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# Assistance measures

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| **Stream** | **1. Long-term strategy** | **2. Profitability and continuity of sheep supply** | **3. Confidence and transparency in supply chain**  | **4. Business transition planning** |
| **Objectives** | To create confidence and direction for WA sheep meat and wool industry | To provide for finishing of lambs and wethers to meet processor requirements | To enhance business-to-business practices, transparency and market operations | Provide immediate support for most affected industries to invigorate local communities |
| **Key Activities** | 1.1 Consultations on an industry strategy (12-months)1.2 Economic analysis to support medium / long-term outlook for sector1.3 Strategy to define goals, innovation, adaptation, and opportunities to attract investment | 2.1 Provide preparatory work for developing satellite feedlots2.2 Co-fund development of farm confinement feeding2.3 Increased applied grower knowledge | 3.1 Price transparency and market feedback3.2 Objective carcass measurement3.3 Forward contracts | 4.1 Shearers as agricultural employment brokers4.2 Trucking industry adjustment4.3 Business adaptation grants to assist people in local communities |
| **Deliverables** | * Clear industry-led government supported strategy that promotes direction, confidence and growth in the WA sheep and wool industry.
* Implementation plan to support industry activities that give effect to the long-term strategy including R&D investment
 | * Prioritised list of suitable locations for satellite feedlots
* Standard developed for feedlotting
* Infrastructure for on farm consignment feeding
* On farm delivery of training and extension services
 | * IT systems to support transparency and objective carcase measurement
* Training develop and deliver industry training to support objective carcase measurement
* Suite of forward contracting tools
 | * Adjustment package for shearers (equip shearing contractors to be general farm contractors)
* Adjustment package for trucking industry
* Financial advice, business planning and implementation of R&D for industry
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| **Key Beneficiaries** | All supply chain participants | Services providers – genetics, fodder/feed, advisorsProduction – graziers and mixed farmers | Services providers – genetics, fodder/feed, advisors Production – graziers and mixed farmersFeedlot operators, processors, cold storage | Production – graziers and mixed farmersSupply chain connectors – transporters, shearers |
| **Funding Profile ($)** | **$1.0m in administered funding in 2025-26** to procure an entity to consult on and prepare the strategy.**$5.0m in administered funding in 2026-27** for grant activities that align with the implementation plan. | **$0.5m in administered funding in 2025-26** to procure an entity to identify suitable locations and develop feedlotting standards.**$16.5m in administered funding in 2025-28** for grant activities (1:1 investment) to provide infrastructure for on farm containment feeding and R&D. | **$0.5m in administered funding in 2025-26** to procure forward contracting suite of tools and supporting training programs.**$5.6m in administered funding in 2025-27** for grant activities (1:1 investment) to develop/modify software for objective carcass measurement; and training. | **$16.4m in administered funding in 2025-28** for grant activities. |

# Funding mechanism for assistance measures

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| **Stream** | **1. Long-term strategy** | **2. Profitability and continuity of sheep supply** | **3. Confidence and transparency in supply chain**  | **4. Business transition planning** |
| **Procurement - consultants****$2m** | **$1.0m in administered funding in 2025-26** to procure an entity to consult on and prepare the strategy. | **$0.5m in administered funding in 2025-26** to procure an entity to identify sittable locations and develop feedlotting standards | **$0.5m in administered funding in 2025-26** to procure an entity to develop a forward contracting suite of tools and supporting training programs |  |
| **Grant A – single delivery agent (WA Gov or other)****$5m** | **$5.0m in administered funding in 2026-27** for grant activities that align with the implementation plan (sub-recipients include R&D entities, universities, peak bodies etc) |  |  |  |
| **Grant B – grower groups****$1.5m** |  | **$1.5m in administered funding in 2025-28** for grant activities (1:1 investment) for extension |  |  |
| **Grant C – software developers and training organisations****$5.6m** |  |  | **$5.0m in administered funding in 2025-27** for grant activities (1:1 investment) to develop/modify software for objective carcass measurement and training programs**$0.6m** in administered funds in 2026-28 for grant activities to provide software training |  |
| **Grant D – supply chain participants****$31.4m** |  | **$15.0m in administered funding in 2025-28** for grant activities for producers for confinement feeding up to $150K per grant (1:1 investment) |  | **$16.4m in administered funding in 2025-28** for grant activities for: - shearer and shearer contractors: up to $30K per grant (total $0.9m)* trucking companies: up to $30K per grant (total $1.5 m)
* producers: up to $40K per grant (total $14m)
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# Stream 1: Long-Term Strategy for Western Australia Sheep Meat and Wool Industry

## Program objectives for long-term strategy for WA sheep meat and wool industry

* The need for a new industry strategy was identified during co-design workshops, given the significant changes to the industry that will unfold following the end of live sheep exports by sea.

