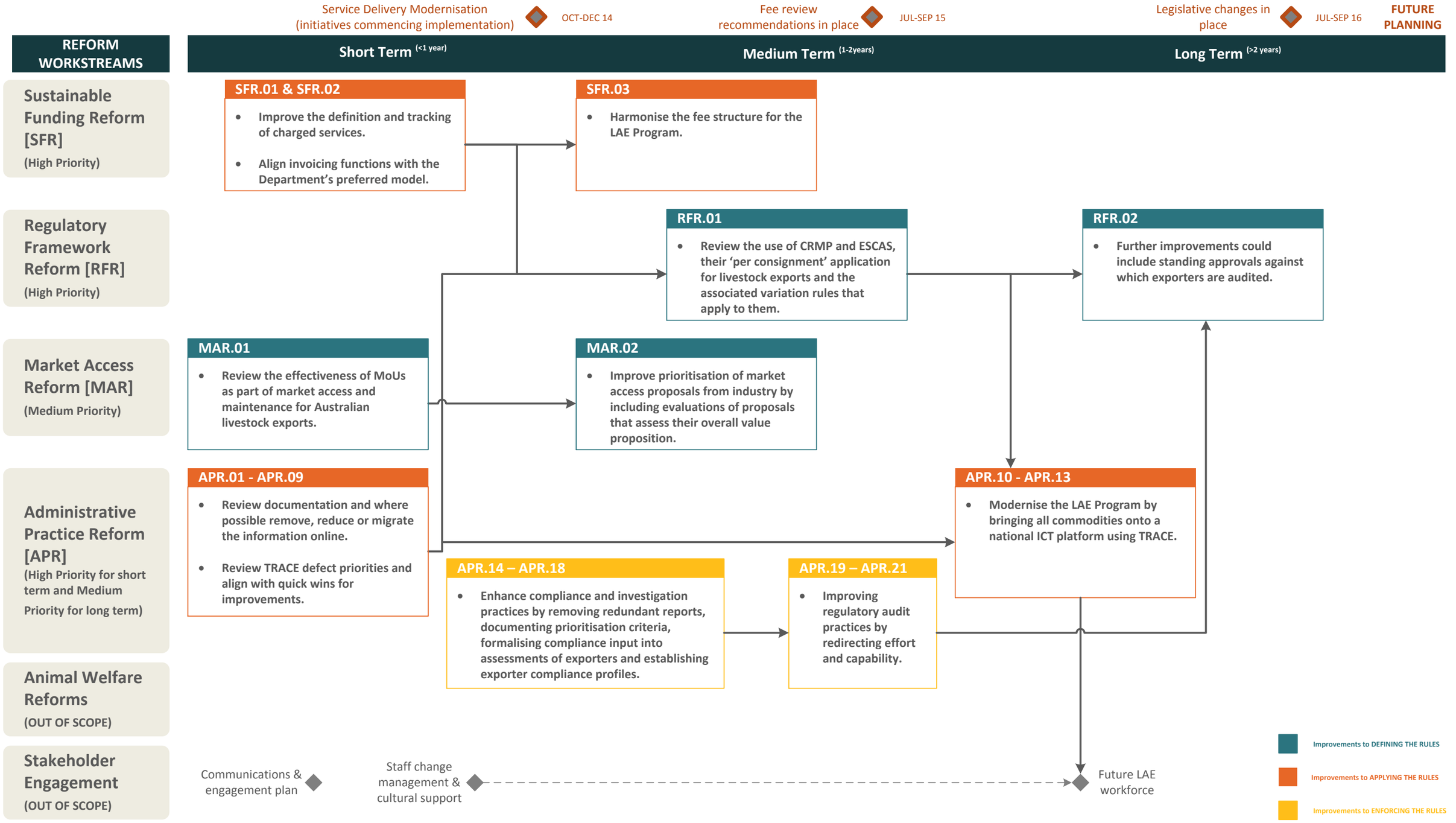
Department of Agriculture strategic priority

Government policy objective

A roadmap for modernising live animal exports

In the short to medium term changes are possible without substantive legislative change. These changes contribute to more efficient service delivery and administrative practices as well as to Departmental initiatives such as Service Delivery Modernisation and the Cost Recovery Review (with key milestones highlighted). In the long term, changes to the regulatory framework will provide additional opportunities for streamlining current service delivery and administrative practices. The list of reform workstreams and their improvements are mapped against a 3 year timeline. The colour of the improvements highlights their grouping (**DEFINING, APPLYING** and **ENFORCING THE RULES**). This view provides the LAE Program with a foundation roadmap which will be refined during detailed implementation planning.



Snapshot of livestock exports regulation

This view provides a snapshot of the **regulatory control points for the export of feeder and slaughter livestock across the export supply chain (by sea).** Feeder and slaughter livestock have the most regulatory control points across the end to end supply chain. Each regulatory control aims to minimise specific risks at different points in the export supply chain. Findings from the November 2013 control mapping exercise for livestock exports by sea provided an initial adequacy rating for the regulatory controls against the specific supply chain risks.

ON-SHORE and at the BORDER

Regulated by Commonwealth legislation including Australian Meat and Live-stock Industry Act, Export Control Act and Orders as well as Australian Standards for the Export of Livestock (ASEL). State and territory legislation apply to transport standards and animal welfare standards. Regulation aims to reduce the risk of source animals not meeting animal import conditions for export market.

VOYAGE or FLIGHT

Co-regulated by Department of Agriculture, AMSA* and CASA*. Regulation aims to reduce the risk to animals during the voyage or flight.

OFF-SHORE

Regulated by Commonwealth legislation which requires exporters to comply with international animal welfare standards. Animal welfare standards aim to reduce animal welfare risk during transport and at point of slaughter.

REGISTRATION OF MARKET PARTICIPANTS

Licence registration, registered premises and accredited veterinarians

Risk(s):

- Exporter's export plan does not or cannot meet importing country and Australian requirements.
- Preparation of export livestock does not meet importing country and Australian requirements.

Control rating: Adequate

NOTE that the risk and control ratings are incorporated from the November 2013 control mapping exercise for livestock exports by sea.

ON FARM SELECTION OF LIVESTOCK FOR EXPORT

NoI, CRMP and ESCAS (and initial independent audits)

Risk(s):

- Exporter's export plan does not or cannot meet importing country and Australian requirements.
- Preparation of export livestock does not meet importing country and Australian requirements.
- Livestock are not handled and slaughtered in accordance with ESCAS requirements.

Control rating: Limited

DEPARTURE FROM AUSTRALIAN PORT

Permission to leave for loading and issue of export certificate

Risk(s):

- Preparation of export livestock does not meet importing country and Australian requirements.
- Livestock export consignment does not meet importing country and Australian requirements.

Control rating: Adequate

TRANSPORT TO OVERSEAS COUNTRY

Daily voyage reports (including mortality reports)

Risk(s):

- Voyage or flight result in deteriorating conditions which impact animal welfare.
- Voyage or flight result in above accepted levels of animal deaths.

Control rating: Not assessed

NOTE this snapshot relates to feeder/ slaughter livestock export by sea only.

ARRIVAL AT DESTINATION PORT

End of voyage reports

Risk(s):

- Voyage or flight result in deteriorating conditions which impact animal welfare.
- Voyage or flight result in above accepted levels of animal deaths.

Control rating: Not assessed

TRANSPORT THROUGH SUPPLY CHAIN

ESCAS

Risk(s):

- Livestock are not handled and slaughtered in accordance with ESCAS requirements.

Control rating: Limited

PROCESSING OF EXPORTED ANIMALS

ESCAS, end of processing reports and independent performance audits

Risk(s):

- Livestock are not handled and slaughtered in accordance with ESCAS requirements.

Control rating: Limited

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*Australian Maritime and Safety Authority (AMSA) is a statutory authority established under the Australian Maritime Safety Authority Act 1990 (the AMSA Act). Civil Aviation Safety Authority (CASA) is a statutory authority established under the Civil Aviation Act 1988.

Organising for effective reform

The LAE Program has an ambitious and exciting reform agenda ahead. Structuring for efficient and effective regulation while at the same time progressing reform initiatives is a key challenge. The span of improvement opportunities identified touches on a range of divisional stakeholders. Single points of accountability will be required to ensure improvement opportunities are implemented and associated benefits realised. To maintain current momentum the accountabilities should be aligned (where possible) to current organisational responsibilities and structures. Together with strong regional buy-in in the reform agenda the overarching aim should be to embed a whole-of-division 'Team LAE' culture.

DEFINING THE RULES

This grouping includes improvements to the live export rules, regulatory framework and related controls.

- Changes to **market access** are likely to require input from stakeholders outside of the LAE Division and alignment with broader Departmental and whole-of-government strategies. Changes to use of MoUs would impact the current function of the international Strategy section. Capacity freed up by these changes could be redirected to proactive market engagement and intelligence activities. Continuation of existing staff capabilities to coordinate and manage these changes would maintain current momentum.
- Changes to the **regulatory framework** are likely to require input and coordination with broader legislative reform in the Department. Depending on the scale of the change this may impact the LAE Division's broader reform priorities and timeframes. This in turn is likely to have flow on effects on the structure of LAE service delivery processes. Central change coordination will be critical to maintain alignment across these improvements and continue to engage Departmental stakeholders (including regional staff).

APPLYING THE RULES

This grouping includes improvements to the administration of regulatory controls, service delivery processes and supporting functions.

- Changes to **service delivery practices** will require input from regional and national service delivery staff. Transitioning staff to new ways of operating (including greater use of electronic workflows) will require dedicated executive sponsorship and management. Fostering greater exporter take up of online channels will also require dedicated stakeholder engagement.
- Changes to **information management and ICT support** will require funding and input from a range of divisional and Departmental stakeholders. Enhancements to current TRACE capability requires careful planning and alignment with broader reform activities. Considerations to broader deployment of TRACE to support non-livestock commodities will require regional buy-in and support.
- Changes to **charging and invoicing arrangements** will impact staff in national office for livestock and regions for non-livestock commodities. Improved practices will need to be coordinated nationally to reduce the risk of discrepancies impacting exporters. Changes to service delivery processes and activities will also need to align with future advice to staff on 'chargeable activities'.

ENFORCING THE RULES

This grouping includes improvements to compliance and enforcement activities.

- Changes to **compliance and investigation practices** will require dedicated executive management and oversight. Due to the nature of the work, the current caseload and the engagement with other Departmental stakeholders it is important that priority be given to maintaining focus on improvements. This will require coordinating engagement with animal welfare groups and exporters. It is important to note that managing the pace of change is critical to implementing these improvements and support the staff transition.
- Changes to **regulatory audit practices** is likely to require re-allocation of staff effort in the LAE Division to focus on audit and assurance activities. Given the current setup with auditors from the Export Meat program being used by the Live Animal Export program, coordination with Departmental stakeholders will be required when implementing these changes. It is also likely that changes may impact regional staff and as such cultural workforce changes will need to be managed proactively.

ORGANISATIONAL RESPONSIBILITIES

The **LAE Policy and Coordination section** is currently responsible for managing top down reform scoping and policy coordination, while the **LAE Regulatory Compliance and Reform** branch is responsible for reform planning, regulatory compliance and international strategy coordination.

This section is well suited to lead the **'DEFINING THE RULES'** group of improvements in the LAE Division and coordinate interaction with other Departmental initiatives such as **Service Delivery Modernisation**.

A whole-of-division approach to reform should be adopted that includes regional and national service delivery stakeholders. Consideration should be given to the **LAE Regulatory Compliance and Reform** branch coordinating efficiency realisation, red tape reduction and cost recovery review activities.

The **LAE Export Operations branch** is currently responsible for day to day regulatory service delivery, entry management and evaluation activities. This branch is well suited to lead the **'APPLYING THE RULES'** group of improvements in the LAE Program (including the activities related to current cost recovery practices). It is important to note that input from the **LAE Regulatory Compliance and Reform** branch will be required to provide 'capacity for reform'. This is particularly the case for the ICT and fee charging changes.

The **LAE Export Operations branch** is an important part of keeping continuous improvement progressing in the Division. As such it is well placed to lead delivery on 'quick wins', manage relationships with exporters and maintain line of sight with regional service delivery staff.

The **LAE Regulatory Compliance and Reform branch** is currently responsible for managing regulatory compliance, regulatory reform, policy coordination and international strategy coordination.

Given the size of the regulatory reform task for the **LAE Regulatory Compliance and Reform branch**, consideration should be given to 'isolating' dedicated resources to provide capacity to implement the **'ENFORCING THE RULES'** group of improvements. Any additional dedicated resources would need to balance demand for compliance and investigation activities, with the effort of implementing reforms. This is likely to require broader input from the **LAE Regulatory Compliance and Reform branch** and the **LAE Export Operations branch.**

Business Process Baseline

This review is scoped by the business processes that make up the LAE Program (see attachment for full listing of processes). These have been organised into 10 process groupings that represent the LAE Program's operating model. The coverage of commodities in the review included both livestock and non-livestock , although the bulk of the improvement opportunities relate to export of livestock (feeder/ slaughter livestock in particular).

This review did not consider detailed legislative design requirements. These were being worked on by the LAE Policy and Coordination section at the time of this review. Cost baseline information from prior LAE Program reviews (such as the PWC review) were considered but not reused directly. This included proposed splits of 'public' and 'private' activities for future cost recovery arrangements which were not considered in this review.

The LAE Division was the primary stakeholder involved in this review, although input was also provided by the Animal division, the Trade and Market Access division and the Governance division. The Animal Welfare branch in the Animal division was not included in the review. Note that the broader processes of the other Departmental divisions was not in scope of this review.

