



**Australian Government**  
**Department of Agriculture,  
Water and the Environment**

# Incoming Government Brief

## Volume 1 - Water

Delivering your agenda





# Secretary's foreword

Minister

Congratulations on your appointment. We are delighted to have you as our Minister and look forward to working with you and your staff.

This portfolio is exciting, diverse and of strong public interest. It is staffed with professional and highly capable people, committed to supporting the Government's agenda. The department's diverse roles and functions include policy advice, world-class science and research and program administration.

Australia's world-leading reform in water resource management is a key responsibility, providing opportunity for you to advance the sustainable use of water, particularly in the Murray-Darling Basin. Our rivers and wetlands support diverse ecosystems, threatened species and migratory birds. They are of significance to First Nations peoples, metropolitan and regional communities, and our industries.

This incoming government brief outlines our thoughts on how the Government's policy platform and election commitments can best address the challenges and opportunities facing water resource management in Australia over the next three years.

I look forward to working closely with you.

Andrew Metcalfe AO  
Secretary  
Department of Agriculture, Water and the Environment

June 2022



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# About the incoming government brief

This incoming government brief aims to:

- Provide an overview of your portfolio's policy issues and administrative matters
- Outline our understanding of the Government's agenda, and provide our most immediate advice and observations as a starting point for more detailed discussion.
- Highlight issues that need your urgent attention due to statutory or other timing imperatives.
- Describe the administrative services the department provides to you and your office, so we can get you set up quickly and provide high quality ongoing support.

**Volume 1** (this brief) deals with policy matters, including our initial advice on the Government's agenda and specific commitments, and issues needing urgent attention.

**Volume 2** deals with administrative matters, including background on the department and portfolio agencies, and the support the department provides for you and your office.

While we have covered the role of portfolio agencies, they may provide you with separate incoming government briefs. We will talk with your office about the best timing for these briefs.



# 1. Critical portfolio issues

## Overview

### **Urgent action is needed to protect Australia's declining water resources**

Water is a critical resource, essential for the environment, biodiversity, the health and wellbeing of communities including First Nations peoples, and economic prosperity. A growing population, increased urbanisation, evolving industry needs and a changing climate with more extreme events are all putting pressure on the security of the nation's limited water resources. The frequency and intensity of droughts and floods is increasing with catastrophic impacts for the environment, communities and industries. Over the last 20 years alone, we have experienced two periods of severe water shortages; the three years from January 2017 to December 2019 were the driest years on record in the Murray–Darling Basin.

# s. 47C(1)

In addition to the department, within your portfolio are key water delivery agencies including the Murray–Darling Basin Authority, the Commonwealth Environmental Water Holder and the Inspector-General of Water Compliance. To implement the Government's commitments and agenda you will need to work with the Treasurer, who has the Australian Competition and Consumer Commission (ACCC) water functions, and the Minister for Infrastructure, Transport, Regional Development and Local Government, who is currently responsible for the National Water Grid Authority. Together, the broader Commonwealth water family works to deliver national and strategic water resource management.

### **While states have the levers, you can lead crucial reforms**

While responsibility for water resource management largely sits with the states and territories, you have a role in providing national leadership, coordination and engagement and direct responsibilities under the *Water Act 2007* and the *Murray–Darling Basin Plan 2012*, and the *Water Efficiency Labelling and Standards Act 2005*. This legislation also allows you to meet international treaty obligations relating to water dependent ecosystems, biodiversity and climate change, and national obligations for trade and markets. When combined, these elements are central to improving river health and water security.

In addition, the National Water Initiative, agreed by the Council of Australian Governments in 2004, provides an overarching framework and principles for the sustainable management of water resources.

S. 47C(1)

**Murray–Darling Basin**

S. 47C(1)

# s. 47C(1)

**Figure 1 Timeline of key reviews and milestones for water reform to 2026**



SDLAM<sup>1</sup> Sustainable Diversion Limit Adjustment Mechanism

## **We have made significant progress implementing the Basin Plan**

The first stage of the Basin Plan has been implemented through a period of extreme climate events. For example, in 2019, flows in the Macquarie River, New South Wales were so low that they were stopped to secure water for critical human needs in places such as Dubbo. In 2022, flood risks are being actively managed at the Hume Dam.

The return of over 2,000GL of water to the environment has improved the health of the Basin's rivers and wetlands. Water managed by the Commonwealth Environmental Water Holder has buffered against the extremes of drought and supported large-scale breeding events in wetter times. It has also maintained continuous flows between the Lower Lakes and the Coorong for over a decade – an outcome that would not have been achieved without the Basin Plan reforms.