Turn-off to live sea exports is closely tied to the economic life-cycle of wethers used for wool and breeding (60% of live sheep export by sea).

* There is a need to create confidence and direction for the WA sheep meat and wool industry by developing a strategy, underpinned by economic analysis, with defined goals, innovation, and collaboration.

Implementation:

* $5 million is allocated to provide seed funding for initiatives identified by the strategy, creating incentives for longer term changes identified in the strategy to navigate challenges, improve market access and attract investment to secure a competitive and resilient future.

Activities in the implementation phase:

* Developing and delivering grant-based programs to create incentives for collaboration, investment and long-term change.
* Ongoing monitoring, evaluation and adaptation in response to market.

Deliverables:

* Clear industry-led, government supported strategy that promotes direction, confidence and growth in the WA sheep and wool industry.
* Implementation plan to support industry activities that give effect to the long-term strategy including R&D investment.

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| **Funding ($m, GST excl)** | **2025-26** | **2026-27** | **2027-28** | **Total** |
| Administered |   |   |   |   |
| Planning | 0.60 | 0.40 |  | 1.00 |
| Implementation |   |  3.00  |  2.00  |  5.00  |
| Departmental |   |   |   |  -  |
| **Total** | **0.60**  |  **3.40**  |  **2.00**  |  **6.00**  |

## Key considerations for long-term strategy for WA sheep meat and wool industry

**Proposed Delivery Mechanism**

* Two-stage delivery:

(a) Developing the Strategy

* A contracted firm engaged to either undertake the strategic plan process. Alternatively, this could be a grant to an industry lead **or** funding provided to WA through FFA.
* Procured in 2025/26 for 12 months, which would likely extend into 2026/27 to allow the process to complete and appropriate feedback sessions with industry.

(b) A funding allocation of $5 million towards implementation of key outcomes, on a co-contribution competitive grant basis

* Funds available in 2026-27 and 2027-28.
* Anticipate grants-based project delivery.
* A funding allocation for this purpose is essential to re-assure industry the Government is serious about the process and invested in implementation of the outcomes.

**Key Risks and Sensitivities**

* Decision on the lead agency/industry body that will develop the strategy will be critical to industry participation in the process as well as acceptance and collaboration on the outcomes.
* Plan identifies a range of potentially expensive priorities, beyond the scope of the $5m allocated.
* Having initiated the strategy, the Commonwealth is held responsible for funding its outcomes.
* Analysis on what the $5 million will fund, the delivery mechanism and adequacy of the amount will not be known prior to the finalisation of the plan.

**Linkages / Related Measures**

* Needs to leverage other Commonwealth or State funding for outcomes, depending on the projects.
* There are other industry planning and guidance documents that need to be taken into account in the development of the strategy.

# Stream 2: Profitability and continuity of sheep supply

## Program objectives for profitability and continuity of sheep supply

To provide system to finish lambs and wethers to meet onshore processor requirements

* This support will assist WA producers and processors to manage and absorb the additional turn-off previously sold through live export.
* This path consists of the development of independent satellite feedlots, increased on-farm confined feeding, and local processor expansion, all supported under the transition package.
* Feedlots and on-farm confined feeding smooth demand for processor services and focus on finishing lambs and wethers to higher-value specifications.
* Value is augmented by developing national feedlotting standards and delivering related on-farm training and extension projects.

**Key activities to achieve this objective:**

* 2.1 Provide preparatory work for developing satellite feedlots - *[Co-fund satellite feedlots under Processor Capacity funding]*
* 2.2 Co-fund development of farm confinement feeding.
* 2.3 Increasing applied grower knowledge.

**Deliverables:**

* Prioritised list of suitable locations for satellite feedlots.
* Infrastructure for on-farm consignment feeding.
* On farm delivery of training and extension services.
* Development of a standard for feedlotting.

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| **Funding ($m, GST excl)** | **2025-26** | **2026-27** | **2027-28** | **Total** |
| Administered |   |   |   |   |
| Satellite feedlots planning | 0.36  |  0.14 | -  | **0.50**  |
| On-farm confinement feeding infrastructure |  4.80 | 4.20  | 6.00  | **15.00**  |
| Delivery of training and extension | 0.50 | 0.50 | 0.50 | **1.50** |
| Departmental | -  | -  | -  | **-**  |
| **Total** | **5.66**  | **4.84**  | **6.50**  | **17.0**  |

## Key considerations for profitability and continuity of sheep supply

**Proposed Delivery Mechanism**

2.1: preparatory work for developing satellite feedlots.