Feedback from stakeholders was received through face to face engagement and through the effort estimates survey coordinated by Finance and Business Support (FABS) division. The survey information is a snapshot of effort across a set of activities that define the operations of the LAE Program. This snapshot was extrapolated to an annual effort and is an estimate (not actual effort spent). As changes are made (and with better staff understanding of activity definitions) the snapshot values will change.

Baseline Cost

A total of 12 cost centres across the LAE Program are included in the analysis (both national office and regional cost centres). Cost and revenue data was sourced from corporate sources*. The total of the employee and supplier costs for the 12 cost centres is **$11.14m**. Note that only employee costs and the supplier expense of contractor costs were included in the analysis on the basis that these costs are the main target of efficiency. Program and corporate overhead allocations was therefore not included in this analysis. Each of the 12 cost centre managers provided an estimated per-cent allocation of employee effort to the activities defined in the Operating Model. External stakeholders (those that support the LAE Program but do not sit within the LAE Division) also provided an estimated per-cent allocation of employee effort to the operating model.

Total baseline cost of the LAE Program is $13.34m

This is made up of **$11.14m** costs from the LAE Division and **$2.20m** of costs from outside of the LAE Division (costs from Animal Division, Governance Division, Trade and Market Access Division, and Border Compliance Division). The costs for the LAE Division are based on the 2013-14 budget. The costs include employee expenses and contractors and consultants only. Using the effort survey data the total FTE for the LAE Program (72.78) were used to work out the per FTE cost. This was applied to the FTE effort outside of the LAE Program. The total baseline FTE effort is 88.53 for 2013-14. The per-cent allocations show the split of effort across the operating model.

MARKET SETUP AND MAINTENANCE
11%
Cost: $1.54m (10.07 FTE)
Revenue: none

REGULATE EXPORT PARTICIPANTS

LICENSING	ACCREDITATION	PREMISE REGISTRATION
1%	1%	1%
Cost: $0.07m (0.52 FTE)	Cost: $0.07m (0.49 FTE)	Cost: $0.12m (0.88 FTE)
Revenue: $0.01	Revenue: $0.03m	Revenue: $0.06m

REGULATE EXPORTS

DOCUMENT PROCESSING AND ADMIN	INSPECTIONS	AUDITS
15%	14%	2%
Cost: $1.84m (13.17 FTE)	Cost: $1.71m (12.24 FTE)	Cost: $0.27m (1.76 FTE)
Revenue: $3.50m	Revenue: $1.69m	Revenue: $0.04m

REGULATORY OPERATIONS
28%
Cost: $3.47m (24.80 FTE)
Revenue: none

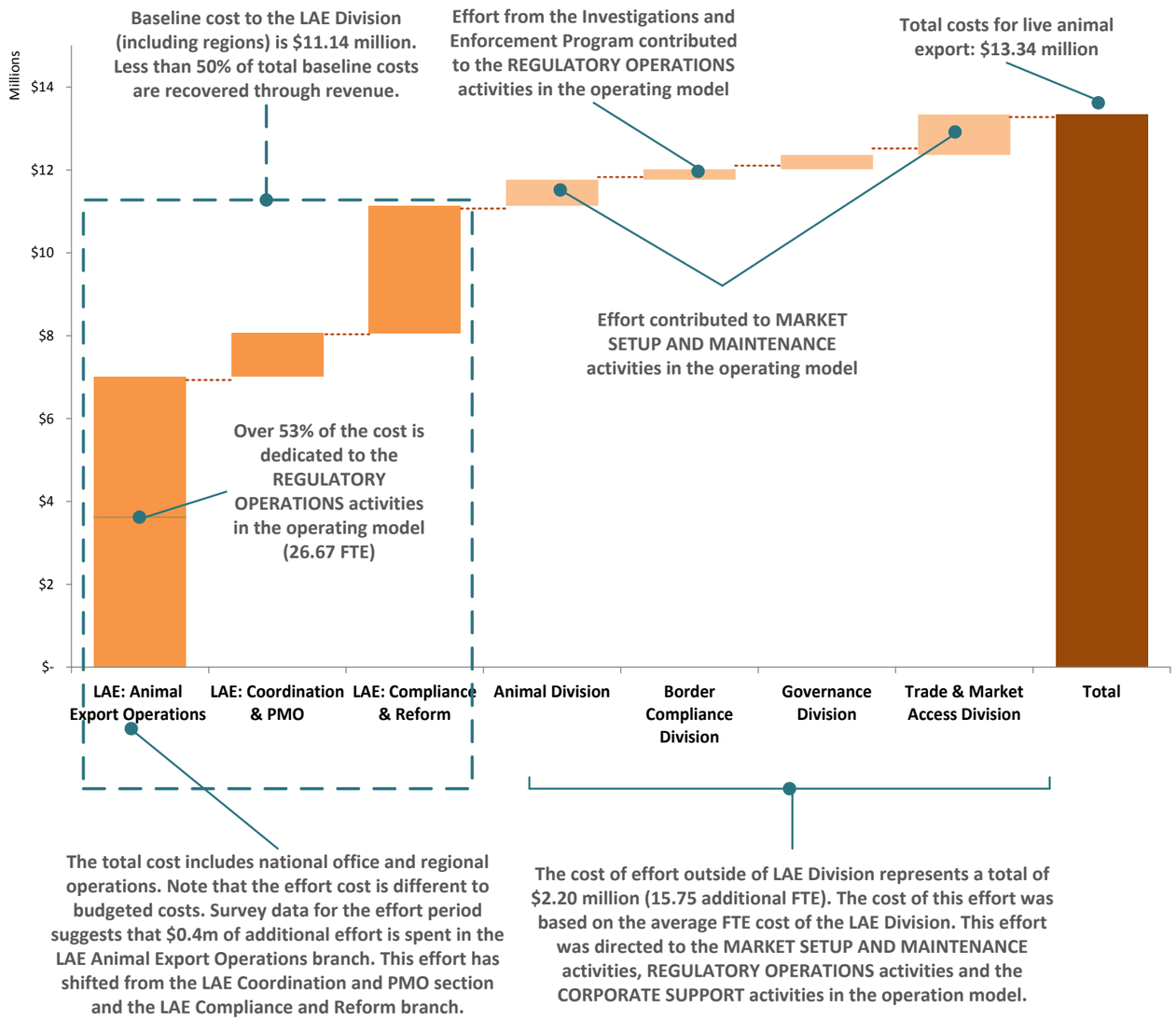
CORPORATE SUPPORT	BUSINESS MANAGEMENT
10%	17%
Cost: $1.30m (9.27 FTE)	Cost: $2.14m (15.32 FTE)
Revenue: none	Revenue: none

Figure 5: Effort, cost and service revenue allocation to operating model

NOTE: The 12 LAE Program cost centres include:

- 6 national office centres: 223907 - FAS Live Animal Exports, 223903 - LAE Compliance & Reform, 223935 - AS - LAE Compliance & Reform, 123309 - AS - LAE Regulator, 123922 - LAE Regulator, 223936 - LAE Co-ord & PMO,
- 6 regional cost centres: 123922 - LAE Regulator (2111), 123922 - LAE Regulator (3111), 123922 - LAE Regulator (4111), 123922 - LAE Regulator (5111), 123922 - LAE Regulator (6111), 123922 - LAE Regulator (8111).
- The Office of General Counsel (OGC) input was requested during the review however survey effort information for OGC was not made available.

Figure 6: Baseline costs allocation for the LAE Program



Note that only employee costs and the supplier expense of contractor costs were included in the analysis on the basis that these costs are the main target of efficiency. Approximately 10 FTE are unfilled in the LAE divisional budget. Program and corporate overhead allocations was therefore not included in this analysis. Program overheads include property costs, people and service delivery costs and biosecurity reform costs and were therefore excluded from the analysis. The average FTE approach includes limited indirect costs and as a result the total expenses base may differ compared to Finance and Business Support (FABS) figures. Other impacts to cost baseline may include treatment of FAS LAE Division expenses (which are averaged out across LAE Program for the purposes of this review); inclusion of Animal Welfare branch costs (which have been excluded due to branch changes at the time of this review); and more granular visibility of non-LAE related work for LAE Animal Export Operations branch in the regions.

* Corporate data source for cost and revenue information is Finance and Business Support (FABS) division

Cost drivers: LAE Program (pt 1)

The LAE Program has a range of cost drivers that provide a basis for analysing the spread of effort in the current operating model. For the purposes of this report, cost drivers are grouped against each of the operating model activities. Cost driver information was sourced from the LAE Program (including national and regional stakeholders) for the January to October 2013 period. This was based on the fact that the full ESCAS implementation and data recording did not commence until January 2013. Cost drivers are included for national office and regions. Note that this view is split across two pages.

MARKET SETUP AND MAINTENANCE

HEALTH PROTOCOLS NEGOTIATIONS: The list of current technical live animal export market access activities (as at October 2013) includes: **89** livestock health protocols with **64** countries (**25** of which were nominated by industry as **#1 priority**); **60** livestock health protocols are yet to be prioritised; and **27** reproductive material health protocols with **10** countries.

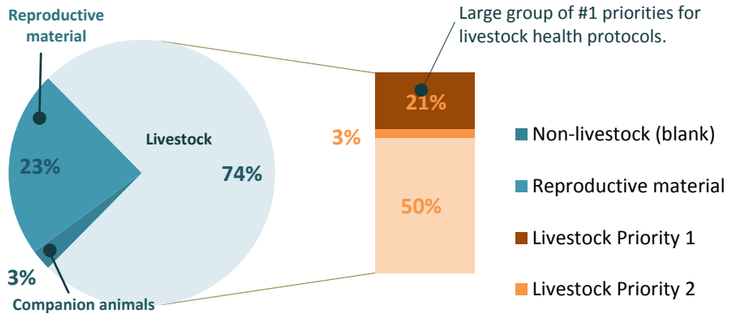


Figure 7: Percentage split of current technical live animal export market access activities as at October 2013

MOU NEGOTIATIONS: The majority of (feeder/slaughter) livestock export trade occurs in markets with no MoUs in place. In 2012-13 over **55%** of livestock export trade occurred to countries where no MoUs were in place.

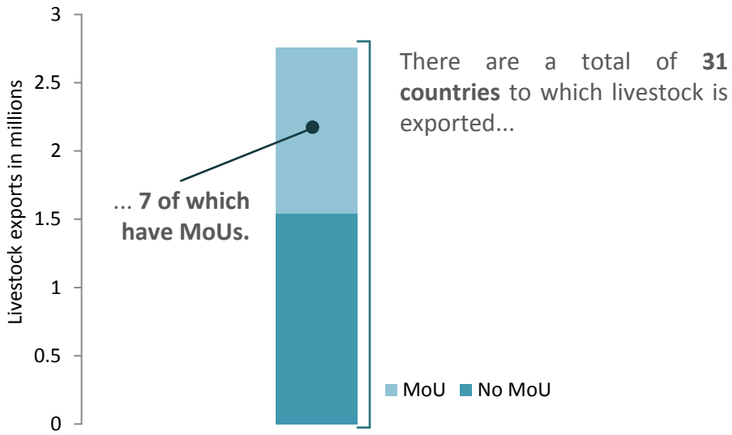


Figure 8: Volume of exports to countries split by MoU

REGULATE EXPORT PARTICIPANTS

LICENSING

The LAE Program administers the licensing of exporters. As at October 2013 there were **62 licenced exporters**. From Jan–Oct 2013 there were **16 new applicants** and **42 variations** to existing licences.

ACCREDITATION

The LAE Program also administers the Australian Government Accreditation of Veterinarians for livestock exports (AAV). As at October 2013 there were **127 AAV**. From Jan–Oct 2013 there were **24 new applicants, 100 renewals** and **2 variations**.

PREMISE REGISTRATION

The LAE Program also administers the registration for premises for livestock exports. As at October 2013 there were **78 registered premises**. From Jan–Oct 2013 there were **20 new applicants, 56 renewals** and **48 variations**.

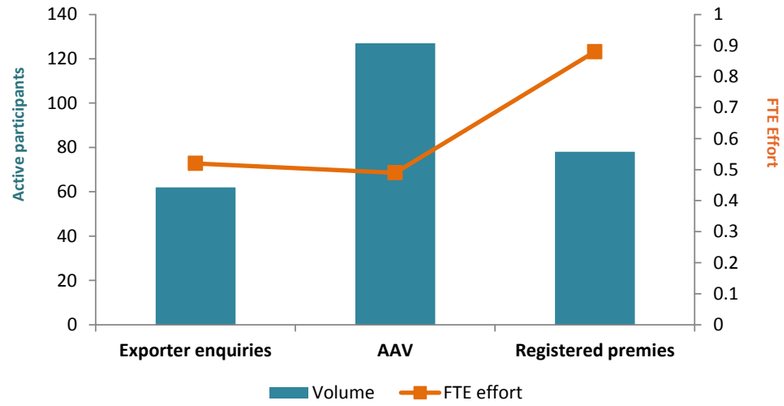


Figure 9: Mapping of export participants activities and baseline effort

REGULATE EXPORTS

From Jan-Oct 2013, the Department of Agriculture received **8,359 notice of intents to export live animals.** This includes a significant volume of applications related to non-livestock commodities.