Climate change will continue to impact water availability and put increasing pressure on water security for urban, agricultural, First Nations and environmental uses in the Basin. The Government will need to be ready to respond to these pressures in delivering the Basin Plan. The current policy settings in the Basin have been the subject of several reviews over the last five years, including:

- Compliance (Holmes et al, 2017)
- Implementation of the Basin Plan (Productivity Commission, 2018)
- Fish deaths (Vertessy, 2019)
- The impacts of water reform on social and economic factors (Sefton, 2019)
- Environmental water recovery and constraints (Water for the Environmental Special Account first review, 2020)
- Water markets (ACCC, 2021).

S. 47C(1)

- **s. 47C(1)**

Several supply projects aimed at delivering equivalent environmental outcomes with less water (supply projects) are at high-risk of not being completed by 30 June 2024.

**s. 47C(1)**

**Governance and institutional arrangements**

**s. 47C(1)**

S. 47C(1)

## International engagement

### Water is central to international discussions on climate change

Australia is recognised as a global leader in water resource management and is ranked among the highest in average alignment of water policies with G20 and OECD recommendations.

Australia is signatory to several international conventions that require a commitment to ecological sustainable use of water resources. Australia also funds international cooperation initiatives to help developing countries in the region improve sustainable water resource management through the Australian Water Partnership.

Water security will be a central theme at the UNFCCC COP27, to be held in Egypt from 7 to 18 November 2022, as well as the UN 2023 Water Conference in New York (22-24 March 2023)

– the first UN Water Conference in over 40 years. s. 47C(1)

s. 47C(1)



## 2. Budget outlook

S. 47C(1)



### 3. Upcoming decisions

s. 47C(1), s. 22(1)(a)(ii)



## 4. Election Commitment Implementation Plans

### Election Commitments

Title
Establish a National Water Commission
Delivering on Water Commitments
Increasing compliance, metering, and monitoring
Restoring transparency, integrity and confidence
Increasing First Nations ownership and participation
Updating the science of the Murray–Darling Basin Plan
Improve job security in the APS
Boosting First Nations employment in the APS

## Establish a National Water Commission

The Government has committed to re-establish the National Water Commission to drive renewal of the National Water Initiative and better prepare Australia for future threats to water security, including climate change and population growth. Leadership on a reinvigorated national water reform framework will reposition Australia's water management and guide action across governments to future-proof Australia's water security and the sustainability of the resource for all users.

### Next steps

# S. 47C(1)

### Key considerations

## s. 47C(1), s.22(1)(a)(ii)

## Delivering on water commitments

The Government has committed to deliver 450GL a year of additional water; deliver environmental outcomes equivalent to 605GL a year of water through supply and constraints easing measures; and determine the cause of delays in the delivery of constraints, consistent with the Constraints Management Strategy.

### Next steps

# s. 47C(1)

### Key considerations

# s. 47C(1), s.22(1)(a)(ii)

## Increasing compliance, improving metering and monitoring

The Government has committed to ensuring the Inspector-General of Water Compliance has appropriate powers to restore confidence in the Murray–Darling Basin following his first year of operation. This includes a crackdown on illegal structures and being able to refer relevant matters to the new national anti-corruption commission.

The Government has also committed up to \$29 million to improve metering and measurement in the Basin, including in relation to floodplain harvesting and implementing a “no meter, no pump” policy. In addition, \$6 million will be invested in reinstating the Sustainable Rivers Audit.

### Next steps

# s. 47C(1)

### Key considerations

## s. 47C(1), s.22(1)(a)(ii)

## Restoring transparency, integrity and confidence

The Government has committed to providing a full response to the Australian Competition and Consumer Commission's (ACCC) recent water market inquiry; working towards all water market participants in the Murray–Darling Basin being required to have a unique common identifier to enable trades to be traced and traders to be identified; working with Basin jurisdictions to ensure market surveillance and other integrity functions are conducted; and making the Murray–Darling Basin Authority (MDBA) more transparent, including by making its modelling and data available to the public wherever possible.

### Next steps

# s. 47C(1)

### Key considerations

# s. 47C(1), s.22(1)(a)(ii)

## Increasing First Nations ownership and participation

The Government has committed to deliver the \$40 million of cultural water promised in 2018 but not yet delivered, and to make sure First Nations peoples' authority, knowledge and experience better inform the work of environmental agencies and are incorporated into planning for environmental watering.

### Next steps

# s. 47C(1)

### Key considerations

# s. 47C(1), s.22(1)(a)(ii)

## Updating the science of the Murray–Darling Basin Plan

The Government has committed to future proof the Murray–Darling Basin Plan by updating the science. It will consider whether the Murray–Darling Basin Authority should be asked to examine the implications of bringing forward the 2026 review of the Basin Plan under the Water Act. The review will take into account the latest science and information compared to that which informed the Basin Plan when it was created. This will include information on climate change, evaporation and inflows, floodplain harvesting and efficiency measures' effectiveness.

The Government will invest up to \$8.5 million to commission the CSIRO to re-run the Sustainable Yield study to inform the review; and \$3.5 million in an independent study into how climate change is likely to affect Ramsar sites across the Basin. This will include the impact of sea level rise on the Coorong and lower lakes as well as other key sites like the Ovens, Menindee, and Macquarie marshes and red gum forests.

