

The Animal  
Welfare  
Collaborative

# Animal Welfare Summit

9 April 2019

Stamford Plaza Sydney Airport

## Outcomes Report





## The Animal Welfare Collaborative (TAWC)

is a non-partisan 'knowledge broker' dedicated to improving animal welfare through open collaboration with a wide variety of stakeholder groups. It is directed by Australian universities, who facilitate evidence-based discussions and measurable improvements to animal welfare.

# Executive Summary

On Tuesday, 9 April 2019, 60 stakeholder groups in animal welfare convened at the Stamford Plaza Sydney Airport for the first Animal Welfare Summit hosted by The Animal Welfare Collaborative (TAWC).

The aim of the Animal Welfare Summit was to discuss the formative steps of a concerted, non-partisan, national endeavour to continuously improve animal welfare in Australia.

By the end of the Summit, the 84 participants present had:

- Endorsed the preliminary concept of TAWC as a 'knowledge broker' among the different industry, government and community stakeholders in animal welfare
- Given feedback on the Strategic Plan of TAWC
- Given feedback on the proposed governance structure of TAWC
- Given feedback on the proposed financial models of TAWC
- Discussed the merit of an open innovation platform to involve interested parties in discussions of how to improve animal welfare
- Discussed the merit of working together in the future as a network of organisations to improve animal welfare nationally
- Discussed the merit of establishing a working group to refine the Strategic Plan of TAWC
- Fostered a sense of collaboration among a wide variety of industry, government, community and research organisations
- Generated enthusiasm for working together moving forward to improve animal welfare in Australia

