



Transition Advocate – Terms of Reference

Purpose

The Australian Government response to independent panel report on how and when to phase out live sheep exports by sea supported the creation of a Transition Advocate to monitor transition initiatives and provide advice to implement (recommendation 26).

The independent panel highlighted that good communication is fundamental to achieving a successful transition and will contribute to certainty for all stakeholders. A Transition Advocate forms part of the Australian Government's transition plan that there is appropriate oversight and consultation to support the implementation of the phase out.

Transparency, communication and engagement will be important aspects of a Transition Advocate's role as part of a broader strategy to provide confidence for affected people, business and communities in the sheep supply chain to take action to transition away from live sheep exports by sea.

Role Scope

The role of the Transition Advocate is to:

- support stakeholders in identifying and implementing strategies to ensure a smooth and successful transition
- facilitate two-way communication between the sheep supply chain and government
- provide advice and recommendations to the Minister for Agriculture, Fisheries and Forestry on how the transition is progressing
- provide information to industry about the transition plan and assistance available
- work collaboratively with the Australian Government Department of Agriculture, Fisheries and Forestry (department) to facilitate ongoing engagement with industry, communities, and other stakeholders
- be part of a stocktake of transition progress in 2026–27.

The Transition Advocate role does not include reconsideration of the legislated end date for the trade, nor the timeline for the transition.

The Transition Advocate is an advisory and facilitatory role and has no decision-making functions.

Workplan

The Transition Advocate will prepare and submit for approval by the Minister a rolling 12- month workplan of activities.

The workplan should be made up of activities to assist the current sheep supply chain to transition to a future without live sheep exports by sea, and to assess how the transition is occurring.

The Transition Advocate may invite relevant government agencies and stakeholders to attend meetings and form working groups. It is expected that invited participants would pay for their time and own travel costs.

Reporting

The Transition Advocate will report to the Minister quarterly in writing and in person on a six-monthly basis. The reports will cover activities of the Transition Advocate, outcomes, risks and challenges.

The Transition Advocate can provide advice to the Government in accordance with its workplan or on an ad hoc basis.

The Transition Advocate may issue public statements from time to time. These will be published on the department's website and can also be published in a department subscription-based e-newsletter *Transition Matters* created to support information dissemination.

The Transition Advocate will be the sole approver of all reports, advice and public statements.

Secretariat

The Transition Advocate is supported by a secretariat. The secretariat:

- assists the Transition Advocate to set its rolling 12-month workplan and compile reporting
- provides administrative support, including scheduling meetings, events and managing communications
- assists in developing monitoring and evaluation frameworks and processes, ensuring data collection and reporting are aligned with governmental standards and practices
- supports the Transition Advocate with efficient and streamlined procurement, document development, and communications materials.

Remuneration

The Transition Advocate will be remunerated for their time and travel in accordance with Government arrangements for ministerial appointments.

Review

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

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

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

References

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