### Next steps

# s. 47C(1)

### Key considerations

# s. 47C(1), s.22(1)(a)(ii)

## Improve job security in the APS

The Government has committed to:

- target insecure work in the APS by identifying where work can be done more efficiently and effectively by public servants in direct, permanent jobs.
- reduce the reliance on contractors, consultants and labour hire companies for work that can be done by public servants. This will increase the number of direct permanent jobs in the APS.
- abolish the average staffing level (ASL) cap.
- conduct an audit of employment within the APS, and as a model employer, take steps to create more secure employment where temporary forms of work are being used inappropriately.

### Next steps

**s. 47C(1), s.22(1)(a)(ii)**

## **Boost First Nations employment in the APS**

The Government will lead by example and commit to a target of increasing First Nations employment in the Australian Public Service from 3.4 per cent currently to 5 per cent by 2030.

### **Next steps**

**s. 47C(1)**

### **Key considerations**

**s. 47C(1), s.22(1)(a)(ii)**



## 5. Upcoming events and key early meetings

s. 47C(1), s. 22(1)(a)(ii)

s. 47C(1), s. 22(1)(a)(ii)

s. 47C(1), s.22(1)(a)(ii)







Australian Government  
Department of Agriculture,  
Water and the Environment

# Incoming Government Brief

## Volume 2 - Ministerial and Governance

### Water

Your department and how we support you





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# Overview

This volume provides information to help support the establishment of your office and information about the department and its portfolio agencies.

In particular, you will find:

- key information on departmental and portfolio structure, budget, and legal matters
- arrangements for the initial commencement of you and your office, so we can help you to get set up quickly
- information about the services the department provides to support you and your office.

A dedicated team is in place to quickly get you and your office established, and to provide ongoing support.



# 1. Departmental overview

## Your statutory role as minister

As a minister responsible for broad and diverse functions across the portfolio, your department will support you in discharging your statutory roles and responsibilities. Under the current Administrative Orders, you are responsible for a number of Acts (see Chapter 4. Legislation and Litigation). You are also responsible for a number of grants programs that have been provided with statutory authority through non-portfolio legislation – primarily the Financial Framework (Supplementary Powers) Regulations 1997 (see Chapter 3. Budget and funding framework).

## High level overview

The department's purpose is 'enhancing Australia's agriculture, environment, heritage and water resources through regulation and partnership.'

The department's 6 objectives represent our key areas of focus and the foundation to deliver our purpose for government and the community.

Key area	Objectives
Water Resources	Improve the sustainable management of Australia's water resources for agriculture, the environment and communities
Environment & Heritage	Improve stewardship and sustainable management of Australia's environment and unique heritage
Antarctic	Advance Australia's strategic, scientific and environmental interests in the Antarctic and the Southern Ocean
Agriculture	Assist industry to accelerate growth towards a \$100 billion agriculture sector by 2030
Biosecurity	Work with our partners to lower biosecurity risks to Australian agriculture, the environment and our way of life
Being Future Ready	Integrate new capabilities and technology-enabled delivery to meet the demands of an increasingly connected, changing and complex world

## Our work

### Water

We lead the government's water reforms across the country and promote the sustainable, efficient and productive management and use of our water resources.

### Environment and heritage

We play a pivotal role in supporting the government to protect and sustain Australia's environment, which is one of the most biodiverse in the world. About 80% of Australia's plants and 90% of its animals are found nowhere else on Earth. We seek to work cooperatively with state and territory governments, First Nations peoples, a range of organisations and private landholders to manage the National Reserve System, which is Australia's network of terrestrial protected areas.

We deliver government policies and programs to protect our environment, including undertaking environmental assessments, implementing our national waste policy, and protecting our 62 Commonwealth marine reserves, including the Great Barrier Reef, Heard Island and McDonald Islands, and 60 Australian Marine Parks managed by Parks Australia. These vast marine protected areas encompass over 4 million square kilometres, which is 45% of Australian waters. We also jointly manage with traditional owners our iconic national parks, Kakadu, Uluru-Kata Tjuta and Booderee.

Australia has a rich and diverse heritage of natural, historic and Indigenous values. We work in partnership with other governments, First Nations peoples and the community to see that Australia's significant heritage places are recognised and managed to ensure their long-term protection.

We also engage internationally to advance Australia's national environmental interests as well as our national security and foreign policy objectives. Further details on our international engagement are provided below.

## **Antarctic**

The Australian Antarctic Program is one of our most iconic and enduring national endeavours. The Australian Antarctic Territory covers nearly 5.9 million square kilometres, which is about 42% of the Antarctic continent.

Australia operates 4 permanent research stations in the region: Mawson, Davis and Casey stations in Antarctica, and Macquarie Island station in the sub-Antarctic, along with Wilkins aerodrome as a summer-only station. As delivery lead, the Australian Antarctic Division remains committed to providing Australia's Antarctic leadership, presence and world-class science, including to enable Antarctic scientists to answer critical questions of global significance for decades to come.