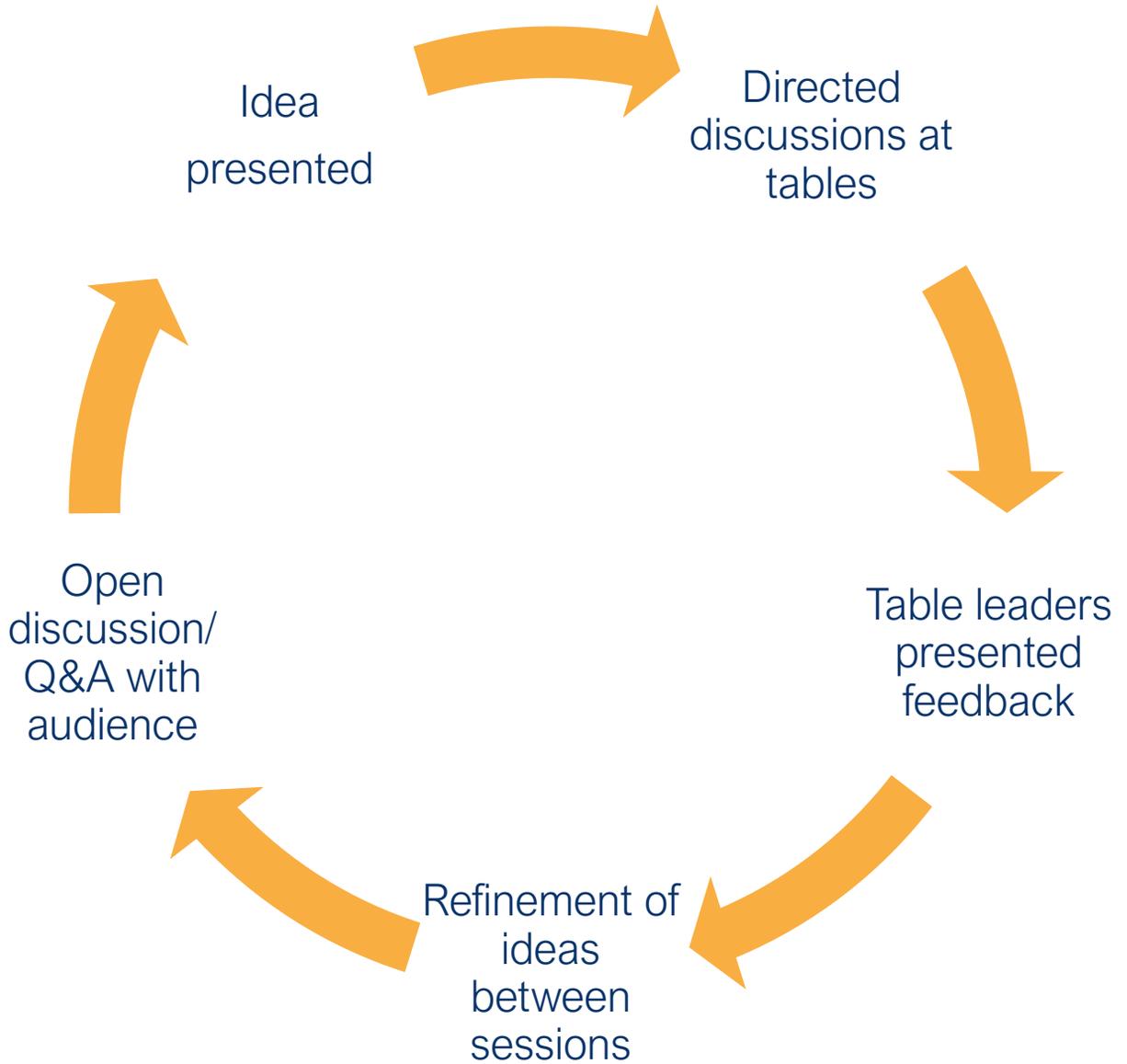


# List of Organisations Present\*

Animals Australia	The Animal Welfare Science Centre
Animal Health Australia	The University of Adelaide
Australian Chicken Meat Federation,	The University of New England
Australian Eggs	The University of Newcastle
Australian Livestock & Property Agents Association	The University of Queensland
Australian Livestock Exporters' Council	The University of Western Australia
Australian Meat Processor Corporation	Western Sydney University
Australian Pork Limited	
Australian Superfine Woolgrowers' Association	
Australian Veterinary Association	
Australian Wool Innovation	
Cattle Council of Australia	
Country Women's Association of NSW	
Dairy Australia	
LiveCorp	
Meat & Livestock Australia	
Murdoch University	
National Farmers' Federation	
Poultry Hub	
Queensland Alliance for Agriculture and Food Innovation	
RSPCA Australia	
Tasmanian Institute of Agriculture	

\*Sixty organisations were present. Those shown here have given their permission to be acknowledged.

# Summit Collaborative Process



# Participant Feedback



Cam Neville / Cavan Images

# Strategic Plan (proposed)

Our mission is to facilitate

- 1) evidence-based discussion of animal welfare and
- 2) sustainable changes in practice

## Priorities

### Translation

Turn the scientific evidence base of animal welfare into useful, field-ready decision tools