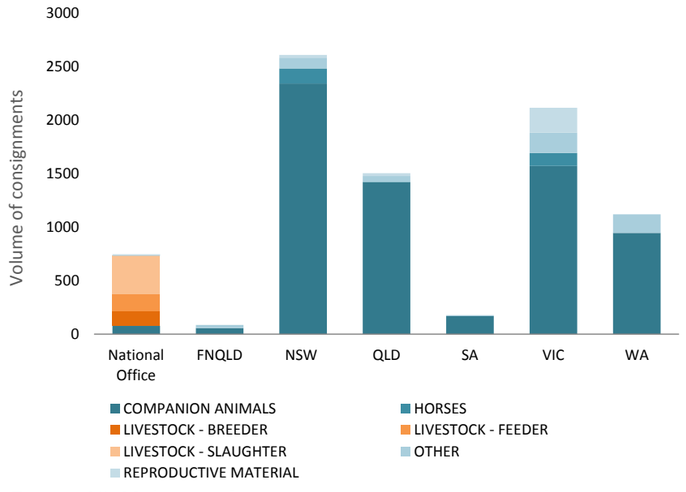


Figure 10: Volume of consignments for live animal export by region

DOCUMENT PROCESSING AND ADMIN

Between Jan-Oct 2013, over **14,961** documents were assessed by the LAE Program. This includes documents received for consignments (including ESCAS), voyage and other reports and all variations to documentation submitted.

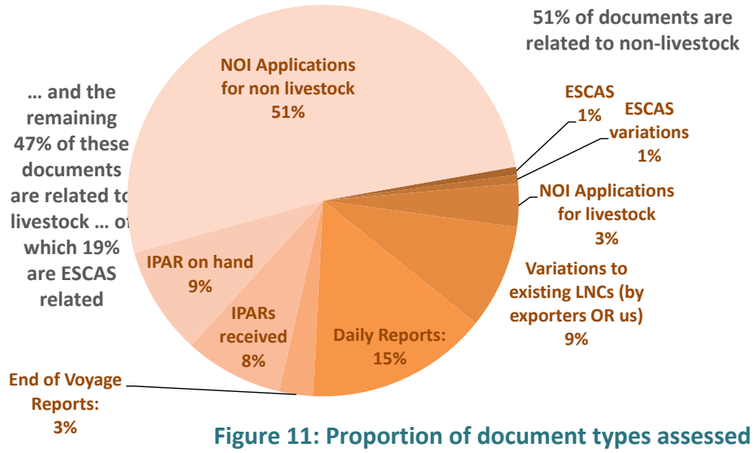


Figure 11: Proportion of document types assessed

Cost drivers: LAE Program (pt 2)

The LAE Program has a range of cost drivers that provide a basis for analysing the spread of effort in the current operating model. For the purposes of this report, cost drivers are grouped for each of the operating model activities. Cost driver information was sourced from the LAE Program (including national and regional stakeholders) for the January to October 2013 period. This was based on the fact that the full ESCAS implementation and data recording did not commence until January 2013. Cost drivers are included for national office and regions. Note that this view is split across two pages.

REGULATE EXPORTS

INSPECTIONS

All live animal consignments must be inspected and certified prior to export. No data was available on the number of inspections carried out. Based on the assumption that each consignment is inspected at least once prior to export, number of inspections between Jan-Oct 2013 is **8,359**.

- A total of **593** hours was spent for non-livestock inspections;
- A total of **4,029** hours was spent for livestock inspections.
- LAE Program staff covered a total distance of **138,150 kms** to carry out the inspections. While it is not possible to separate the livestock and non-livestock travel, it is assume that the majority of the distance is travelled for livestock inspections.

AUDITS

Between Jan-Oct 2013, the LAE Program conducted a total of **23** audits of export participants.

- **12 audits of registered premises.**
- **7 audit at exporter's address**.
- **4 desk audits of AAVs.**

A total of **452 hours** has been estimated for the conduct of the audits and a total distance of **17,348kms** covered to carry out the assessments. It is important to note that the LAE Program uses staff from the Export Meat Program to conduct the onsite audits of registered premises and livestock exporters. As such not all of these hours and kilometres travelled have been incurred by the LAE Program.

REGULATORY OPERATIONS

CLIENT SUPPORT - GENERAL

The LAE Program supports client contacts through email and telephony. Based on information available for Jan-Oct 2013, a total of **16,430 client contacts** (including email and telephony for general, complaints and investigations) were recorded. This includes **9,333** emails and **7,070** phone calls. Note that this does not include client contact at regional offices (not available at the time of the review).

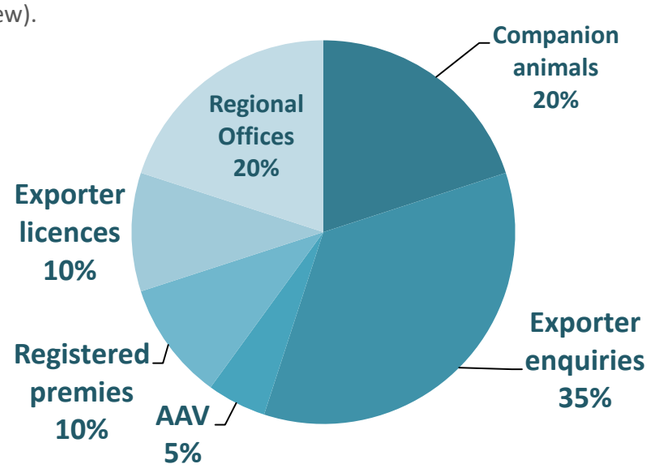


Figure 12: Distribution of client contacts (emails and telephony)

COMPLAINTS AND INVESTIGATIONS

As at October 2013, the LAE Program are investigating 25 cases including 7 reportable mortalities (of which **5** events occurred in 2013), **14 ESCAS** and 4 **other**. Furthermore, since July 2011, there 183 ESCAS non-compliances recorded against exporters, of which 97.8% relate to the ESCAS reporting requirements.

Between Jan-Oct 2013, the LAE Program also referred 16 cases to the Border Compliance Division for further investigations. This consisted of **5** non-ESCAS cases and **11** ESCAS cases. There were also **13** continuing cases prior to Jan 2013. Based on stakeholder feedback each case takes approximately **3-4 months to finalise**. For Jan-Oct 2013, the Border Compliance Division recorded **2,133** pieces of email correspondence and **2,270** telephone contacts. The total effort incurred by the Border Compliance Division is estimate at **1,984hours.**

BUSINESS MANAGEMENT

Between Jan-Oct 2013, the LAE Program had **297** consignments related to the export of livestock by sea. There were **122** consignments that had not used the full per head time allocation. **78** consignments had penalties applied due to additional units of service being charged (over and above the per head time allocation). **97** consignments were still work in progress and were being progressed at the time of the review.

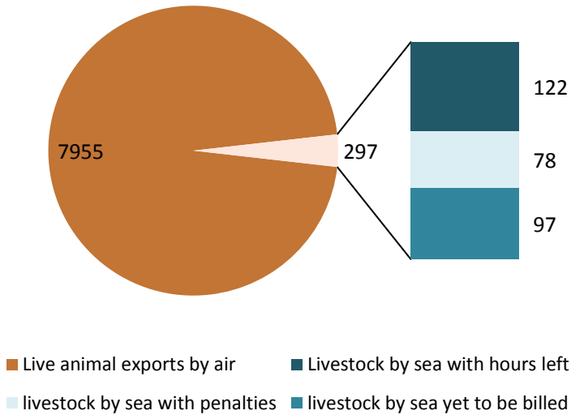


Figure 13: Number of consignment tracked for charging and invoicing

Note that feedback from regional stakeholders indicated that non-livestock invoicing charged 1 unit of document processing to cover charging and invoice administration.

CORPORATE SUPPORT

Between Jan-Oct 2013 the LAE Program would on a weekly basis respond too **15 pieces of correspondence** (approximately 600 for the entire period). This takes up senior executive effort from across the LAE Division.

Baseline effort: National Office

The LAE Program has a national model for service delivery, with national office and regional functions. The split of effort across the operating model activities varies between national office and regions. Broadly speaking the national office spends the bulk of the effort in the **MARKET SETUP AND MAINTENANCE, REGULATORY OPERATIONS, REGULATE EXPORT PARTICIPANTS** and **REGULATE EXPORTS** activities.

MARKET SETUP AND MAINTENANCE

The market setup and maintenance activities are predominantly performed by National Office (**9.49 FTE out of a total of 10.07 FTE**) across three divisions: Live Animal Exports, Animal, and Trade and Market Access.

REGULATORY OPERATIONS

The regulatory operations activities are predominantly performed by National Office (**22 FTE out of a total of 24.8 FTE).** The majority of activities and costs are driven from:

- investigations **25.5%;**
- enforcement **5.7%;**
- advocacy **15%;** and
- stakeholder engagement **17.9%.**

BUSINESS MANAGEMENT

The business management activities are predominantly performed by National Office (**13.1 FTE out of a total of 15.32 FTE**). The majority of activities and costs are driven from:

- program & project activities (design & management) **33.1%;**
- governance **23.3%;**
- strategic planning **8.2%;** and
- Invoicing **7.25%.**

CORPORATE SUPPORT

The corporate support activities are predominantly performed by National Office (**8.49 FTE out of a total of 9.27FTE**). The majority of activities and costs are driven from:

- media liaison **19.4%**;
- government reporting **17%**;
- financial management of the division **14%**;
- departmental communications **9%;**
- publications **7.3%**; and
- and public relations **3.53%.**

REGULATE EXPORT PARTICIPANTS

LICENSING

Licensing of exporters is performed **by National Office only (0.52 FTE)**. For the period Jan-Oct 2013 **$10,896 of service revenue** was generated for licensing of exporters.

ACCREDITATION

Accreditation of Australian Government Vets for livestock exports is predominantly performed by National Office **(0.3 FTE out of a total of 0.49 FTE)**. For the period Jan-Oct 2013 **$15,580 of service revenue** was generated for accrediting veterinarians.

PREMISE REGISTRATION

Registration of approved premises is predominantly performed by National Office **(0.8 FTE out of a total of 0.88 FTE)**. For the period Jan-Oct 2013 **$32,571 of service revenue** was generated from premise registrations.

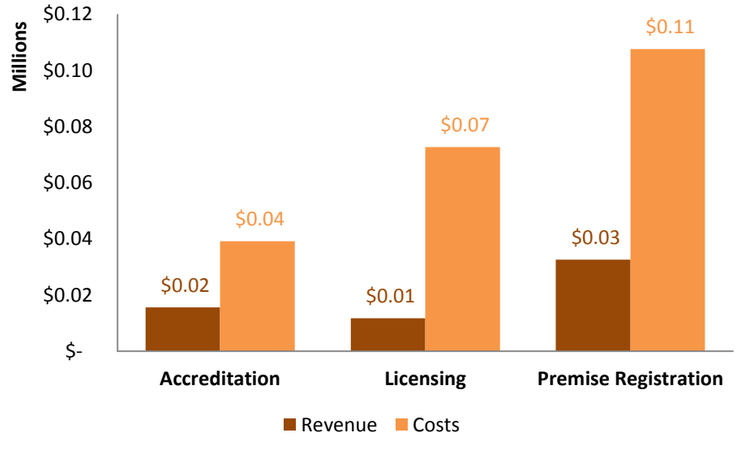


Figure 14: Service revenue and expenses for regulating market participants

REGULATE EXPORTS

DOCUMENT PROCESSING AND ADMIN

Document processing and administration includes a large portion of effort in the National Office (**10.6 FTE out of a total of 13.17 FTE**) and is **predominantly livestock related.** For livestock exports by sea, a large portion of document processing and administration effort is covered within the "per head charge" (allowance). In some instances this allowance also covers the effort associated with animal inspection and as such an exact split of effort is not available.

Using the service revenue where a per head charged is used, **49%** is apportioned to document processing at the National Office and the remaining **51%** to animal inspection in Regional Operations. This apportioning is based on recorded times for **372 consignments** which include NOI and ESCAS assessment for National Office and Regional Operations.

INSPECTIONS

Animal inspections is predominantly performed by Regional Operations - National Office accounts for only **0.74 FTE out of a total of 12.24 FTE**.

AUDIT

Audits of registered premises, exporter licences and AAVs is coordinated through National Office (representing **0.3 FTE out of a total of 1.76 FTE**).

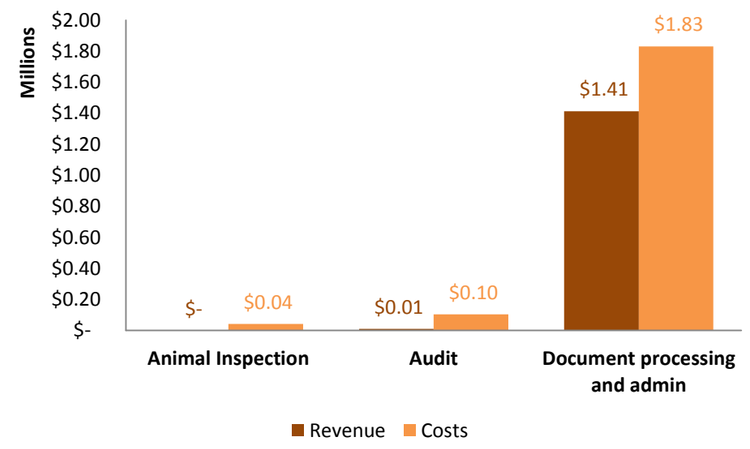


Figure 15: Service revenue and expenses for regulating exports

Baseline effort: Regional Operations

The LAE Program has a national model for service delivery, with national office and regional functions. The split of effort across the operating model activities varies between national office and regions. Broadly speaking the regional operations spend the bulk of the effort in the **REGULATE EXPORTS (DOCUMENT PROCESSING AND ADMIN as well as INSPECTION)** activities.