## **Agriculture**

Agriculture accounts for 58% of Australia's land use. Our services and regulatory activities aim to help deliver a productive, competitive and sustainable agricultural sector.

Our work encourages agricultural productivity and maintains and improves market access for primary producers. We support sustainable, high-quality natural resources management to benefit producers and the community.

Even in years of drought, Australia produces more food than Australians consume. On average, Australia exports about 70% of its farm production. We maintain, expand and secure new markets for Australia's agricultural exports. We support and regulate Australia's agricultural trade with the rest of the world. We are using technology to transform the way we deliver export regulation.

## **Biosecurity**

Biosecurity is critical to preventing, responding to and recovering from the pests and diseases that threaten our economy and environment. We work with importers, exporters, producers, supply chain and logistics businesses, and the community to protect Australia from biosecurity risks.

We work with the states, territories, industry associations and other stakeholders on emergency response plans. These aim to minimise the impact of pests, disease and contaminants on agriculture, the environment and people's health.

'Commonwealth Biosecurity 2030' is our present roadmap to build a stronger, smarter biosecurity system. Our ongoing biosecurity efforts focus on strengthening our partnerships, investing in our critical frontline resources and people, and modernising ICT systems, technology and data analytics.

## Role and functions

To achieve our objectives, the department works with stakeholders across the community. Our activities are grouped under 5 broad functions:

- Regulation and service delivery: designing and implementing regulation for biosecurity imports, environmental assessments and approvals, exports certification, the wildlife trade, protecting Commonwealth parks and gardens, air quality product standards, food safety, illegal logging, water efficiency and levies collection
- Policies and programs: working with stakeholders and developing policies and programs to manage risks, assist agricultural producers, improve the sustainable management of Australia's biodiversity, heritage and water resources, and advance Australia's interests in the Antarctic
- Trade and market access: negotiating and influencing to increase, improve and maintain export markets
- Forecasting and strategic intelligence: identifying emerging trends and issues that present opportunities and risks
- Enterprise-wide enabling services: supporting the department's activities and putting in place the necessary checks and balances to ensure it meets legal obligations and the expectations of government and the community.

The department's stakeholders include:

- Commonwealth, state and territory government ministers and their departments and agencies
- primary producers, importers and exporters
- tourism businesses
- industry peak bodies
- Indigenous Australians
- natural resource managers
- universities and research organisations
- overseas governments
- environment and water non-government organisations.

Further details can be found in [Chapter 7 Key stakeholders](#).

## Our people

The department has over 7,500 employees, in many different roles spanning policy advice, program delivery, regulatory activities, food safety assessment, park management and Antarctic expeditions, corporate support and more.

Our people have a wealth of experience, expertise and knowledge. We are inspectors, policy and assessment officers, program administrators, biosecurity and compliance officers, investigators, veterinarians, scientists, researchers, park managers and rangers, economists, accountants, legal practitioners, ICT specialists, data analysts, expeditioners, food safety meat assessors, auditors and more.

We work in diverse settings: in Commonwealth national and marine parks, Antarctica, shipping ports, airports, mail centres, quarantine facilities, laboratories, abattoirs and offices. About half of our people are located outside Canberra in remote and regional centres, rural communities and cities. Our people overseas maintain relationships with international organisations and trading partners.

Further detail on the department's strategic priorities, risks and capability priorities is provided in our [Corporate Plan 2021–22](#).

# Corporate Plan 2021–22

## Our purpose

Enhancing Australia's agriculture, environment, heritage and water resources through regulation and partnership

## Our objectives



## Our Core 4



## Our strategic priorities

Over 4 years we will leverage our partnerships to:

- improve market access and, with our partners, maximise opportunities for agricultural exports
- transform the export regulatory system
- foster collaboration in research and development to drive uptake of innovative practices in the agricultural sector
- deliver policies and programs to support profitable and resilient agribusiness
- support economic recovery post-COVID-19 across industry
- improve the status of threatened species and ecosystems
- administer and reform the *Environment Protection and Biodiversity Conservation Act 1999* to drive economic recovery post-COVID-19 and strong environment and heritage outcomes
- provide national leadership to effectively manage Australia's waste
- conserve and maintain Australia's unique heritage
- partner with Murray–Darling Basin states to implement the Basin Plan and manage Basin water resources in the national interest
- maintain and strengthen our biosecurity system by working with our partners and through innovation and business transformation
- maintain Australian leadership in Antarctica and the Southern Ocean
- improve regulatory efficiency, effectiveness and maturity, including through deregulation
- protect, conserve and enhance the value of Commonwealth marine and terrestrial parks and gardens for the use and wellbeing of all Australians
- deliver substantial actions to build climate adaptation and resilience in the economy, community and environment.