### Adoption

Increase the adoption of evidence-based 'best practices' in animal welfare

### Welfare

Facilitate continuous, evidence-based improvements to animal welfare

### Collaboration

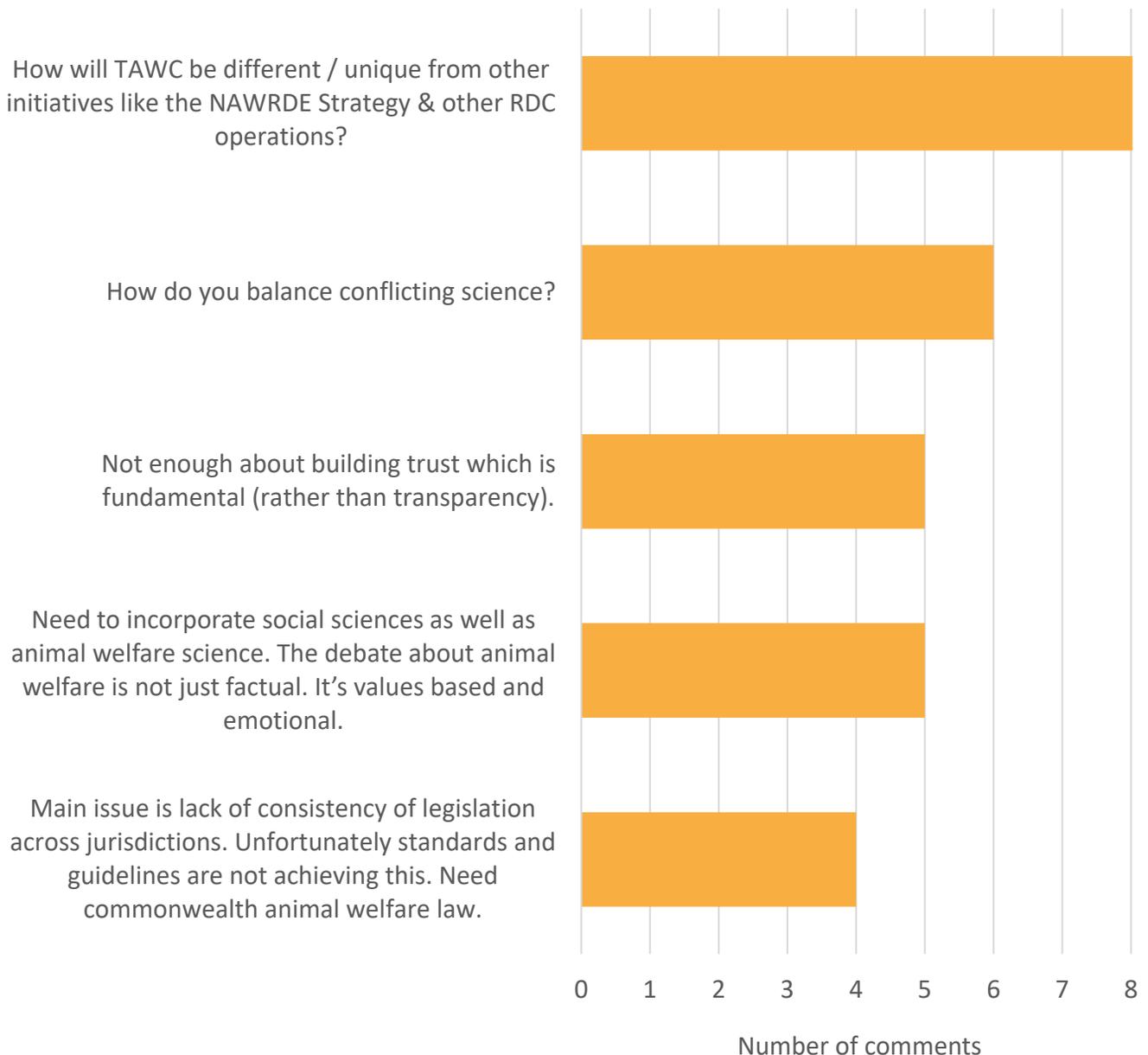
Build respectful, collaborative relationships among stakeholders, including the public

# Feedback on Strategic Plan

Participants were asked:

1. What was your first impression of the Strategic Plan?
2. What did you like?
3. What concerns you?
4. What should the Collaborative do more of, in your view?

## Recurrent Comments



“ There is a disconnect between practices and what the public thinks is going on: this is a key function of TAWC. ”

“ Really like the 'independent' concept ”

“ The current national "patchwork" is not ideal. ”

“ It is important for TAWC to subsume, rather than duplicate, existing animal welfare bodies/activities. ”

“ Evidence-based debate is desperately needed in this “age of emotionalism.” ”