* An expert procured by DAFF to advise on possible feedlot locations, considering land availability, relevant development and environmental approvals, and strategic location.
* Estimated to take 12-18 months.

2.2: Grants activities to provide infrastructure for on farm containment feeding.

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| **Eligible entities** | Existing farms (1,000+ sheep pa in live trade over 3 years) |
| **Eligible activity** | Any infrastructure directly related to developing or extending confinement feeding; business case. |
| **Grant range** | Up to $150,000 grant; matched funding minimum. $15.0m (100 grants) over 3 years from 2025-26 |
| **Delivery** | Open competitive grants. **R1 Jul 25** (DAFF/CGH hybrid); **R2 Feb/Mar 26** (CGH); **R3 Aug/Sep 26** (CGH).  |

2.3: Increasing applied grower knowledge

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| **Eligible entities** | ASHEEP&BEEF, grower groups, RDCs |
| **Eligible activity** | Annual program of on-farm training and extension support in SW WA, over 3 years. |
| **Grant range** | $1.5 million over 3 years. |
| **Delivery** | Closed, non-competitive grant. |

**Key Risks and Sensitivities**

* 2.1: ownership of the report identifying sites: implied liability (suitability, contamination, profitability) Also, alignment with the timing of WA administration of the infrastructure funds (Processor $40m).
* 2.2: insufficient funds to make a strategic difference. Not an option for smaller producers.
* 2.3: selecting appropriate groups and the latest applicable research. Ensuring value without competitive tension.

**Linkages / Related Measures**

* Discussion with Future Drought Fund on water infrastructure for on-farm feedlots.
* WARC and other research bodies.

# Stream 3: Confidence and transparency in supply chain

## Program objectives for confidence and transparency in supply chain

Co-design workshops identified several areas where enhanced business-to-business practices will improve market operation and increase confidence of supply chain participants (WA sheep meat producers and processors, feed lot operators. These include:

* providing access to real time market information including price transparency and carcass measurements, giving producers the information to manage the stock they are preparing for market; and
* increasing awareness and uptake of forward contracts.

**Key activities to achieve this objective:**

* 3.1 Price transparency and market feedback: provide sheep farmers with market information to guide breeding planning e.g. type of cross breeding that best meets market requirements.
* 3.2 Objective carcass measurement technology (CMT) and training: work with processors on installing/upgrading CMT technology and develop/deliver training for processors and farmers.
* 3.3 develop a suite of contracts and supporting materials that will allow farmers, processors and feed lot operators to have the ability and confidence in entering into forward contracts.

**Deliverables**

* User friendly objective carcass measurements system.
* Suite of materials and training on forward contracts.

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| **Funding ($m, GST ex)** | **2025-26** | **2026-27** | **2027-28** | **Total** |
| Administered |   |   |   |   |
| 3.2 CMT and training |  3.00  |  2.30 | 0.30  |  **5.60**  |
| 3.3 Forward contracts package | 0.40 | 0.10 |  | **0.50** |
| Departmental |   |   |   |  -  |
| **Total** | **3.40**  | **2.40**  |  **0.30**  |  **6.10**  |

## Key considerations for confidence and transparency in supply chain

**Proposed Delivery Mechanism**

3.2 Grant activities to develop/modify software (and related hardware) for objective carcass measurement; and to provide training.

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| **Eligible entities** | Software providers / developers; and training organisations. |
| **Eligible activity** | Purchase or upgrade software for CMT, and related x-ray machinery to support objective carcass measurement |
| **Grant range** | 5 x (up to) $1.0 million grants. Matched funding. $5 million over 2 years. Training grants to $0.6m over 2 years from 2026-27.  |
| **Delivery** | Closed competitive grants, though consider alternative of individual ad hoc grants to each processor if projects are sufficiently bespoke after consultation, there is insufficient similarity between each for competitive tension, and/or each processor is to be funded for negotiated outcomes. R1 Sep 2025 after consultation with processors (DAFF/CGH hybrid); any subsequent rounds (CGH) aligned to demand. |

3.3 Procurement to develop a forward contract suite.

* Expertise procured to consult with peaks and write a contract suite with training material; and deliver training. Procured in 2025/26 for 12 months extending into 2026/27. Alternatively, this could all be a grant to an industry lead.

**Key Risks and Sensitivities
3.1 and 3.3**

* Risk of program not meeting needs of farmers and processors
* Imperative that there is engagement with farmers and processors as programs and documents are developed.

**3.2**

* Processors are not prepared to co-fund the program.
* Farmers are not skilled to use the system or interpret results.
* The anticipated benefits are not realised.
* Sufficient information is already available through existing systems.