MARKET SETUP AND MAINTENANCE

Regional Operations account for only **0.6 FTE out of a total of 10.07 FTE**, predominantly from input into analysis and scientific advice on market access.

REGULATORY OPERATIONS

Regional Operations account for **2.7 FTE out of a total of 24.8 FTE**, primarily from client assistance and stakeholder engagement, incident response, investigations and surveillance.

BUSINESS MANAGEMENT

Regional Operations account for **2.22 FTE out of a total of 15.32 FTE**, with the majority of activities and costs driven from:

- invoicing **28.6%.**
- program and projects (management and design)**19.08%;**
- business planning **12.13%;** and
- governance **9.88%;**

CORPORATE SUPPORT

Regional Operations account for **0.78 FTE out of a total of 9.27FTE**, with the majority of activities and costs driven from:

- media liaison **23.22%**;
- Internal audit **19.73%**;
- financial management of the division **19.69%**;
- ICT business systems **7.52%**; and
- and budgeting **5.26%.**

REGULATE EXPORT PARTICIPANTS

LICENSING

Regional Operations are not involved with exporter licencing for livestock.

ACCREDITATION

Regional Operations account for **0.2 FTE out of a total of 0.49 FTE** for accreditation of Australian Government Vets.

PREMISE REGISTRATION

Regional Operations account for **0.1 FTE out of a total of 0.88 FTE** for registration of premises, primarily due to the need for an inspection to be actioned by a Regional Vet.

Approved premises for reproductive material: Regional Operations also undertakes the process of approving premises for the collection of reproductive materials. Each approval is valid for 12 months, and is renewable upon a successful audit that meets the importing country's conditions. At present there are 20 collection centres each having their own approval statuses to certain countries. Only Regional Operations undertake this activity.

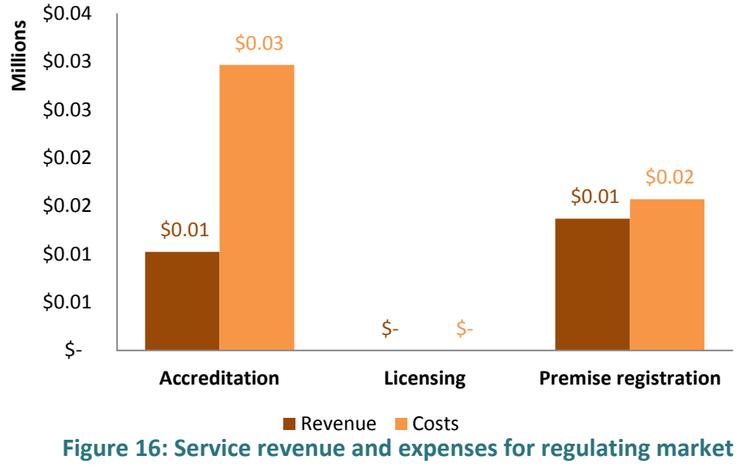


Figure 16: Service revenue and expenses for regulating market participants

REGULATE EXPORTS

DOCUMENT PROCESSING AND ADMIN

Regional Operations account for **2.6 FTE out of a total of 13.17 FTE** for document processing and admin.

The estimated service revenue from Regional Operations for document processing and admin is approximately $1.5 million.

INSPECTIONS

Regional Operations are responsible for carrying out inspections and they account for **11.5 FTE out of a total of 12.24 FTE**.

AUDIT

Regional Operations provide support to the National Office in relation to the conduct of audits. These activities are cost recovered an include the cost of travel. The combined efforts across the all Regional Operations is **1.5 FTE out of a total of 1.76 FTE**. The estimated service revenue is $28,619.

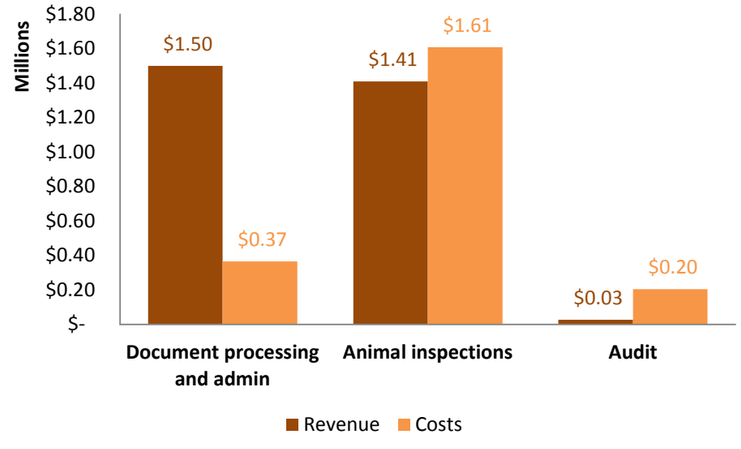


Figure 17: Service revenue and expenses for regulating exports

Deep dive analysis

The end-to-end process review undertook a more detailed analysis ('deep dive') of the **market setup and maintenance**, **regulatory operations** and **business management** areas of the LAE operating model. The focus of the deep dive was on the operational context surrounding the current administrative processes and what additional considerations need to be made when progressing improvements. The deep dive analysis was conducted through a range of one-on-one stakeholder sessions and workshops and involved stakeholders in the LAE Division and the Department more broadly.

The findings presented from the deep dive provide a basis for framing and prioritising the next steps and improvements. They are based on feedback at the time of the analysis – noting that some areas had commenced implementation of major changes in parallel to this review.

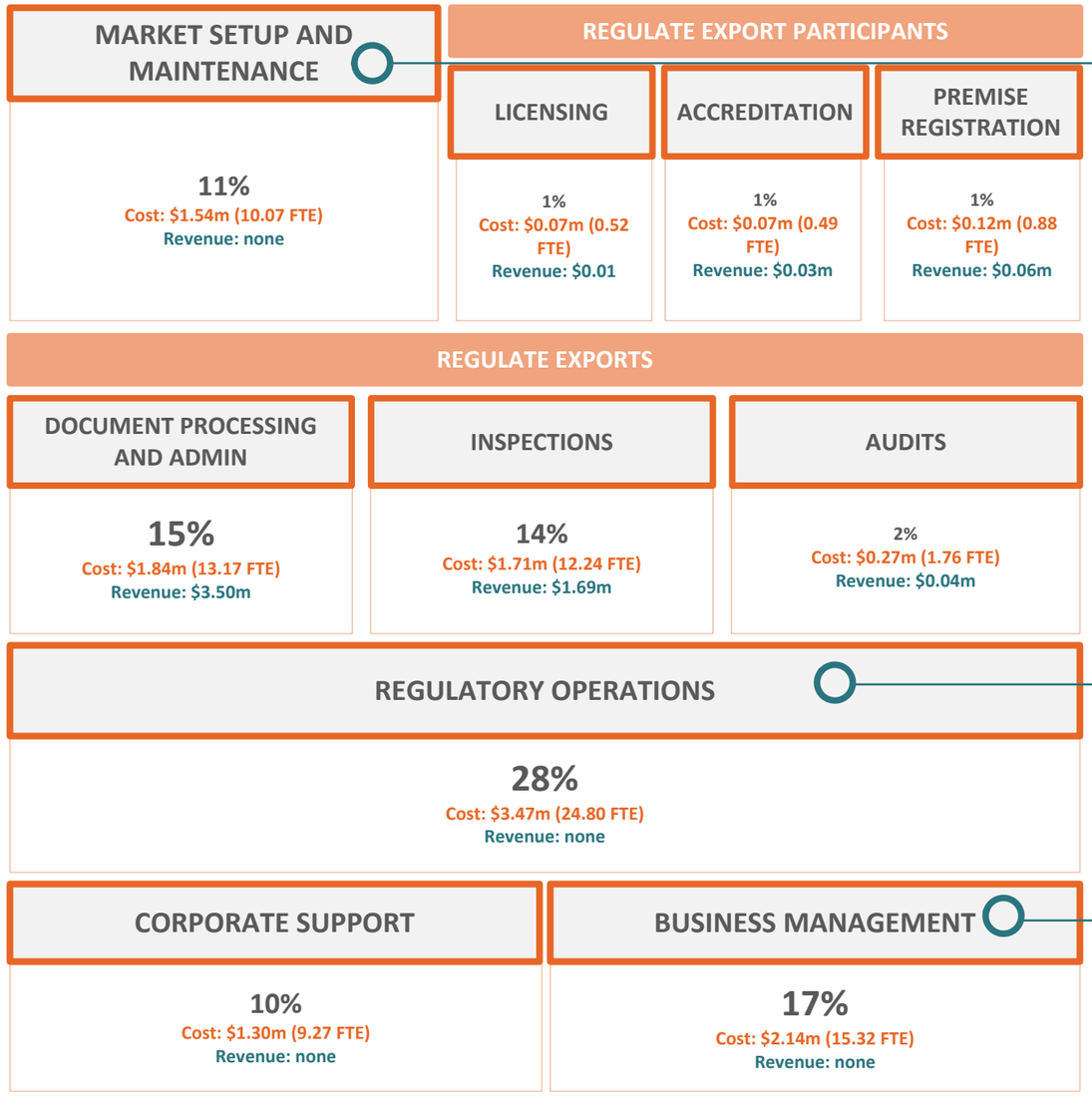


Figure 18: Deep dive areas of focus

MARKET SETUP AND MAINTENANCE

The LAE Division performs more than just regulation of live animal exports from Australia.

LAE Division works with other Divisions (such as Animal Biosecurity and TMAD) to setup, maintain and improve market access for Australian livestock exports. Access to a diverse range of markets is a priority for both Government and industry. There are established practices for negotiating market access arrangements, setting up health protocols and developing export certification requirements for live animal exports. The International Strategy section (LAE Regulatory Compliance and Reform branch) is working to consolidate and improve market access for the livestock export sector.

Outcomes from a November 2013 livestock market access workshop identified a range of opportunities for streamlining current practices. A set of roles and responsibilities were documented to formalise existing interactions between Departmental functions (see Attachment for livestock market access roles and responsibilities). Practices for prioritising industry proposals and their commercial viability before progressing market access activities were also discussed. Strategies for maximising positive relationships with industry bodies and for building and maintaining effective internal communications were also canvassed. The International Strategy Section is working to build on the workshop outcomes.

COMPLAINTS AND INVESTIGATIONS

The Department has 18 months experience operating the regulatory framework that requires ESCAS arrangements for the export of feeder/slaughter livestock from Australia.

Since the introduction of ESCAS the Department has experienced a growth in the workload of complaints and investigations. Over that time a range of processes and practices for responding to complaints and managing investigations have been established. Now, with over 12 months of experience to reflect on, the LAE Division is moving to formalise and consolidate existing practices (including feedback loops between compliance and operational assessment teams). A compliance strategy was being developed at the time of this review which aimed to document key principles and prioritisation criteria for complaints handling. Work also progressed on implementing strategies to mitigate legal and regulatory risks identified in the LAE Divisional business plan 2013-14.

Reviewing incident and emergency management procedures is a key priority for the LAE Division. Incident management is largely part of operating in a 'live animal export' trade and as such processes exist for these 'business-as-usual' requirements. In contrast emergency management requires a greater level of effort from within the LAE Division and across the Department. As such it is important for this work to continue as a priority.

Improvements to complaints and investigation management practices have been implemented to date. Triage practices for reviewing minimum evidence requirements for complaints have improved the effectiveness of the current process. Work has also progressed on building stronger relationships with the investigation and enforcement team as a Departmental stakeholder. These changes have been implemented in light of high workloads and a fast paced operating tempo. Future changes will require dedicated capacity (executive and staff) to supplement existing resources.

INVOICING AND BILLING

The LAE Program has largely missed out on the benefits of the ECRI* initiative.

The invoice and billing functions has largely remained within the LAE Division (both in the national office and in regions) and split across livestock and non-livestock commodities. While integration with similar shared service functions in the Department have been identified as an improvement, it is clear that significant complexity remains in the management, administration, time tracking and reporting of livestock and non-livestock fees and charges.

*Export Certification Reform Implementation (ECRI)

Opportunities for improvement

This section document the key improvements identified as part of the end-to-end review. The improvements are grouped into three streams which represent the LAE Program's approach for reforming regulatory capabilities – **DEFINING THE RULES** (the regulatory framework and its controls), **APPLYING THE RULES** (the administration of controls) and **ENFORCING THE RULES** (compliance and enforcement activities). Based on stakeholder feedback each improvement is assigned a priority and an estimated completion period. Note that not all stakeholder feedback was included in this final improvement listing (some feedback is better suited for future planning and detailed scoping). Dependencies on other Departmental reform initiatives are also captured for context.

To date the LAE Program has proactively pursued improvement opportunities, focusing on incremental, business as usual improvements. Formal processes are in place for raising improvements, documenting the change and assigning responsibility and priority for implementation. Some of the improvements that have been progressed pick up on findings from prior reviews (most notably the Process Improvement Unit review in 2009 and 2011).

The challenge going forward will be to build up sufficient capacity to undertake larger reform improvements. These have been hard to do given the current need to balance day to day operations with implementation of changes. It is expected that dedicated resources will need to be 'taken offline' to ensure reform improvements can be progressed within the estimated timeframes. An overall implementation assessment is provided for each improvement to help guide future planning and prioritisation. Note that this does not provide detailed implementation requirements or schedule dates.

Overview of improvements: defining the rules

This section document the key improvements identified as part of the end-to-end review that fall within the **DEFINING THE RULES** (the regulatory framework and its controls) stream. Based on stakeholder feedback each improvement is assigned a priority and an estimated completion period. Note that not all stakeholder feedback was included in this final improvement listing (some feedback is better suited for future planning and detailed scoping). Dependencies on other Departmental reform initiatives are also captured for context.