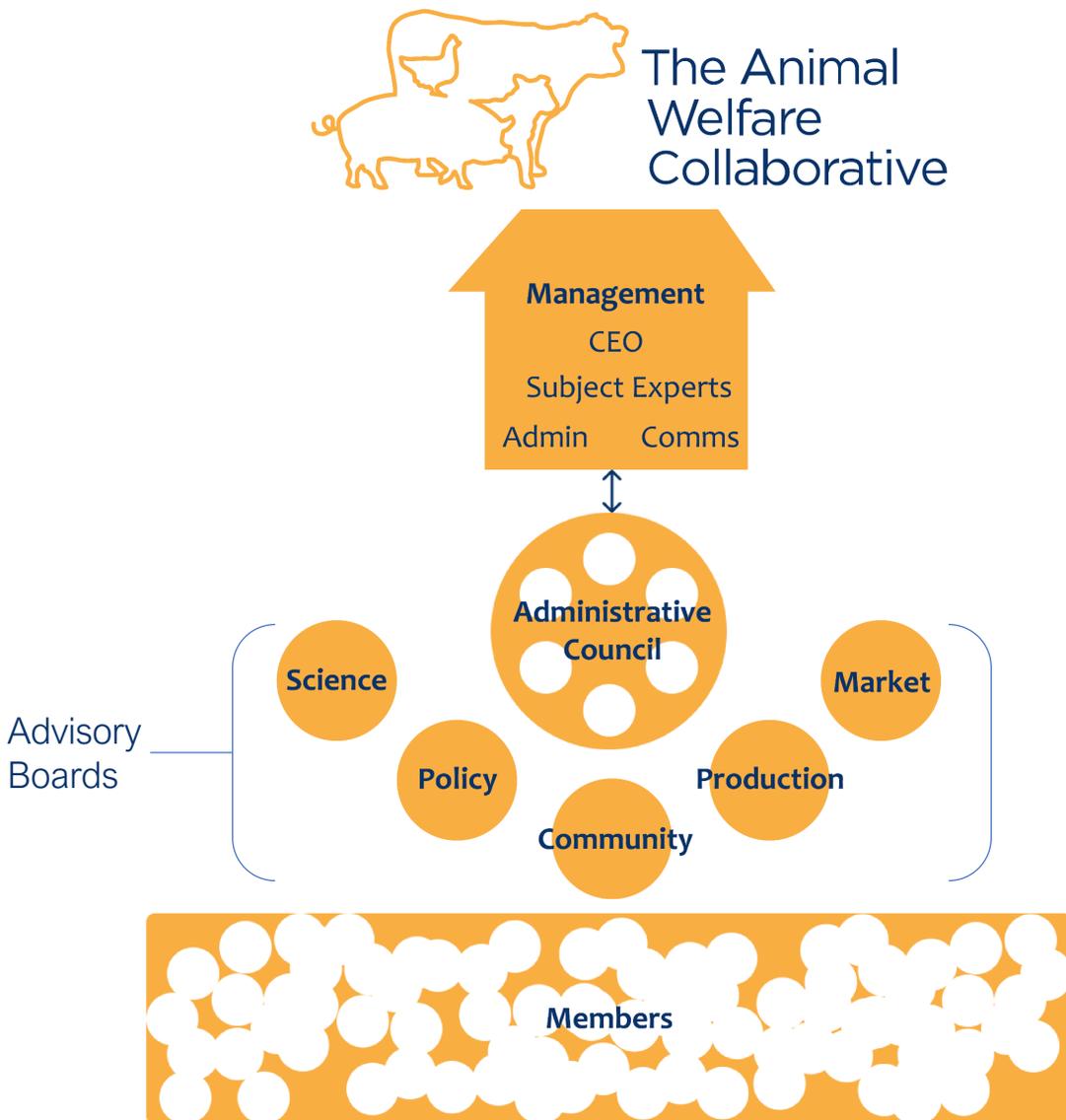
# Discussion of Strategic Plan

Discussion Topic	Summary of Comments
Vision	The clear focus on the animals was mentioned as a positive by many participants. The vision of making Australia a global leader in animal welfare raises the need to define “global leader.” Being a “global leader” will involve the adoption of better practices, which will be difficult, but we could initially focus on making the system world leading. It may also require Australia to export our value set to other countries.
Values and definitions	Some of the values need clarification, especially the one on judging ideas and policies based on their merit, which seems too idealistic. It was suggested that the definitions of ‘animal welfare’ and ‘dignity’ be clearly stated, perhaps considering the Five Domains of animal welfare.
Leadership	Many participants were supportive of the idea that TAWC is university led and expressed that they like the independence and the evidence-based approach. It was suggested that perhaps independence needs to be defined as diligently managed conflicts of interest.
Stakeholders involved	It was suggested that many NGOs and animal welfare groups were missing from the discussion and that processors and transporters must also be included. There was also a comment that more grass roots farmers were not at the Summit, given that change needs to start from grass roots level.
Uniqueness	There is a need to clearly distinguish the value proposition of The Animal Welfare Collaborative from those of other animal welfare initiatives in Australia, such as the National Animal Welfare RD&E Strategy and the work of the RDCs and governments. Care must be taken not to duplicate efforts.
Translation of scientific evidence	The translation priority was well received, especially in the use case for policymakers (e.g., up-to-date policy briefs and figures). The definition of ‘scientific evidence’ and the approaches that will be used to evaluate the science and balance conflicting science need to be clarified.
Adoption of best practices	It was raised that the adoption priority needs work, especially because there is already a lot being done by RDCs in the adoption space that could be drawn on and streamlined. Many suggested that a role for TAWC could be in verifying against standards, establishing best-practice reference points, or creating a score card for comparing jurisdictional regulations.
Welfare standards across jurisdictions	Many mentioned that there are major issues with inconsistency in animal welfare laws and enforcement among states and territories across Australia. It was expressed that there is a disconnect between the research and the regulatory standards and that the regulatory standards have not achieved much to date. The need for an effective forum for jurisdictions to discuss policies was raised.
Collaboration and building trust	It was mentioned that there is a need to focus on building trust through relationships, not just increasing transparency. It was also mentioned that better dialogue between the community and farmers is needed. It was raised that good processes for reaching compromise among those with conflicting views will be needed.
Public engagement	Translating science to the public and bridging the disconnect of what the community knows about what happens on farm were highlighted as important areas to which TAWC could contribute. The need to involve community and consumers (broader than just industries) in all existing frameworks and investment priorities was also raised.
Monitoring & Evaluation	There was broad support for the quantitative M&E Framework, although many mentioned that it is important to be able to measure meaningful outcomes and impact, rather than just outputs.