## Our capability priorities for a future ready workforce

As a part of our Future Department Blueprint, we will realise our potential by enhancing core capabilities across our department through:

- building a safe, diverse, inclusive and high-performing culture united by our purpose and values
- building innovation, digital and technology skills to confidently deliver great services
- harnessing data and analytics to inform decision-making
- pursuing ways to better connect with our stakeholders, partners, portfolio agencies and communities
- strengthening our cross-cutting science, information and research activities
- improving financial discipline and sustainability to maximise outcomes from regulation, policy, programs and service delivery
- strengthening our ability to deliver informed, influential, integrated and innovative policies
- building world leading regulation of our agricultural, environmental, heritage and water resources.

In developing and realising these core capabilities we will also continue to:

- provide excellent advice and support to ministers and government
- collaborate across government to capture, analyse and apply intelligence
- respect and engage with Aboriginal and Torres Strait Islander peoples, their culture, history and ongoing connection to the land, sea and community.

## Our strategic risks



To view the full Corporate Plan 2021–22 go to [awe.gov.au/about/reporting/corporate-plan](http://awe.gov.au/about/reporting/corporate-plan)

**s. 22(1)(a)(ii)****Executive profiles****Andrew Metcalfe AO**

Andrew Metcalfe has been the Secretary of the Commonwealth Department of Agriculture, Water and the Environment since the department was created on 1 February 2020.

After studying law and public administration at the University of Queensland, Andrew has had a long career in the Australian Public Service, including as Secretary of the Department of Immigration 2005–2012 and Secretary of the Department of Agriculture, Fisheries and Forestry in 2013.

Between 2014 and January 2020 Andrew was a senior partner with Ernst and Young (EY), the global professional services firm.

Andrew was appointed as an Officer of the Order of Australia in 2012.

Please scan the QR code for Andrew's contact details.

The department has 8 deputy secretaries:

- Cindy Briscoe
- Rosemary Deininger
- David Hazlehurst
- Chris Locke
- Lyn O'Connell PSM
- Andrew Tongue PSM
- James Tregurtha (acting)
- James Larsen (on leave but assisting with world heritage issues)

**s. 22(1)(a)(ii)****Cindy Briscoe**

Cindy Briscoe is the Deputy Secretary of the Enabling Services Group and is the Chief Operating Officer. In this role she is responsible for enabling services including legal, corporate and business, people, finance, and information services.

Cindy has more than 30 years of experience in the APS and has held senior executive positions since 1998, including roles at the Department of Human Services, the Department of Immigration, the Australian Taxation Office and ComSuper.

Prior to commencing with the department, Cindy was the Deputy Commissioner Support Group for the Australian Border Force.

Cindy holds a Bachelor of Arts in Computing Studies, is a graduate of the Australian Institute of Company Directors, and is an Australia and New Zealand School of Government Executive Fellow.

Please scan the QR code for Cindy's contact details.

**s. 22(1)(a)(ii)****Rosemary Deininger**

Rosemary is the Deputy Secretary of the Agriculture Policy, Research and Portfolio Strategy Group.

The group provides advice on issues impacting on agriculture, fisheries and forestry productivity growth. It also provides geospatial analytics as well as economic and scientific data, analysis and research through Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES).

Prior to this role, Rosemary was the first assistant secretary for the Agricultural Policy Division and has held senior policy and program positions in other Commonwealth departments including Treasury, Finance, Employment and Services Australia.

Rosemary has an honours degree in economics and is currently completing an Executive Master of Public Administration through the Australia and New Zealand School of Government (ANZSOG).

Please scan the QR code for Rosemary's contact details.

**David Hazlehurst****s. 22(1)(a)(ii)**

David is the Deputy Secretary of the Agriculture Trade Group that oversees trade reform, exports and veterinary services, plant and live animal exports, and trade market access policy.

Over nearly three decades, David has held senior positions in the Prime Minister's department, the Treasury, the Digital Transformation Office, and a range of economic and social policy portfolios.

Prior to joining the department, David was the Deputy CEO, Business, Partnerships and Support with Austrade, responsible for strategy and business transformation, partnerships, digital and IT, and corporate and ministerial services.

David holds a Bachelor of Economics and Law (Hons) and a Master of Public Policy from the Australian National University. He is a member of the Board and the Council of the Institute of Public Administration (ACT Division).

Please scan the QR code for David's contact details.

**Chris Locke****s. 22(1)(a)(ii)**

Dr Chris Locke is currently the Deputy Secretary of the Environment and Heritage Group that oversees biodiversity conservation, environmental approvals, heritage, oceans and environmental water areas, as well as Parks Australia.

Chris will become the Deputy Secretary of Biosecurity and Compliance following Andrew Tongue's retirement. In this role Chris will oversee the biosecurity, compliance and digital reform divisions as well as the Environmental Biosecurity Office, Australian Chief Plant Protection Office, Australian Chief Veterinary Office, and Office of Water Compliance.