Improvement theme & priority	Description of identified improvement opportunity	Estimated timeframe	Status	Dependency on other reform initiatives
Market Access Reform [MAR] **Priority:** Medium	**[MAR.01]** Review the effectiveness of Memorandums of Understanding (MoU) as part of market access and maintenance for Australian livestock exports and determine whether other means exist for managing the same risks (including the risk of rejected consignments). • To date the majority of (feeder/slaughter) livestock export trade occurs in markets with no MoUs in place. In 2012-13 over 55% of livestock export trade occurred to countries where no MoU was in place. For feeder/slaughter cattle the number is closer to 80% primarily due to the size of the Indonesian market. • MoU also have an impact on the duration of the market access negotiation timeframes. Stakeholder feedback indicated that the last MoU was signed in November 2009. While this has not stopped market access activities to countries that do not require MoUs, it is worth noting that there a total of 31 countries to which livestock is exported, 7 of which have MoUs in place. • Reviewing the use of MoUs may free up capacity in the Department to coordinate proactive market engagement and market intelligence activities in overseas markets. **[MAR.02]** Improve prioritisation of market access proposals from industry by including evaluations of proposals that assess their overall value proposition. To date the Department has used the Protocol Committee as the funnel for prioritising livestock industry market access requirements. While there is a recognition that this does not represent the view of all industry participants (for example reproductive materials), it accounts for the priorities of the major livestock exporters. • All industry priorities submitted are managed and tracked proactively by the Department. The list of current technical livestock market access activities (as at October 2013) had 25 activities listed as #1 priority and 60 activities that had not yet been prioritised or progressed. A total of 89 activities were being tracked by the Department based on industry feedback on priorities. • Evaluating and sharpening the approach to prioritisation will provide fewer, higher value activities for the Department to focus on. This may also include a greater focus on non-livestock commodities, such as reproductive material, which currently have 27 priorities listed and only 2 priorities currently processed	**Short term** for the review of MoUs (< 12 months) **Medium term** for prioritisation of health protocols (< 24 months)	**In progress:** currently being coordinated by the LAE Regulatory Compliance and Reform branch.	This improvement has strong synergies with the work undertaken by the Trade and Market Access division to improve the market access opportunities for Australian exporters and producers. A range of country specific and whole of government (Australia inc.) strategies are also being developed that provide the basis for the Department evaluating proposed industry priorities. This improvement is also going to require input from Animal Biosecurity. This improvement also has strong synergies with the work undertaken by the Governance division to reduce red tape in the Agricultural sector.
Regulatory Framework Reform [RFR] **Priority:** High	**[RFR.01]** Review the use of CRMP and ESCAS, their 'per consignment' application for livestock exports and the associated variation rules that apply to them. The current application of these controls indicates that they drive a large volume of administrative effort and have 'limited' effectiveness. • Currently exporters are required to submit CRMP and ESCAS for each feeder/slaughter livestock consignment. To date in 2013 the Department processed 655 consignments which required an NOI and 515 of these required an ESCAS submission. Close to 15% of all consignments processed required variations. 10% of those variations are for NoI (which incur significant rework to re-assess) and the remaining 5% are due to ESCAS variations. Variations also make the issuing of Approved Export Plans (AEPs) problematic by being too late in the supply chain process to implement effectively. **[RFR.02]** Prioritising of regulatory changes should focus on those that can be done within the short to medium term (24 months timeframe). Improvements could include standing approvals of CRMP and ESCAS against which exporters are audited – for instance incorporating the CRMP into the exporter's operating manual (for relevant consignments that need CRMP). Stakeholder feedback indicated that changes to Orders (subordinate legislation) can be performed within a shorter timeframe, while changes to the primary Export Control Act legislation is will require longer timeframes.	Medium term (< 24 months)	**To be started:** plan currently being developed by the LAE Regulatory Compliance and Reform branch together with the LAE Policy and Coordination section.	This improvement has strong synergies with the work undertaken by the Biosecurity Policy Division on the review of the Export Control Act. Proposed changes to legislation should be in-line with the direction taken by the Biosecurity Policy Division.

Overview of improvements: applying the rules (pt 1)

This section document the key improvements identified as part of the end-to-end review that fall within the **APPLYING THE RULES** (the administration of controls) stream. Based on stakeholder feedback each improvement is assigned a priority and an estimated completion period. Note that not all stakeholder feedback was included in this final improvement listing (some feedback is better suited for future planning and detailed scoping). Dependencies on other Departmental reform initiatives are also captured for context.

Improvement theme & priority	Description of identified improvement opportunity	Estimated timeframe	Status	Dependency on other reform initiatives
Administrative Practice Reform [APR]: improving service delivery practices. **Priority:** High	Review documentation use in service delivery and where possible remove, reduce or migrate the information online. **[APR.01]** Remove printing/scanning/filing of hard copy consignment folders and information. This effort is managed by dedicated APS staff in the Entry Management Unit (EMU) within the LAE Export Operations branch. Utilise the TRACE system workflow to collate information received from industry and distribute to assessing officers. Ideally all relevant consignment information should be managed and tracked through TRACE. This will make it easier for regions to access relevant information online as required without needing to perform separate printing/scanning/filing activities. **[APR.02]** Enforce the use of Departmental forms and templates with exporters. Currently there are defined templates for documentation submitted by exporters (for example – ESCAS or daily voyage report templates), however exporters generally submit information in formats that are easier for them to prepare. As a result there is a flow on effort on the LAE Export Operations branch to manually correct data and follow up missing information before it can be sent for assessment. Assessment effort is also greater because of the need to assess each report variation differently. **[APR.03]** Establishment of a service delivery charter for the LAE Program. In line with the Department's broader Service Delivery Modernisation (SDM) agenda, this charter should spell out the services offered by the Department, the channels these services will be made available through, the service standards to be upheld by exporters and the Department and the roles and responsibilities of exporters and the Department in the LAE Program. One of the aims of the service charter would be to prevent assessment of NOIs that do not meet the 10 day legislative period (current issue for exporters and regions). **[APR.04]** Migrate exporters to submit information online directly through TRACE. Approximately 50 daily voyage reports are received each week by EMU, the majority of which have to be manually collated, cross referenced and entered into the TRACE system before being forwarded to Regulatory Compliance team for actioning. The assessment team has a resource rostered on every two weeks to access and read all daily and end of voyage reports and action remaining issues directly with exporters. Reportable incidents are then forwarded on to the Compliance branch for further action. Ideally exporters would upload the daily voyage information directly onto TRACE (only one exporter currently follows this practice). **[APR.05]** Noting the broader legislative reform activities, where possible, reduce the amount of paperwork submitted with each consignment. Moving to use of statutory declarations for ESCAS submissions is expected to reduce the paperwork and manual handling by 60%. This is also expected to reduce the effort spent by EMU and the Evaluation team on processing ESCAS variations. EMU alone estimates that between 12 and 18 hours of effort is required to process variations. **[APR.06]** Where possible adjust administrative practices that do not require legislative change. Stakeholder feedback indicated that the practice of considering prior approved ESCAS in subsequent consignment approvals is occurring however this still requires some assessment to be performed. While some information is 'copied' between consignments there is an opportunity to improve practices by not re-assessing those previously approved. **[APR.07]** Review information sharing practices between national office (Canberra) and regional service delivery. Based on prior reviews and stakeholder feedback there are areas of double handling between national office and regions. This includes the manual printing/scanning/filing of hard copy consignment folders; re-reviewing of approved NOI, CRMP and ESCAS information; review of import permits and checklists; review of travel plans and the review of the livestock consignment reports completed by regional certifying vets. **[APR.08]** Review the use of minutes for documenting delegate decision making. To date minutes need to be prepared for each consignment, which takes up to 50% of effort from veterinary officers who prepare the minutes for sign off by delegates.	Short term (< 12 months)	**In progress:** currently being coordinated by the LAE Regulatory Compliance and Reform branch.	These improvements have strong synergies with the work undertaken by the People and Service Delivery Division on Service Delivery Modernisation (SDM). Engagement with SDM should inform the development of the service charter, the shifting of exporter interactions online and the improvement of staff mobility and access to TRACE information from exporter's premises. The SDM initiative is also likely to impact the structure of the LAE Program overall and how the program is delivered nationally. This is likely to look at how the work is routed throughout the regions, what workforce capabilities regions and national office will develop and the roles and responsibilities of regional and national office staff.

Overview of improvements: applying the rules (pt 2)

This section document the key improvements identified as part of the end-to-end review that fall within the **APPLYING THE RULES** (the administration of controls) stream. Based on stakeholder feedback each improvement is assigned a priority and an estimated completion period. Note that not all stakeholder feedback was included in this final improvement listing (some feedback is better suited for future planning and detailed scoping). Dependencies on other Departmental reform initiatives are also captured for context.

Improvement theme & priority	Description of identified improvement opportunity	Estimated timeframe	Status	Dependency on other reform initiatives
Administrative Practice Reform [APR]: improving information management and ICT support **Priority:** Medium	The TRACE system currently supports only the livestock commodity activities of the LAE Program. The remaining commodities are supported by a range of standalone spreadsheets and access databases. Feedback from stakeholders in the LAE Program indicate that TRACE has all the capabilities required to support non-commodities - transitioning reproductive material to TRACE is in line with the broader National Service Delivery (NSD) agenda. Significant opportunities exist to modernise the LAE Program by brining all commodities onto a national ICT platform using TRACE. Improvements to TRACE needs to be considered in line with the approach used by the Information Services Division. There are a range of defects that can be fixed via the existing service agreement with ICT (with no additional capital costs required from the LAE Program). These are based on fixes to the current production system and do not include development of new capability. Based on stakeholder feedback defects are assessed as short term improvements. Enhancements to current TRACE capability are likely to require a business case with approval for further investment. The business case requires sign of from a range of Departmental governance bodies before funding can be secured for the IT enhancements to commence. Based on stakeholder feedback enhancements are assessed as medium term improvements. There is also a small group of high priority projects (for example Departmental rebranding) that divert effort and can take up one out of the four annual change releases. These are managed centrally by ISD. • **[APR.09]** Review the current list of defect priorities and align with quick wins for service delivery improvements. As at December 18 there were 74 defects logged for TRACE, 22 of which were rated as HIGH. Fixes such as those to data validation rules which prevent exporters from submit incorrect information should be prioritised. These would contributed to more efficient service delivery by removing the need for manual data cleansing and follow up with exporters. Where possible the LAE Program should maintain one list of TRACE defects/enhancements to avoid duplication of effort in managing improvements. • **[APR.10]** Prioritise TRACE enhancements to target areas of which have strong Departmental alignment and provide efficiency and red tape reduction benefits. In line with broader direction of the Department moving to a single TRACE platform for all LAE commodities will provide a basis for better management of workload across regions and national office. Commodities such as companion animal exports require further integration between MICOR and EXDOC to automate granting of health certificates (between 50 and 60 health certificates are issued on a daily basis in Sydney – which can not be supported in the current TRACE and MICOR PDF content integration). • **[APR.11]** Prioritise TRACE enhancements that improve management of variations and change tracking. Currently LAE Program staff manage four separate spreadsheets to keep track of submitted variations (for decision making and historical purposes). Given the need to consider prior decisions for future export approvals, there is a higher risk of error by depending on manually updated spreadsheets. • **[APR.12]** Prioritise TRACE reporting enhancements to remove the need for separate spreadsheets, TRIM extracts and checklists. Reporting on exporter compliance or historical information is also managed separately outside of TRACE. • **[APR.13]** Priority should be given to integrating TRACE and TRIM to minimise the manual records management of documentation submitted via TRACE. TRIM is used by the LAE Program for reporting purposes as well as records management. It only stores livestock consignment records which have ESCAS documentation while the rest is kept in TRACE. Information from ESCAS consignments is entered manually into TRIM. Stakeholder feedback indicated that a single FTE can spend up to 1 day entering details from a single ESCAS consignment (including IPAR information) into TRIM.	**Short term** for TRACE defects (< 12 months) **Medium term** for TRACE enhancements (< 24 months)	**To be started:** plan currently being developed by the LAE Regulatory Compliance and Reform branch.	These improvements have strong synergies with the work undertaken by the People and Service Delivery Division on Service Delivery Modernisation (SDM). Engagement with SDM should inform the investment in future enhancements (such as those for EDXDOC and MICOR integration). SDM will also provide a Departmental basis for pursuing greater regional take up of systems (through the mobility initiative which will provide better offsite access to information on TRACE). These improvements also have strong synergies with the work undertaken by the Information Services Division on the future technology roadmap. Engagement with ISD should inform the priorities for TRACE enhancements as well as alignment with future technology direction (such as integration cattle data from industry systems).

Overview of improvements: applying the rules (pt 3)

This section document the key improvements identified as part of the end-to-end review that fall within the **APPLYING THE RULES** (the administration of controls) stream. Based on stakeholder feedback each improvement is assigned a priority and an estimated completion period. Note that not all stakeholder feedback was included in this final improvement listing (some feedback is better suited for future planning and detailed scoping). Dependencies on other Departmental reform initiatives are also captured for context.