# Governance Model (proposed)

Society is undergoing a complex transformation driven by a growing tension between the forces of 'old power' and 'new power' (Heimans and Timms, 2018). While old power is closed, inaccessible, and leader driven, new power is open, participatory, and peer driven. If institutions and movements are going to embrace new power, they must not only profess new power values (collaboration, transparency, etc.); they must also structure their governance operational models to allow for the co-production of ideas and co-ownership of solutions. We proposed a governance model to serve as the basis of discussion:



# Financial Models (proposed)

With regard to revenue for The Animal Welfare Collaborative, great care must be taken with the power dynamics if financial contributions are expected of members. If contributing stakeholders gain too much influence (whether that be real or perceived) over the decisions of TAWC, the legitimacy and independence of the network will be compromised, and public trust will be lost. We proposed three financial models to serve as the basis of discussion:

## Communications Network

- ✓ Full transparency
- ✓ Member contributions
- ✓ Face-to-face meetings
- ✓ Light admin

## Open Funding Scheme

- ✓ Full transparency
- ✓ Open to donations
- ✓ Project-based funding
- ✓ Percentage taken for core operations

## Future Fund

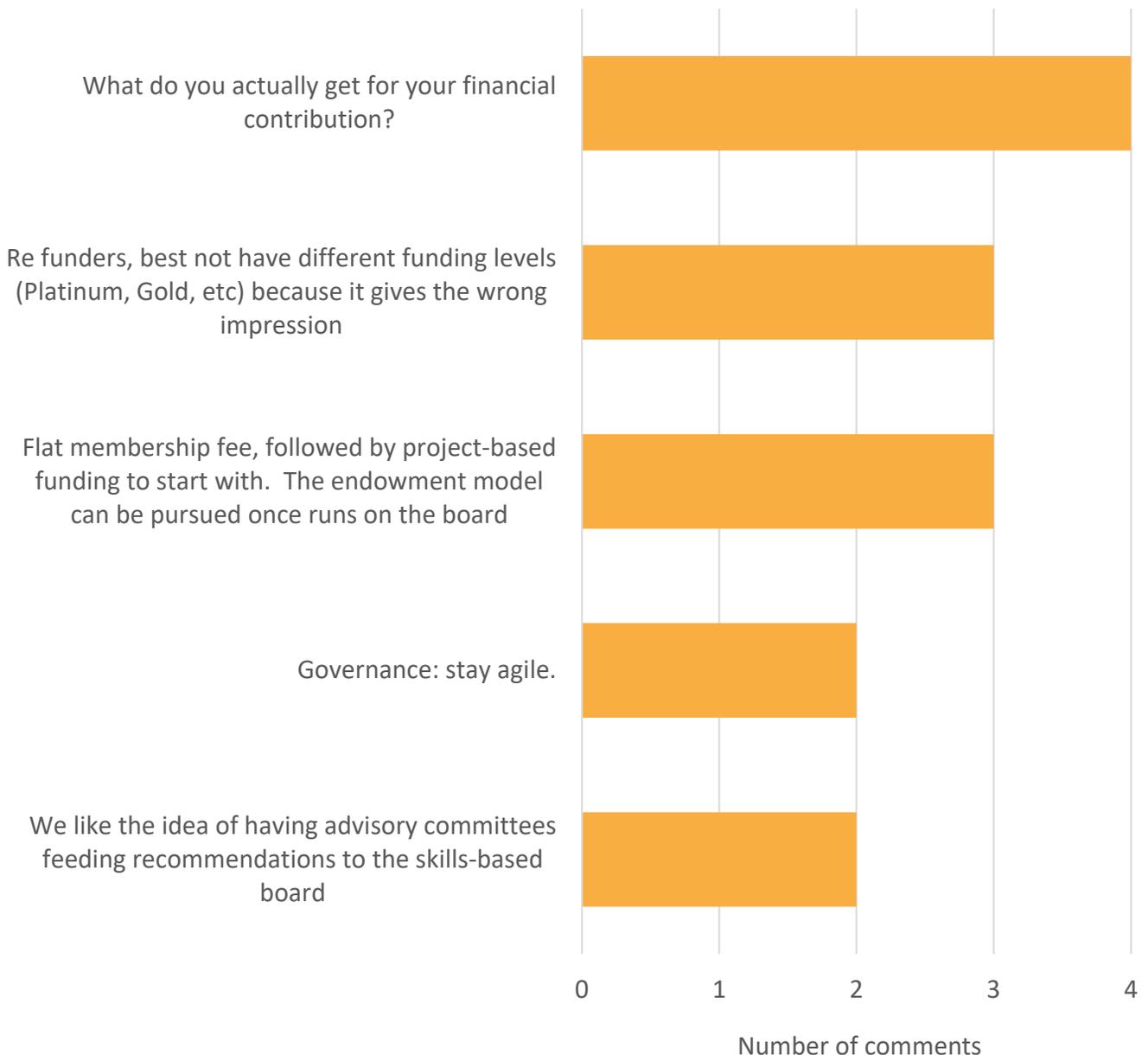
- ✓ Full transparency
- ✓ Initial investment
- ✓ Use interest to finance activities
- ✓ Continuity and growth