**Key stakeholder considerations**

* Ensure communication and engagement with all stakeholders

**Linkages / Related Measures**

* Additional funds could be available from the processor capacity funding with WA; or 3.2 is entirely funded from that source.
* Does not appear sufficiently innovative to qualify under Industry programs (eg just changing methods in existing business).

# Stream 4: Business Transition Planning and Implementation

## Program objectives business transition planning and implementation

Provide immediate support for most affected industries to invigorate local communities. Supply chain representation at co-design workshops emphasised the impact across several kinds of businesses.

**Key activities to achieve this objective:**

4.1 Shearing contractors as general employers

* Shearing and related skills were represented at co-design workshops and represent a vital component of the WA wool industry that will experience disruption such as reduced employment opportunities due to the policy. WA Shearing Industry Association is working with members to upskill and find opportunities for these workers around future shearing demand.

4.2 Trucking industry adjustment

* Co-design identified that some WA trucking operations are highly geared to the trade and will suffer business and capital losses due to the policy. New equipment (trailers) and planning will be required to switch these operations to, for example, grain.

4.3 Financial advice, business planning and implementation of R&D

* Application of RD&E was identified as critical to producers moving forward. This support is targeted at RD&E relating to the different sheep specifications likely to apply in switching from live trade to local processing.

**Deliverables:**

* Planning and relevant changed practices adopted to improve resilience of the supply chain and ready it for a changed operating environment.

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| **Funding ($m, GST excl)** | **2025-26** | **2026-27** | **2027-28** | **Total** |
| Administered |   |   |   |   |
| 4.1 Shearers |  0.90 |   |   | 0.90  |
| 4.2 Trucking |  0.30 |  0.45 | 0.75  |  1.50  |
| 4.3 Producers | 5.44 | 4.92 | 3.64 | 14.00 |
| Departmental |   |   |   |  -  |
| **Total** | **6.64**  | **5.37**  |  **4.39**  |  **16.40**  |

## Key considerations for business transition planning and implementation

**Proposed Delivery Mechanisms**

**4.1 Shearing contractors as general employers**

Provide grants to employers of shearers, wool classers and shed hands to plan for upskilling staff to become providers/brokers of general employment for the shearing community.

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| **Eligible entities** | WA Shearer contracting employers (including national companies but WA ops only; sole traders) .  |
| **Eligible activity** | prepare a business plan for activities to upskill shearing (and wool classers, shed hands) staff for general employment opportunities in off-season and around any reduction in future demand. |
| **Grant range** | 30 grants x $30,000. No matching. Over 3 years. $900,000 in funding. |
| **Delivery** | Closed competitive grants. R1 Jul 25 (DAFF/CGH hybrid); subsequent rounds (CGH) aligned to demand. |

**4.2 Trucking industry adjustment**

* Support business change management activity: eg a business plan; and/or small capital costs such as the residual on equipment used for live sheep export by sea purchased before the announcement.

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| **Eligible entities** | Trucking and logistics companies (WA businesses, or the WA ops of larger businesses; sole traders) affected by the policy.  |
| **Eligible activity** | prepare a business plan to adjust to the changes; or for residual on a trailer (after depreciation and re-sale estimate).  |
| **Grant range** | 50 grants x $30,000. No matching. Over 3 years. $1,500,000 in funding. |
| **Delivery** | Closed competitive grants. R1 Jul 25 (DAFF/CGH hybrid); subsequent rounds (CGH) aligned to demand. |

**4.3 Financial advice, business planning and implementation of R&D for industry**

* Support producers to obtain financial/business advice or adopt RD&E to assist with the transition. Linked to Grower Group funding for education on RD&E at 2.3.

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| **Eligible entities** | Producers (1000+ sheep pa in the live sheep export trade average over 3 years.) |
| **Eligible activity** | business plan; obtain agricultural technical advice; adopt RD&E activity to improve resilience to the policy.  |
| **Grant range** | 350 grants x $40,000. No matching. $14,000,000 over 3 years.  |
| **Delivery** | Open competitive grants. R1 Jul 25 (DAFF/CGH hybrid); R2 Feb/Mar 26 (CGH); R3 Feb/Mar 27 (CGH). |

**Key Risks and Sensitivities**

* Employment/business adaptation activity is not well targeted or implemented.
* Grant value are insufficient or do not encourage strong uptake.
* Uptake is closer to the ban date, impacting program management and timely progress of transition.

**Key stakeholder considerations**

* Engagement with WA government before programs are confirmed, feedback on scope, scale, other funding.
* Communication package ahead of R1 for all target groups, to encourage uptake and adoption of transition.