Improvement theme & priority	Description of identified improvement opportunity	Estimated timeframe	Status	Dependency on other reform initiatives
Sustainable Funding Reform [SFR] **Priority:** High	**[SFR.01]** Improve the definition and tracking of charged services in the LAE Program with the aim of reducing revenue leakage. The nature of the LAE work requires frequent stakeholder interaction, document handling, travel and other work that does not fit neatly within the prescribed fee for service categories. Based on feedback from stakeholders there is significant pre and post service work that is not consistently represented in the effort recording and thus the charging back to clients. This is the case for regional and central office activities and was particularly observed in the livestock commodity space. • Coordinated and consistent direction should be provided to staff on what constitutes "chargeable time". This in particular should address activities such as outbound telephone and email enquiries, follow up information requests, meetings with peers in the program to review an application, printing/scanning/records management of information prior to onsite inspections and out of business hours/overtime service requests from exporters. Stakeholder feedback also indicated inconsistent fee application for non-livestock commodities in areas of reproductive material audits and exports of horses. • Formalise approach to charging for new time-based IPAR which are due to commence in 2014. While processes currently exist for time based IPARs (primarily sheep IPARs) they do not cover invoicing and charging requirements. Moving cattle IPARs to a time based system will require a process of reconciling costs against consignments received for that time period. • Broadly all changes to service delivery practices in the short to medium term should be assessed to determine the likely impact on fee collection, administration and charging. Given the current complexity of the fee for service model, there is a risk that changes in service delivery practices may result in an increased administrative effort for reconciling costs and issuing invoicing to exporters. **[SFR.02]** Align the role of the LAE Program invoicing functions with the Department's preferred model. • Review the role of the invoicing team within the LAE Division. Based on the broader Departmental model this function should be centralised with the Finance and Business Support division. To date complexity in fee structure, time recording and difference between livestock and non-livestock invoicing has made this difficult to implement. **[SFR.03]** In line with the future fee review in the Department, the LAE Division should harmonise the fee structure for the program. • Differences in charging existing within the livestock commodity (for sheep and cattle). Future fee reviews should consider a simpler fee structure that is consistent across livestock and non-livestock commodities. This will have a flow on impact of significantly reducing the effort required to track, account and manage separate timesheet and invoicing practices. • Future fee review should also consider a more equitable way to account for long distance travel. This may cost a senior veterinary officer a full day's effort but this effort can not be recovered using the current per Km method.	**Short term** for improved definition, tracking and alignment of invoicing function (< 12 months) **Medium term** for changes in line with Departmental fee review (< 24 months)	**To be started:** plan currently being developed by the LAE Regulatory Compliance and Reform branch.	These improvements have strong synergies with the work undertaken by the Finance and Business Support (FABS) Division. Engagement with FABS should provide a basis for improving the definition and tracking of current cost recovery activities. FABS also has the Department's central invoicing and billing function and their input will be required to ensure any alignment of activities mitigates the risk of errors in administering the complex LAE charging arrangements. FABS also leads the Department's efforts to improve existing cost recovery arrangements. LAE input will feed into the broader approach coordinated by FABS.

Overview of improvements: enforcing the rules

This section document the key improvements identified as part of the end-to-end review that fall within the **ENFORCING THE RULES** (compliance and enforcement activities) stream. Based on stakeholder feedback each improvement is assigned a priority and an estimated completion period. Note that not all stakeholder feedback was included in this final improvement listing (some feedback is better suited for future planning and detailed scoping). Dependencies on other Departmental reform initiatives are also captured for context.

Improvement theme & priority	Description of identified improvement opportunity	Estimated timeframe	Status	Dependency on other reform initiatives
Administrative Practice Reform [APR]: improving compliance and investigation practices **Priority:** High	Enhance existing compliance and investigation practices by removing redundant report publishing, documenting and prioritisation criteria, formalising compliance input into ongoing assessments of exporters and establishing exporter compliance profiles. • **[APR.14]** There is an opportunity to review the value provided from the publishing of reports (such as mortality reports and summary of audit reports) and the frequency with which these reports are published. Publishing of reports is an estimated 2.5FTE* in effort in the LAE Regulatory Compliance and Reform branch. Report publishing also involves a dedicated FTE from the EMU team in the LAE Export Operations branch. Feedback from stakeholders indicates that findings in the reports are consistent. The LAE Program is moving to the time based IPARs for cattle livestock (excluding sheep) and it is expected that this will reduce the annual reporting workload. • **[APR.15]** Review definitions of non-compliance. Currently it is estimated that 90% of compliance workload is due to late document lodgement. Effort is spent preparing information requests via email and drafting correspondence for each case of non-compliance recorded. • **[APR.16]** Formalise work practices for incident management and emergency management. It is estimated that on average one incident is recorded each month which requires intensive management by the LAE Regulatory Compliance and Reform branch and other Departmental stakeholders such as the Office of General Counsel (OGC). • **[APR.17]** Document and apply prioritisation criteria to complaints submitted for investigation. Currently 70% of all investigation volumes are raised through complaints from non-government organisations (such as Animals Australia). The investigations require a certain level of staff expertise and continuity. Currently it is estimated that 1 FTE is required per investigation with an approximate 27 investigations awaiting to be progressed as at November 2013. The complaints and investigations work is primarily focussed on livestock commodities and stakeholder feedback indicates that it does not provide sufficient bandwidth to deal with other non-livestock cases. • **[APR.18]** Improve training in administrative law and defensible decision making for staff working on investigations and enforcement activities. Expertise within OGC can be leveraged to enhance the capability within the LAE Division.	Short term (< 12 months)	**In progress:** currently being coordinated by the LAE Regulatory Compliance and Reform branch.	These improvements have strong synergies with the improvements to service delivery practices and legislative reform changes.
Administrative Practice Reform [APR]: improving regulatory audit practices **Priority:** Medium	Redirect effort to regulatory audit practices. While the Department has established work practices, instructional material and trained staff there is currently limited capacity for the LAE Program to draw on regulatory audit practices. • **[APR.19]** The LAE Program currently depends on the Export Meat program to provide qualified auditors to conduct audits of registered premises, accredited veterinarians and licensed exporters. The LAE Program would benefit from devoting additional capacity to regularly assure the audits, identify potential intelligence or trends and inform future decision making on exporters. • **[APR.20]** While information from past reviews is used in exporter assessments on a case by case basis, this could be further supplemented by formalising the activities for information sharing between the LAE Regulatory Compliance and Reform branch and the LAE Export Operations branch. • **[APR.21]** Establish exporter profiles to support a performance based system of exporter compliance. This will provide the basis for the LAE Program to implement future changes to the regulatory framework and transition to a 'light touch' approach to regulation. For example this could also inform future alternate audit schedules that are reflective of risks posed by country, exporter and supply chain facility.	Medium term (< 24 months)	**In progress:** currently being coordinated by the LAE Regulatory Compliance and Reform branch.	These improvements have strong synergies with the improvements to service delivery practices and legislative reform changes.

*NOTE that 2.5FTE included activities for data management, departmental communications, publications and client engagement for the LAE Regulatory Compliance and Reform branch.

Next steps for implementation

The list of improvements identified in this review has been assessed against a set of 'implementation criteria'. The Contribution to Measures column reflects the degree to which improvements drive the achievement of the Measures of Success. The impact columns (including Resource Impacts, Business Impacts and Dependencies) are adapted from the Department's P3O framework and give an indication of the size and the complexity of implementing the improvement. These assessments are indicative only and need to be progressed with detailed implementation planning. Improvements with **resource impacts** are likely to have prolonged timeframes. Improvements with **business impacts** require more dedicated management and coordination. Improvements with **dependencies** are likely to have a higher implementation risk.

Improvements	Contribution to Measure	Resource Impacts		Business Impacts					Dependencies		
		Funding	Program, Project & Resources	People	Service delivery	Stakeholders	Clients	Property, Plant & Equipment	External Coverage	Regulatory Changes	ICT Systems
Sustainable Funding Reform [SFR] • **[SFR.01]** Improve the definition and tracking of charged services. • **[SFR.02]** Aligning invoicing functions with the Department's preferred model. • **[SFR.03]** Harmonise the fee structure for the LAE Program.	**Improving the returns to exporters and producers by:** • Reducing the cost of corporate support activities.			✓			✓				
Regulatory Framework Reform [RFR] • **[RFR.01]** Review the use of CRMP and ESCAS, their 'per consignment' application for livestock exports and the associated variation rules. • **[RFR.02]** Further improvements, including standing approvals against which exporters are audited.	**Improving the returns to exporters and producers by:** • Reducing the cost of regulatory compliance and red tape to exporters.		✓	✓	✓	✓	✓		✓	✓	
Market Access Reform [MAR] • **[MAR.01]** Review the effectiveness of MoUs as part for market access and maintenance. • **[MAR.02]** Improve prioritisation of market access proposals from industry.	**Improving the returns to exporters and producers by:** • Reducing the cost of regulatory compliance and red tape to exporters. • Increasing the value of live animal exports.			✓		✓	✓		✓		
Administrative Practice Reform [APR]: improving service delivery practices • **[APR.01 – APR.08]** Review documentation use in service delivery and where possible remove, reduce or migrate the information online.	**Improving the efficiency of the live animal exports regulatory system by:** • Reducing the cost of delivering regulatory (cost recovered) services.		✓	✓	✓	✓	✓				
Administrative Practice Reform [APR]: improving information management and ICT support • **[APR.09 – APR.13]** Modernise the LAE Program by bringing all commodities onto a national ICT platform using TRACE.	**Improving the efficiency of the live animal exports regulatory system by:** • Reducing the cost of delivering regulatory (cost recovered) services.	✓	✓	✓	✓		✓				✓
Administrative Practice Reform [APR]: improving compliance and investigation practices • **[APR.14 – APR.18]** Enhance compliance and investigation practices.	**Reducing the impact of export incidents by:** • Reducing the financial burden of incidents and emergency responses to exporters. • Improving transparency of incident responses plans.		✓	✓	✓	✓	✓		✓		
Administrative Practice Reform [APR]: improving compliance and investigation practices • **[APR.19 – APR.21]** Redirect effort to regulatory audit practices.	**Improving the efficiency of the live animal exports regulatory system by:** • Redirecting effort to improve effectiveness of regulatory operations.			✓	✓	✓	✓		✓		

Observations and future considerations

A number of observations have been documented as part of this cost baseline review. There are immediate requirements to consider in completing the baseline by developing agreed key performance indicators (KPIs) and data sources as well as committing to regular effort surveys for ongoing monitoring of the cost baseline. The focus can then shift to defining the agreed changes to the LAE operating model. Observations regarding the future state relate to the development of change profiles to better understand and communicate the changes to the LAE operating model and LAE Program staff.

	OBSERVATIONS	FUTURE CONSIDERATION
BASELINE	**Data capture and information management:** The program currently has a range of information sources (TRACE, TRIM and stand alone spreadsheets). Some processes are in place for maintaining the data, however these are manual, prone to errors and require significant effort to keep aligned. Consistent quality and maturity of information practices between livestock and non-livestock commodities should also be considered. **Work effort estimates:** Current estimates are based on a snapshot of activities for a defined timeframe. These are prone to over and under estimates which when annualised may skew the picture of the LAE Program performance. Regular refresh of the baseline activities defined in this report will provide a sharper view of effort estimates. Ideally this would be coordinated on a quarterly basis from January 2014. It is important to retain a consistent set of activity definitions to prevent future baseline surveys from providing a separate view. **Cost drivers estimates:** Information on cost drivers is based on information largely maintained through spreadsheets across the LAE Program. These spread sheets are manually maintained, prone to errors and require significant effort to report on.	• **Key performance indicators (KPIs):** To baseline the measures of success identified and provide a way of evaluating future achievement of efficiency and red tape reduction targets. This includes identifying agreed information sources for the KPIs. • **Schedule of work effort estimate surveys:** To provide regular (for example quarterly) refresh of effort estimates against defined activities in preparation for future cost recovery reforms. Based on feedback from FABS, the expenses base is likely to be reviewed following completion of the midyear review (revised budget). This would include validating FTE figures against the revised budget, which would provide an opportunity for another survey to be completed in early 2014.
FUTURE STATE	**Change profiles:** Currently the LAE Program is tracking a range of business as usual and reform improvement initiatives. These are captured and prioritised based on stakeholder feedback and a range of follow up activities are progressed. **Workforce profile:** There are a range of LAE Program roles that include technical veterinary staff, with administrative staff, compliance and enforcement staff, reform management staff and international strategy staff. **Client and industry profile:** Profiles on exporter segments and their performance would inform the design of the future LAE Program – particularly with a view of standardising the program practices across the livestock and non-livestock commodities. **Pace of change for the LAE Program:** The LAE Program has a fast operational tempo and efforts to implement changes typically run out of 'capacity'. Over time this is likely to impact the willingness for change from the LAE Program workforce. Steps should be taken to understand the cultural change requirements and to align this to the 'pace of change' of the proposed improvements. **Bringing LAE Program in line with comparable export programs:** The LAE Program has largely missed out on the Export Certification Reform Implementation program. Many of the improvements that have been identified have already been address by comparable export programs (such as Export Plant and Export Meat).	• **Develop an agreed change profile and blueprint for the future LAE operating model:** This should document the key changes to the LAE Program, the impact on the regulatory framework, the service delivery processes, enabling ICT and the LAE workforce. • **Map workforce to future operating model activities:** This should ensure that LAE Program staff (both in national office and regional service delivery network) have a clear view of how changes impact them and 'where they fit in to the future LAE Program'. • **Profile client and industry segments** and identifying whether segmenting of clients provides additional opportunity to streamline service delivery practices in the future LAE operating model. • Work with **Program Executive to jointly endorse the future state** for the LAE Program. • **Establishment of a national LAE Program stakeholder working group for reform:** A forum of this format would provide an avenue for regional operations to engage national office in reform activities. It would also provide a 'front door' for assessing the impact of changes to regional service delivery. Regional 'change champions' could be nominated to attend to help promote regional buy in for improvements. • **Conduct regular information sharing sessions with similar export programs:** To provide an opportunity to share lessons learnt and identify opportunities for leveraging capabilities already established in those programs. This approach was successfully applied as part of the livestock market access workshop in November 2013, where representatives from Export Plant discussed their approach to prioritising industry market access requests.