# Feedback on Governance and Finance

Participants were asked:

1. What was your first impression of the financial models?
2. Which financial model do you think will help the Collaborative to best maintain independence, credibility and continuity? Or do you have a different model? Please explain.
3. How do you think your organisation would like to be involved with the governance of the Collaborative?

## Recurrent Comments



“**Consider** having the fund, if substantial, being managed by an arms-length trustee that maximises the income from the fund.”

“**Why would this** be different to the proposed independent office of animal welfare?”

“**Think** there is a lot of scope for donations - support this idea.”

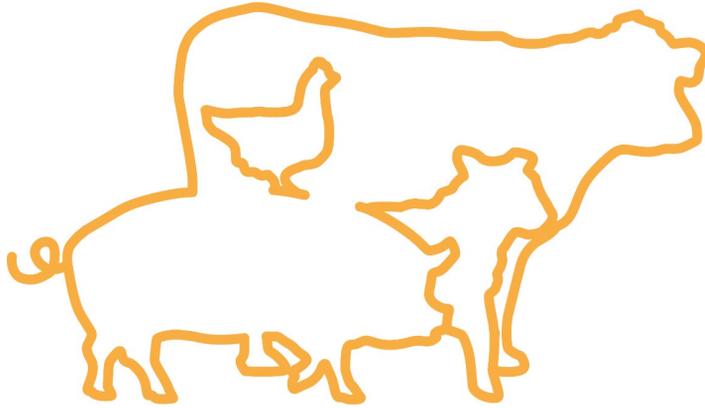
“**Call** the 'Administrative Council' a "Board"; i.e., name it for what it is.”

“**Regarding funding**, if TAWC is to attract matching Fed Govt R&D dollars, it would need to be recognised in federal legislation.”