Chris has 25 years of experience in the APS. Prior to joining the department in 2021 he held a number of senior roles at the Department of Industry, Science, Energy and Resources, following an extensive career in resources and energy issues.

From 2004 to 2007, Chris worked for the Department of Foreign Affairs and Trade as the senior resources and industry diplomatic lead at the Australian embassy in Tokyo.

Chris holds a PhD in agricultural economics and an honours degree in agricultural science from the University of Sydney.

Please scan the QR code for Chris' contact details.

**Lyn O’Connell PSM****s. 22(1)(a)(ii)**

Lyn is the Deputy Secretary of the Water, Climate Adaptation, Natural Disasters and Antarctic Group with responsibility for national water policy and Murray Darling Basin implementation, climate adaptation and resilience for Australia, drought policy and farm resilience as well as the Australian Antarctic Division.

Lyn was previously a deputy secretary at the Department of Agriculture, joining in 2015, with responsibility for Australia’s national biosecurity system and before then a deputy secretary with the Department of Infrastructure and Transport, a position she held for nearly 7 years.

Prior to that, Lyn held a number of senior executive positions in other government portfolios and the private sector.

Lyn holds a Bachelor of Science degree from ANU. Lyn was awarded a PSM in 2013 for her work leading reform of national transport regulators.

Please scan the QR code for Lyn’s contact details.

**Andrew Tongue PSM****s. 22(1)(a)(ii)**

Andrew Tongue, the Deputy Secretary of the Biosecurity and Compliance Group, will be retiring in early June 2022.

In his current role Andrew oversees the biosecurity, compliance and digital reform divisions as well as the Environmental Biosecurity Office, Australian Chief Plant Protection Office, Australian Chief Veterinary Office, and Office of Water Compliance.

Prior to joining the department, Andrew held a number of senior public service roles including Associate Secretary for Indigenous affairs at the Department of the Prime Minister and Cabinet and Secretary of the Victorian Department of the Premier and Cabinet.

Andrew received a Public Service Medal in 2011 for the development of public policy, particularly in the areas of aviation security, Indigenous affairs and social housing. Andrew holds a Master of Public Policy from the Australian National University.

Please scan the QR code for Andrew’s contact details.

**James Tregurtha (acting)****s. 22(1)(a)(ii)**

James Tregurtha has been acting as the Deputy Secretary of the Major Environment Reforms Group since March 2021. He leads the reform of environment protection under the EPBC Act, Indigenous heritage protection and reform, waste and chemicals management, and wildlife trade permitting.

James has worked in the environment portfolio since 2005 holding senior positions across environmental assessments and approvals, waste and chemicals, sustainable population and housing, and environmental water.

Prior to joining the department, James held positions at the departments of Finance, Defence and Social Security. Most recently he supported Professor Graeme Samuel AC to successfully deliver the 2020 EPBC Act review.

James holds bachelor's degrees in commerce and Politics (Hons) and a Master of Public Policy from the Australian National University. He is also a graduate of the Australian Institute of Company Directors.

Please scan the QR code for James' contact details.

**James Larsen****s. 22(1)(a)(ii)**

James Larsen will return to the role of Deputy Secretary of the Environment and Heritage Group shortly, where he will oversee biodiversity conservation, environmental approvals, heritage, oceans and environmental water areas, as well as Parks Australia.

James is currently leading Australia's World Heritage advocacy and engagement (temporarily based in Istanbul, Turkey, where he is accompanying his spouse, who is posted for the Department of Foreign Affairs and Trade).

James was most recently Deputy Secretary (Climate Coordinator) in the Department of Prime Minister and Cabinet.

Immediately prior to this James was the First Assistant Secretary of the International Division at the Department of Prime Minister and Cabinet, where he was seconded to the National COVID Coordination Commission with responsibility for the Industrial Relations Working Group.

He has also served as First Assistant Secretary of the Legal Division at the Department of Foreign Affairs and Trade, Ambassador to Turkey, Ambassador to Israel, and Ambassador for People Smuggling Issues, amongst many other roles.

## Divisional arrangements

The department's activities are currently carried out across 7 groups (headed by a deputy secretary) with 36 internal divisions (headed by a first assistant secretary):

Groups	Divisions
Agriculture Policy, Research & Portfolio Strategy	Agricultural Policy ABARES Agvet Chemicals, Fisheries, Forestry & Engagement Portfolio Strategy
Agriculture Trade	Trade, Market Access & International Exports and Veterinary Services Plant & Live Animal Exports Trade Reform Digital Trade Initiatives
Water, Climate Adaption, Natural Disasters & Antarctic	Water Climate Adaptation and Resilience Drought and Farm Resilience Australian Antarctic
Environment & Heritage	Environment Approvals Heritage, Reef & Ocean Biodiversity Conservation Commonwealth Environmental Water Office Parks Australia
Major Environment Reforms	Environmental Protection Reform Environment Protection
Biosecurity & Compliance	Biosecurity Animal Biosecurity Plant Compliance & Enforcement Office of Water Compliance Biosecurity Strategy & Reform Digital Reform Biosecurity Operations Environmental Biosecurity Office Australian Chief Plant Protection Office Australian Chief Veterinary Office Strategic Policy Advisor
Enabling Services	Legal People Corporate & Business Services Finance Digital Services

Further information and Group placemats can be found in the reference documents.