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Predicate
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Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 131

Division/Agency: Live Animal Export Division

Topic: Goat slaughterhouse

Proof Hansard page: 100 (28/05/2014)

Senator LINES asked:

Senator LINES: Minister Joyce in his media release and the information I have been given say that the WA sheep production has been severely affected through market downturn, dry seasons and costs. A lot of farms that would have just run on sheep now do mixed farming. Is there some concern that sheep, particularly if they are aged sheep, are going to be hard to source from WA?

Mr Glyde: I am not sure we are in a position to provide any advice on that.

Senator LINES: Is that something you can take on notice? Presumably, it could be an issue.

Mr Glyde: The other option might be to, later this evening, ask Australian Livestock Export Corp Ltd—LiveCorp—they may know. They are certainly closer to the industry and the operations of the industry than the department is.

Senator LINES: You may or may not be able to answer this question then. In relation to goat numbers, my understanding is that they are low in WA and, in fact, I also understand that Geraldton had the only goat slaughterhouse in the state, and that had closed down for quite a few years and has just reopened. Do you have any information on that?

Mr Glyde: I do not.

Ms Irwin: I do not, but we could. Goats are one of the commodities that we do export live. We could certainly take on notice and give you the data for the last 12 months on which states have had goat exports if that would be helpful.

Answer:

Senator Lines' question about sourcing sheep from WA was answered by LiveCorp (Refer Hansard p124-125, 28 May 2014).

Goat exports for 2013 and YTD 2014, by state of export:

Question: 131 (continued)

State	2013 Number of goats	YTD 2014 Number of goats
NSW	44687	19486
SA	25789	10617
VIC	796	282
WA	2333	0
NT	1080	0
QLD	696	107

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 132

Division/Agency: Live Animal Export Division

Topic: Livestock Shipping Services

Proof Hansard page: 102 (28/05/2014)

Senator RHIANNON asked:

Senator RHIANNON: With these ones, because I wanted you to come back to LSS because I did rattle off a whole number of countries there, so as you are going through these figures about the ones completed, could you indicate where LSS comes into this please?

Ms Irwin: I have that separately; I can do that after this if you like. Just in terms of the 19 investigations completed, six found that sheep were found outside approved supply chains, four found that cattle were approved outside supply chains, five found that there were animal handling or slaughter issues that did not meet OIE animal welfare recommendations, one related to Pakistan, and three found there was no regulatory breach. Ten remain under investigation. Following those reports, the regulators applied a varying range of conditions to exporters. They include reducing the size and complexity of supply chains; you can imagine that a supply chain might have a number of abattoirs and a number of feed lots. A way of managing risk is to bring that down to one feed lot and one abattoir so that the exporter can maintain control and traceability through the supply chain. In the compliance framework that is publicly available for ESCAS, we have the categorisation of minor, major, and critical non-compliances. I do have the statistic for a number of the key exporters in relation to that.

Senator RHIANNON: Could you table those please?

Ms Irwin: Yes, but I only have them hand written. Let me explain what they are. I think it is important because it puts the exporters in context. In relation to LSS, LSS has recorded 15 non-compliances: 13 are minor, one related to Jordan was major, and one was a critical finding which also related to Jordan. Emanuel Exports has had 14—

Answer:

Non-compliances recorded under Exporter Supply Chain Assurance System for five major exporters from commencement of Exporter Supply Chain Assurance System to 26 May 2014.

Question: 132 (continued)

Exporter	Critical	Major	Minor	Total
Livestock Shipping Services	1	1	13	15
Emanuel Exports	0	2	12	14
Wellard Rural Exports	1	1	30	32
International Livestock Export	0	2	27	29
North Australian Cattle Company	0	1	80	81

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 133

Division/Agency: Live Animal Export Division

Topic: Livestock Shipping Services Incidents

Proof Hansard page: 102 (28/05/2014)

Senator RHIANNON asked:

Senator RHIANNON: Thank you. So, Mr Glyde, are you seriously saying that, because LSS is such a big exporter, you can therefore expect this very large number of non-compliances? You would expect that a large exporter would learn how to do the job properly.

Mr Glyde: I was really trying to establish the broader context in which LSS operates, and indeed trying to give a few statistics in relation to the whole of the trade. But what we have found is that when you look at the number of non-compliances, LSS—and I am not condoning non-compliances; our whole objective is to try and make sure that we have completely compliant supply chains—is not the only exporter that has recorded a significant number of non-compliances, as Ms Irwin was going through. If I could compare LSS with its 15; and Emanuel Exports, 14; Wellard Rural Exports, 32; International Livestock Exports, 29; and North Australian Cattle Company, 81. The vast majority of those are minor non-compliances, which often relate to overdue paperwork and the like. I think what we are trying to say is that LSS is not alone in having had a series of non-compliances, and we work with each of the exporters to try and make sure that we have compliant supply chains. Ms Irwin ran through the sort of actions that we can take to try and make sure that those supply chains are increasingly compliant. There has been quite a focus on LSS, but we try to look at the all of the industry and take action proportionate to the activities, proportionate to the extent of noncompliance. We have a range of tools that we are working through to try and make sure that we do get the compliance we are after.

Senator STERLE: Would it assist the committee if we could have the incidents tabled?

Senator RHIANNON: I did ask that. Thank you.

Answer:

Non-compliances recorded under Exporter Supply Chain Assurance System for five major exporters from commencement of Exporter Supply Chain Assurance System to 26 May 2014:

Question: 133 (continued)

Exporter	Critical	Major	Minor	Total
Livestock Shipping Services	1	1	13	15
Emanuel Exports	0	2	12	14
Wellard Rural Exports	1	1	30	32
International Livestock Export	0	2	27	29
North Australian Cattle Company	0	1	80	81

Non-compliance breakdown for ALL exporters from commencement of Exporter Supply Chain Assurance System to 26 May 2014

Type	Critical	Major	Minor	Total
Animal welfare issue	0	3	5	8
Movement to compliant facility prior to approval	0	0	3	3
Movement to other location	2	5	4	11
Other (e.g. failure to meet audit schedule)	0	0	13	13
Overdue documentation	0	0	173	173
Unauthorised movement between approved facilities	0	0	13	13
Total for all exporters	2	8	211	221

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 134

Division/Agency: Live Animal Export Division

Topic: Non-compliances

Proof Hansard page: 103 (28/05/2014)

Senator STERLE asked:

Senator STERLE: In the cool light of day we can sit down and see how many transgressions there are, compared to how much they earn. It might help senators.

Mr Glyde: I more than happy to do that. Indeed, I think the track record of the noncompliances is on our website. But that would be handy. Ms Irwin's handwriting is worse than mine, so we will have to do a little bit of typing in order to do that, but we would certainly be happy to provide that as soon as we finish here.

Senator STERLE: Is it possible to have information as to how many head of animals are exported, what they are to wear so we can put apples—I hate using that term; it is real crappy—so that we can compare the amount of shipments they have to the amount of infringements?

Mr Glyde: We can provide that.

Answer:

Number of consignments and livestock exported under Exporter Supply Chain Assurance System arrangements for five major exporters from commencement of Exporter Supply Chain Assurance to 4 June 2014

Question: 134 (continued)

Exporter	Species				Consignments
	Cattle	Buffalo	Sheep	Goats	
Livestock Shipping Services	206 869	0	1 255 533	0	43
Emanuel Exports	700	0	1 841 317	0	29
Wellard Rural Exports	475 525	400	800 780	0	90
International Livestock Export	216 610	0	105 455	0	115
North Australian Cattle Company	282 031	0	0	0	85

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 135

Division/Agency: Live Animal Export Division

Topic: Number of consignments

Proof Hansard page: 103 (28/05/2014)

Senator STERLE asked:

Ms Irwin: Probably one of the key comparisons is to give the number of consignments. Our regulatory regime works by consignment—it is a consignment by consignment approval process, so we can give you the number of consignments and the number of head per consignment, because that is the context in which you need to look at it.

Senator STERLE: I think that would help us all. Thank you.

Answer:

Please see response to Question on Notice 134 from Budget Estimates.

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 136

Division/Agency: Live Animal Export Division

Topic: Criminal Actions

Proof Hansard page: 103 (28/05/2014)

Senator RHIANNON asked:

Senator RHIANNON: And also, can you fit in with that table the criminal actions? I must have been mistaken, Mr Glyde, but I thought you had said previously that it was not possible to charge them with criminal acts, but I gather I was wrong on that assumption?

Mr Glyde: No, that is not the case. As Ms Irwin said—

Senator RHIANNON: Yes, I have heard that set out. Could that be in the table as well. I was also interested in how you have described these different points of entry that you can come in, because you are looking at it from the farm to the point of slaughter at what point are you taking action and if action has been taken.

Answer:

There are a number of criminal offence provisions in the Export Control Act (1982) and the Australian Meat and Live-stock Industry Act (1997) including:

- sections 54 and 55 of Australian Meat and Live-stock Industry Act (1997)
- sections 7A, 8, 9 and 11Q of the Export Control Act (1982)

Criminal offence provisions in the Criminal Code Act (1995) include:

- section 135.1 Dishonestly influencing a Commonwealth public official
- section 136.1 False or misleading statements in applications
- section 137.1 False or misleading information

The department does not comment on ongoing investigations.

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 137

Division/Agency: Live Animal Export Division

Topic: Show cause notices

Proof Hansard page: 105 (28/05/2014)

Senator RHIANNON asked:

Senator RHIANNON: Mr Glyde, how bad does the cruelty have to be, or how egregious do the violations of the regulations have to be, before the department will impose a licence suspension or cancellation? I am asking that question in the context of LSS in particular, because the ships that they are using are now being seen as some of the worst used in the trade.

Mr Glyde: Again, I do not want to comment on specific companies and behaviour. Since about September 2012 we have issued to exporters seven 'show cause' notices, as they are called, to give us reasons for not suspending or cancelling their licences. There is a lot of action that is taken that is not made public and—

Senator RHIANNON: What happened with the seven show causes?

Mr Glyde: Some of them have been closed out; some of them are still under investigation and we are responding to the information that is being provided. What I am trying to get across is that we have a compliance strategy on our website that we are following. Our aim here is to make sure that we export animals consistent with our regulations. We are trying to facilitate the trade with high animal welfare standards. The sorts of actions that we have been taking, which are in the public domain—for example, as Ms Irwin mentioned, removing poorly-performing supply chains; removing poorly-performing parts of supply chains; restricting the degrees of freedom that the exporters might have; requiring lots more auditing; and requiring lots more supervision and reporting back to the department—are all part of the process of escalating the compliance activity to try and make sure we have compliance supply chains. There comes a point, though, when we have done all of that activity and, if the exporter is not able to provide a compliance supply chain, then we begin to question whether they have the competence or whether they are operating with integrity. That is when we issue things like show cause notices. We are moving through that process in the effort to try and make sure that the trade meets the animal welfare standards that the Australian community expects.

Senator RHIANNON: On notice, could you provide the committee with the details of those seven show causes—where they are up to, what is involved, tracking it through?

Mr Glyde: To the extent that we can without prejudicing further investigations.

Question: 137 (continued)

Answer:

Seven show cause notices have been issued by the department since September 2012. The outcomes of the notices are:

- One exporter asked for their licence to be cancelled prior to the department being able to consider taking any action.
- In five cases the exporter responded and the department took no further action against the exporter.
- One matter is ongoing

The grounds for issuing a show cause notice are outlined in section 23 of the *Australian Meat and Live-stock Industry Act (1997).* For the matters that are closed, the grounds for issuing the notice were as follows:

- Three were issued on the basis that a person who participates in the management or control of a business had ceased to be a person of integrity.
- One was issued on the basis that the holder of the licence had ceased to be a body corporate of integrity.
- One was issued on the basis that the holder of the licence had ceased to be a body corporate of integrity and contravened a licence condition.
- One was issued on the basis that the holder of the licence had ceased to be a body corporate of integrity, ceased to be competent to hold the licence and contravened a licence condition.

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 138

Division/Agency: Live Animal Exports Division

Topic: LSS voluntarily cease trade into Gaza

Proof Hansard page: 126 (28/05/2014)

Senator RHIANNON asked:

Senator RHIANNON: Thank you, Minister. When did it cease? Can you give us a date?

Senator Colbeck: My understanding is that LSS voluntarily ceased trade into Gaza after the allegations were made.

Senator RHIANNON: The first lot of allegations?

Senator Colbeck: The ones that you are talking about. I have seen the footage. Like the witnesses, I would have to say that the things that occurred on that footage were abhorrent.

Senator RHIANNON: Could you take it on notice and give us a date for that, please, Minister?

Senator Colbeck: Certainly.

Answer:

On 17 December 2013 Livestock Shipping Services voluntarily removed all Gaza facilities from an application to export cattle to Israel that was originally received by the department on 29 November 2013. Since this time the department has not received any further applications to export cattle to Israel that included Gaza facilities in the supply chain.

The department received a second complaint about non-compliance with Exporter Supply Chain Assurance System (ESCAS) requirements in Gaza on 25 February 2014. On 26 February 2014, the department suspended use of the Gaza abattoir and on 6 March 2014, further suspended the supply of livestock to Gaza feedlots to prevent further movement of cattle from Israel into Gaza. As of 28 February 2014 there were approximately 600 animals in Gaza feedlots. On 6 June 2014, the department lifted the suspension on the Gaza abattoir after the exporter put corrective actions in place, to allow for the remaining cattle to be slaughtered subject to additional conditions.