# Discussion of Governance and Finance

Discussion Topic	Summary of Comments
Governance structure	<p>There was a comment that the proposed governance model is too complex and that this will limit the agility of the organisation. It was suggested that the administrative council be changed out for a skills-based board and that the advisory board be simplified, e.g. combining the market and production groups. It was suggested that an education advisory board be added and that the chair of each advisory board report to the administrative board. The proposed model also assumes that there will be a number of staff, but this was thought to be idealistic.</p>
Governance processes	<p>Greater clarification is needed on the governance processes. The need for very tight governance by qualified people who can ensure financial and regulatory compliance was raised. The question of how decisions will be made, e.g. by consensus, arbitration, or vote, was also raised. It was mentioned that the people in charge of the operational decisions (spending the money) will have to be accountable to someone. An avenue for the federal government to liaise with the leadership is also needed. There was also a comment that governance processes might be tied too closely to voting.</p>
Value proposition	<p>The issue of what members or donors would get as a return on their investment was raised multiple times. There will be different value propositions for governments, industry groups, animal welfare organisations, community groups, etc. These need to be clarified and communicated. The issue of smaller organisations not being able to contribute the same amount was raised, so it might be helpful to think of ways that they could also contribute in kind.</p>
Communications network model	<p>Although the 'light admin' was seen as a good thing that should be preserved regardless of the financial model, the communications network was seen as unable to achieve many of the activities planned on its own. However, many agreed that TAWC should start with a version of the communications network model until there are more 'runs on the board' that would attract donations. The tiered funding model for membership contributions (e.g. platinum, gold, silver members) was strongly rejected by all in favour of a flat membership fee.</p>
Open funding scheme model	<p>Many were supportive of transitioning to the open funding model after some success and 'wins' with the communications network model. There was a general sentiment that there are individuals and companies out there who would donate to this cause. Comment was made that donors might expect a degree of influence over TAWC in return for their donation; this needs to be addressed. The issue of long-term lack of sustainability with this funding source was raised.</p>
Future fund model	<p>There was a moderate level of support for the future fund model, as it would provide continuity and would grow with time. Most agreed that the amount that would be needed in an endowment is far too large for the organisations in the room to provide. It was suggested that the federal government might be approached for matching funding or that philanthropists might be willing to 'park' their money for a certain number of years and allow TAWC to use only the interest. Greater credibility would be needed, so this would take time.</p>
Hybrid funding models	<p>It was suggested that the different funding models could apply to different stakeholders as opposed to using the models sequentially. Many expressed that a hybrid funding model could achieve more. It was proposed that there could be one funding structure for funding admin and core business and another funding model for special projects. Many mentioned that being 'lean' and transparent would be critical to success.</p>

# Next Steps



Task	Timeframe
1. Establishment of online tools for the virtual working group	Now - May 31, 2019
2. Consultation with governance and legal experts about governance structure and financial model	Now - Jun 28, 2019
3. <b>12-week sprint</b> – virtual working group to revise and finalise the Strategic Plan	May 31 - Aug 23, 2019
4. Recruitment to boards/task groups	Sep 6 - Oct 4, 2019
5. <b>Public launch of TAWC</b> in Brisbane and launch of the open innovation platform	First week of December, 2019 (TBC)



# Our ROADMAP to the FUTURE

Preliminary outcomes from the TAWC Working Group



Vision: That Australia will lead the world in transparent, evidence-based best practices in animal welfare

How can TAWC facilitate this?



Coordinating  
**TRANSLATION**  
of scientific evidence

Facilitating  
**ADOPTION**  
of best management practices

Building capacity for  
**WELFARE ASSESSMENT**

Creating productive channels for  
**COLLABORATION**



Review research and identify knowledge gaps in animal physiology, behavior, cognition, & emotions



Short explainer videos



Infographics & fact sheets



Immersive virtual reality experiences



Cost-benefit analyses for industries



Evidence-based decision tools/apps for farmers and consumers



'Animal welfare in Australia' book for lay audience



Understand and address barriers to adoption throughout supply chain



Tools for benchmarking adoption



Interactive standards & guidelines



Identify market incentives



Financial risk minimisation



Long-term horizon scan of market trends



Strengthen peer networks of farmers



Formal online training & workshops on how to assess animal welfare



Certificates II & III for animal welfare officer



Work with industries to develop transparent QA systems



Cross-sector national benchmarking database for animal welfare



Safeguard and ensure integrity of data collected



Identify knowledge gaps for assessment of animal welfare



Annual conference to bring together animal welfare groups, industries, policymakers, and public



Regional networking nights



United action plans endorsed by industry sectors & community groups,



Channels for exchanging support across industries and across policy jurisdictions



Public open innovation platform



Linkages with other animal sectors like zoos, sports, research, companion, etc.

Should lead to



Wide-spread understanding and willingness to pay for animal welfare



Universal, nationally consistent use of best practices for animal welfare



Easily understood, evidence-based metrics for animal welfare used across Australia



Open, respectful dialogue among all stakeholders and concerted initiatives

∴ End Goal: Together we improve the welfare of **ANIMALS**

# Comments about this document?

Have your say here:

<http://www.tricider.com/brainstorming/34HJT3GWA8d>

Or contact us:

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