## Our response to COVID-19

The department continues to take a risk and evidence-based approach to manage the risks of COVID-19. The department's covid response team monitor and navigate state and territory COVID-19 public health orders and emergency directions, and we continue to operate regional and National COVID-19 Incident Management teams. We engage with our staff, unions, our APS counterparts and external occupational health specialists to inform our approach and consult on proposed changes before they are implemented. The department has a high vaccination uptake amongst staff and reporting protocols are in place requiring staff to record their COVID-19 tests and positive test results so we can implement appropriate controls in the workplace to ensure the safety of others and maintain business continuity.

COVID-19 has and continues to influence global supply chains, consumer behaviours, import volumes, and biosecurity and imported food risk profile. COVID-19 isolation and quarantine requirements for our workforce impact our ability to undertake our biosecurity functions at airports, mail centres, ports and terminals as well as the many thousands of third-party premises we work in. Like others in the community and commerce, COVID-19 fatigue in our staff needs to be managed.

The department engages closely with state health departments, other border agencies and industry to ensure the continued biosecurity regulation of import trade and to safeguard staff safety. These include: INTERPOL; the United Nations Office on Drugs and Crime (UNODC) and the World Customs Organization; the Global Food Alliance, with New Zealand, Canada, the United States and the United Kingdom; the Fintel Alliance led by AUSTRAC; the Australian Federal Police (AFP); the Australian Border Force (ABF); state and territory police; environmental agencies and non-government organisations. We are also working to build and improve technology-enabled processes, supported by smart risk assessment to address increasing volumes and risk in the face of finite resource to continue to deliver and regulate biosecurity, imported food and border clearances in the face of COVID-19 interruption and changing risk environments.

The department is increasing our people's digital tool uptake and confidence in using new technologies for enhanced risk management. The department has implemented a Case Categorisation and Prioritisation Model (CCPM) which prioritises resources against compliance activities. The CCPM provides the tools decision makers need to allocate resources to manage non-compliance risks effectively and according to departmental priorities. We are also implementing a central compliance case management system capability across the department's Compliance Division. A bespoke triage system that supports streamlined data collection from internal and external stakeholders and enhances the division's case and workflow/case management capability has been introduced.

The department provides export certification for a range of commodity exports from Australia. For the export meat sector, our largest trading partners require that a departmental presence be maintained at an export meat establishment (a departmental On-Plant Veterinarian (OPV), and if, importing country requirements mandate that it be provided by a government employee, a Food Safety Meat Assessor (FSMA)). Government certification to these major markets is unable to be provided unless these requirements are met.

The export meat industry has been hard hit by outbreaks of COVID-19 and in the majority of states and territories, meat processing has been designated as a high-risk activity for COVID-19.

While the department continued to meet its staffing and certification arrangements at export meat establishments throughout the COVID-19 pandemic, the impact of COVID-19 continues to be felt. Meat establishments continue to experience staff shortages due to COVID-19, and the department's staff working at export meat establishments continue to be similarly impacted.

s. 47C(1)

## Key current workforce considerations

### Staffing

#### Workplace arrangements

The terms and conditions of employment for non-Senior Executive Service (SES) staff in the department are provided under a number of primary industrial instruments, including:

- The Department of the Environment and Energy Enterprise Agreement 2016–2019 (DoEE EA), which has a nominal expiry date of 29 November 2019.
- A determination under Subsection 24(1) of the *Public Service Act 1999* (PS Act) to provide 2% annual remuneration increases over 3 years to employees covered by the DoEE EA. The last increase available under this instrument was delivered on 30 November 2021.
- The Public Service (Terms and Conditions of Employment) (Biosecurity and Veterinarian Employees) Determination 2020, which applies to non-SES employees engaged within the Biosecurity Operations Divisions (BOD) and veterinarian-classified employees.
- The Public Service (Terms and Conditions of Employment) (Meat Inspectors) Determination 2020 (Meat Inspection Agreement), which applies to Meat Inspection-classified employees.
- A determination under Subsection 24(1) of the PS Act, which applies to employees covered by the Meat Inspection Agreement and provides remuneration adjustments in line with the Wage Price Index (Private Sector) annually for 3 years, commencing from 13 May 2022.

The final annual salary increase available to staff under the Meat Inspection Agreement was delivered on 13 May 2021.

In March 2022 the department consulted with Meat Inspection staff to determine if they supported a determination to provide remuneration adjustments in lieu of bargaining for a replacement Enterprise Agreement. As required by the Public Service Workplace Relations Policy 2020, the department conducted a survey of staff sentiment. Based on the outcomes of this survey, the department determined that the majority of Meat Inspectors support the department implementing a salary determination.