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 139

Division/Agency: Live Animal Export Division

Topic: Indonesia – Australia Red Meat and Cattle Partnership

Proof Hansard page: written

Senator RHIANNON asked:

Considering the Government has boosted funding for the Indonesia-Australia Red Meat and Cattle Partnership from $300,000 in 2013-14 to more than $2.2 million in 2014-15. It has also ceased the Live Animal Exports Improved Animal Welfare Program one year early from 30 June 2014: What programs is the government funding, and what steps is the Government taking to ensure further large-scale animal welfare abuses are prevented?

Answer:

- The government is contributing funding to strengthen the ability of overseas countries to meet OIE animal welfare guidelines across livestock supply chains, including under the Improved Animal Welfare Program.
- The Australian Government will continue to regulate live animal exports to deliver animal welfare outcomes in line with the expectations of the Australian community. The Australian Standards for the Export of Livestock set the basic animal welfare standards for livestock exported by sea or air from sourcing through to arrival in the importing country. The Exporter Supply Chain Assurance System applies once livestock arrive in the importing country through to the point of slaughter.

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 140

Division/Agency: Live Animal Export Division

Topic: Gaza

Proof Hansard page: Written

Senator RHIANNON asked:

1. The Department has received evidence on seven separate occasions over the past six months of the ongoing brutal killing of Australian cattle in Gaza in contravention of ESCAS, including in the one ESCAS approved abattoir which does not meet ESCAS requirements. Israeli government documentation reveals that some 4,600 Australian cattle were transferred into Gaza between November and February: What regulatory action has the Department taken against the exporter – Livestock Shipping Services – to force them to get control of this situation?
2. What is the Department's justification for continuing to grant export permits to Livestock Shipping Services to other markets when the situation for Australian cattle remaining in Gaza is so dire and remains unrectified?

Answer:

1. No consignments have been approved for export to Gaza since 5 November 2013, after the first report was received by the department.

   On 26 February 2014 the department suspended the supply of livestock to the Gaza Municipality Slaughterhouse.

   On 5 March 2014 the department also suspended the supply of livestock from Israel Exporter Supply Chain Assurance System (ESCAS) approved feedlots to Gaza.

   The exporter sent a representative to Gaza to address the ongoing problems with the supply chain and fix the slaughter box operations.

   On 6 June 2014, a suspension was removed on the Gaza Municipality Slaughterhouse following improvements to one of slaughter boxes.

   Livestock Shipping Services (LSS) are required to comply with strict conditions in slaughtering remaining cattle in Gaza. This includes regular reporting to the department and a requirement for an LSS representative being present during the slaughter process.

Question: 140 (continued)

2. Livestock Shipping Services livestock export applications are assessed in the same way as all other livestock applications. This includes considering details of the proposed consignment, the ESCAS arrangements, performance history and actions taken to address any previous non-compliances.

   For applications where the department has concerns about the performance of a supply chain the exporter may be asked to supply additional information. The department may approve applications subject to additional conditions. Applications are not approved unless the decision maker is satisfied that the proposed ESCAS arrangements meet the requirements for approval.

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 141

Division/Agency: Live Animal Export Division

Topic: Jordan

Proof Hansard page: Written

Senator RHIANNON asked:

1. Considering the Department has not granted further export permits to Gaza based on an ongoing situation of ESCAS breaches there - why are export permits still being granted to Jordan - where there is also evidence of ongoing, widespread non-compliance in that country - including the removal of ear tags to undermine ESCAS?

2. The Department has been aware of the systematic removal of ear tags in Jordan for 12 months. Given traceability back to the exporter is a fundamental tenant of ESCAS and the removal of ear tags negates the ability to identify the exporter, what has the Department done to address the removal of ear tags?

3. The Department has been provided with a fourth extensive legal complaint in 12 months showing widespread breaches in Jordan continue unabated, with hundreds of sheep being illegally sold through dozens of roadside vendors. Considering this ongoing situation, including the deliberate removal of ear tags, has the Department sought permission from the Jordanian government to send investigators to Jordan?

    a. If not, why not?

4. If Departmental officials have travelled to Jordan, what did they do and what were the outcomes?

    a. May I have any documentation or reports regarding this issue?

Question: 141 (continued)

Answer:

1 and 2. Under the legislation, the Department considers all applications to export livestock submitted by licensed exporters. This includes considering details of the proposed Exporter Supply Chain Assurance System (ESCAS). For an application where the Department has concerns about the performance of an exporter's ESCAS, additional information may be required to support the application. The Department may approve the application subject to additional conditions. Applications are not approved unless the decision maker is satisfied that the ESCAS arrangements meet the requirements for approval.

The department has not made a finding that identification tags have been removed within a Jordan Exporter Supply Chain Assurance System (ESCAS) supply chain. To address the risk for loss of traceability of Australian sheep found outside of an ESCAS without ear tag identification, the Department has imposed additional conditions on exporters' ESCAS to ensure a process is in place to detect and retag untagged sheep in a timely manner and to mark all sheep with a visible and durable exporter specific identification. These actions must be adhered to in all feedlots and abattoirs in approved ESCAS arrangements in Jordan.

3. No.

a. Exporter Supply Chain Assurance System (ESCAS) is an arrangement between an exporter and importer, it is not a government to government agreement. The effectiveness of ESCAS arrangements are assessed by independent audit and by reports from exporters or third parties. When there is evidence that an ESCAS is ineffective, the issues raised are forwarded to the exporter to address with their importer and supply chain partners. In addition, the department may apply additional conditions to address risks as explained in Question 1 and 2.

4. On 23 March 2014 the Department's Consul-Agriculture (Middle East) attended a roundtable discussion on the arrangements for the import of Australian sheep to Jordan at the Eid Al Adha festival (Eid) organised by Meat & Livestock Australia. The risk of Exporter Supply Chain Assurance System (ESCAS) non-compliance during Eid was discussed. It was agreed that to address the issue of leakage, both short term and long term plans need to be developed and implemented.

a. No. The department's representative was a guest and not the organiser of this meeting.

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 142

Division/Agency: Live Animal Export Division

Topic: Indonesia and pre-slaughter stunning

Proof Hansard page: Written

Senator RHIANNON asked:

1. Is the Department aware of a move in Indonesia to move away from pre-slaughter stunning and reinstate the use of the Mark 4 restraint box?
2. What action is the Department taking with regards to this?

Answer:

1. No. The use of pre-slaughter stunning is a commercial decision. The introduction of the Exporter Supply Chain Assurance System (ESCAS) has resulted in a higher uptake of stunning in Indonesia. While stunned slaughter is universally viewed as better for animal welfare, and the Australian government actively encourages stunned slaughter, non-stunning slaughter using Mark IV type boxes can comply with the World Organisation for Animal Health (OIE) animal welfare standards.
2. The Department of Agriculture has undertaken a review into Mark IV restraint boxes which is available on the department's web-site. The department is currently implementing the recommendations of the review. This includes requiring all exporters to undertake an independent audit of the Mark IV restraint boxes used in their supply chains and to address any compliance issues. These audits included the use of a checklist developed by the department and designed as a guide to assist exporters to identify animal welfare and operator skills training in the facilities.

Rural and Regional Affairs and Transport Legislation Committee

ANSWERS TO QUESTIONS ON NOTICE

Budget Estimates May 2014

Agriculture

Question: 143

Division/Agency: Live Animal Export Division

Topic: Live exports to Bahrain/Iran

Proof Hansard page: Written

Senator XENOPHON asked:

In the February 2014 Estimates hearings I put questions on notice with regards to recommencing the live export trade in Bahrain and assurances in place to prevent a similar incident to the rejection by Bahrain and eventual cull in Pakistan of 20,000 sheep.
I was informed that agreements to animal health protocols were confirmed by Minister Joyce's counterpart in Bahrain on 25 December 2013. I have been told the Bahrain Cabinet endorsed the new health certification and provided specific assurances on scabby mouth disease.

1. What are the key differences between the new and previous health certification?

2. What were the specific assurances given on scabby mouth diseases?

Information provided to me in response to my Questions on Notice also state that confirmation has been received from the Bahraini Cabinet that Bahrain will offload any consignment received. The Department has told me that in the event of a failure to unload, the Department would assess whether that market should remain open for exports.

3. What investigations would take place in the event of a failure to unload?

4. What criteria does the Department consider when determining whether markets should remain open for exports?

5. Would the occurrence of a similar event as in September and October 2012 result in a permanent live export ban to Bahrain?

I also asked in the previous estimates about the current status of negotiations with Iran to recommence the trade.

6. What does the Department expect trade to recommence with Iran?

7. Does the Department have regular contact with DFAT to monitor potential changes in Australian and UNSC sanctions against Iran and of any potential this would have on live exports?
8. Is the Department taking additional measures to ensure smooth negotiations with Iran? What are these?

Question: 143 (continued)

I understand a review of the Australian Standards for the Export of Livestock (ASEL) was completed last year, but not made public until earlier this month after the RSPCA lodged a freedom of information request.

9. When was the report completed? Why wasn't it made available to the public?

10. What stakeholders were invited to make submissions on the report?

11. Will the draft recommendations be released for public consultation? Why/why not?

12. What process is taken in determining the feedlots and abattoirs that are approved by the Government?

13. Will the Department conduct random inspections and audits of approved facilities?

14. Given the additional burden on industry, what support is given to exporters to comply with ESCAS?

15. Are ESCAS arrangements currently in place with other countries?

    a. What countries have ESCAS?
    b. What countries don't have ESCAS?

Answer:

1. The new animal health certification provides specific assurances about scabby mouth, a disease of specific concern to Bahrain. The previous health certificate did not specifically mention scabby mouth.

2. The animal health certification identifies that many diseases, including scabby mouth are endemic worldwide including both Australia and the Kingdom of Bahrain. Specific assurances have also been provided that animals will be unloaded into a quarantine facility on arrival if signs of disease are detected.

3. It would depend on the reason for the failure to unload; this would then determine the course of action and investigations needed.

4. The department considers if the necessary requirements for exports to occur have been met. These include having agreed animal health conditions and assessment of whether the exporter has been able to establish ESCAS compliant supply chains.

5. It is not possible for the department to speculate on an event that may, or may not occur in the future. This would be a matter for the government of the day if such an event occurs. This would also be a matter for industry to consider. For example industry has in the past voluntarily suspended trade.

6. The Minister announced 28 May 2014 that Iran had agreed to health certification. Requirements for accessing the Iranian market have been finalised. Exporters will need to

establish ESCAS compliant supply chains before trade can commence. At this stage, no applications to export to Iran have been received.

7. Yes. The department works with the Department of Foreign Affairs and Trade to ensure that exporters are aware of sanctions that may apply to the livestock trade with Iran. Industry would be notified of any changes to sanctions.

8. Negotiations with Iran have progressed in similar manner to other new livestock markets, with additional consideration given to the sanctions which apply.

9. The final report of the Australian Standards for the Export of Livestock and Livestock Export Standards Advisory Group Review steering committee was completed on 31 May 2013. The report was made publicly available on 20 May 2014. The former government was considering the report, its response to the recommendations of the report and the report's release when the 2013 election date was announced and the caretaker period commenced.

10. The Australian Government consulted widely during the ASEL review process, including with industry, state and territory governments, the veterinary profession, animal welfare groups and a public submission process.

    The secretariat received over 30 submissions to the review of ASEL, including the following:

    - 7 from State and Territory government departments
    - 5 from industry
    - 5 from animal protection groups
    - 10 from AQIS accredited veterinarians (employed by exporters)
    - 3 from individuals.

11. The main recommendations of the report are the development of draft standards to replace ASEL and terms of reference for a new standards advisory group. The draft standards produced contained optional text to address 14 unresolved issues. The department is considering the recommendations of the report and these unresolved issues.

    Consideration is also being given to the recommendations in light of the government's Competitive Agriculture Sector Policy to improve performance efficiency and reduce unnecessary red tape.

12. Under ESCAS, the department assesses exporter supply chains, not individual feedlots and abattoirs. An exporter must demonstrate that they have control and traceability across the supply chain and that the animals and handled and slaughtered consistent with World Organisation for Animal Health (OIE) animal welfare guidelines.

13. The audit policy is set out in Export Advisory Notice 2013-05 for sheep and goats and Export Advisory Notice 2013-06 for cattle and buffalo. The department currently requires facilities to be audited by independent auditors at a defined schedule outlined in the Export Advisory Notices to demonstrate they deliver animal welfare consistent with OIE animal welfare guidelines. The department can vary the audit schedule in light of exporter performance, including the conduct of random audits.

Question: 143 (continued)

14. The department previously provided assistance through the $5 million Approved Supply Chain Improvements Program. The program supported Australia's livestock export industry to meet the requirements of the ESCAS. Government funds were provided on the basis of $1 for every $3 of industry investment, in particular on slaughtering facilities in importing countries, to underpin the new regulatory framework. The program was available to eligible applicants, such as Australian livestock exporters, but not to importing countries or foreign businesses. Some assistance is also provided by peak industry bodies.

15. ESCAS regulatory arrangements are in place with all countries which import Australian feeder and slaughter livestock, these are Bahrain, Brunei, Egypt, Indonesia, Israel, Japan, Jordan, Kuwait, Libya, Malaysia, Mauritius, Oman, Pakistan, Philippines, Qatar, Russia, Singapore, Turkey, United Arab Emirates and Vietnam.