The secretary approved a determination for Meat Inspection staff on 1 April 2022 to provide remuneration adjustments in line with the Wage Price Index (Private Sector) annually for 3 years, commencing from 13 May 2022.

As listed above, the existing section 24(1) determination which provided 2% remuneration increases to the remainder of departmental staff delivered a final increase on 30 November 2021.

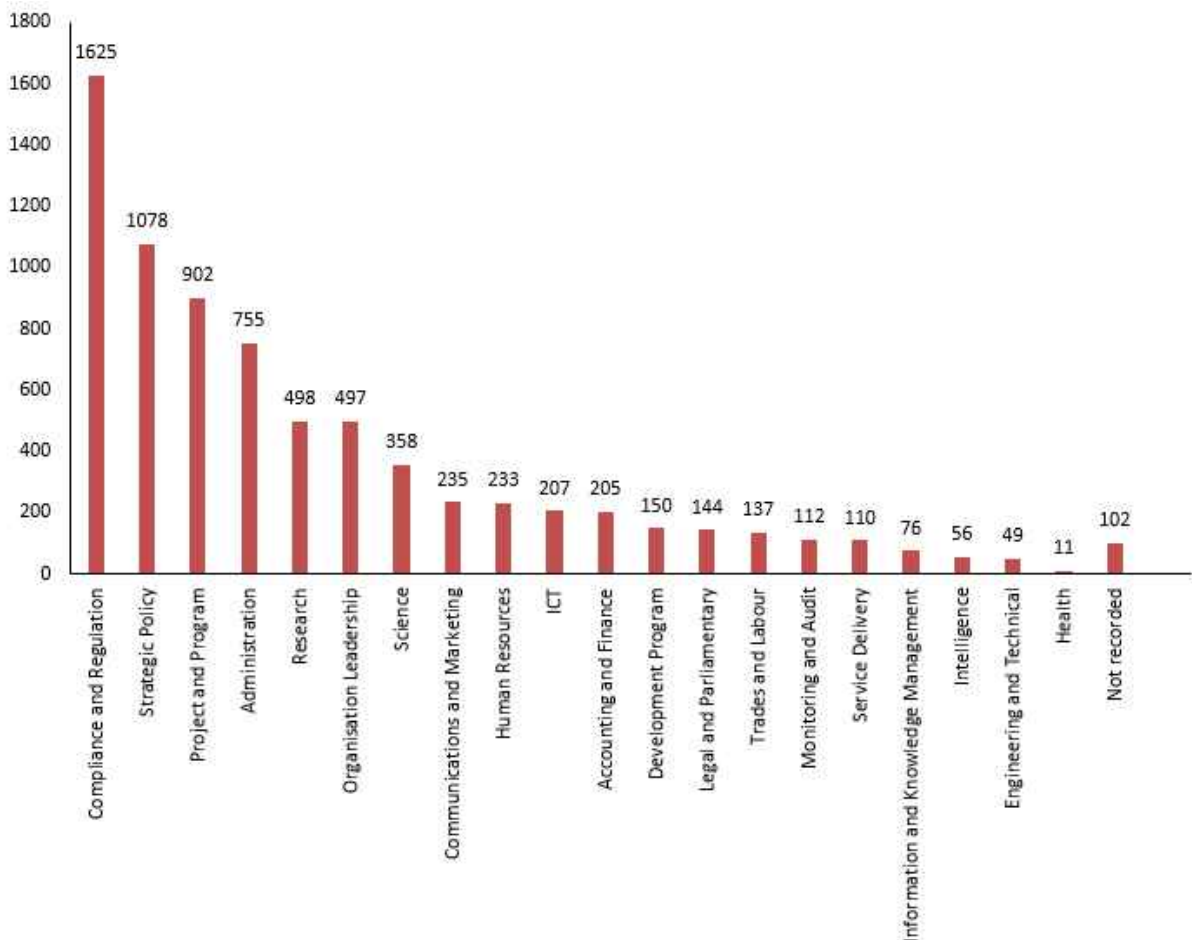
Confirmation of the approach to future workplace arrangements for the remainder of departmental staff will occur in mid-2022, within 6 months of the anniversary of their last pay increase.

### Workforce analytics

As at 31 March 2022, the department employed 7,540 people, which is equivalent to 6,788 full time equivalent. There are 342 people employed on a casual basis with a full-time equivalent value of 86.6.

The department has one of the most unique workforces in the Australian Public Service (APS) consisting of inspectors, policy and assessment officers, expeditioners, program administrators, rangers, biosecurity and enforcement officers, investigators, veterinarians, scientists, researchers, economists, accountants, legal advisors, ICT specialists, data analysts, auditors, park managers and more.

### Departmental workforce by Job Family as at 31 March 2022.

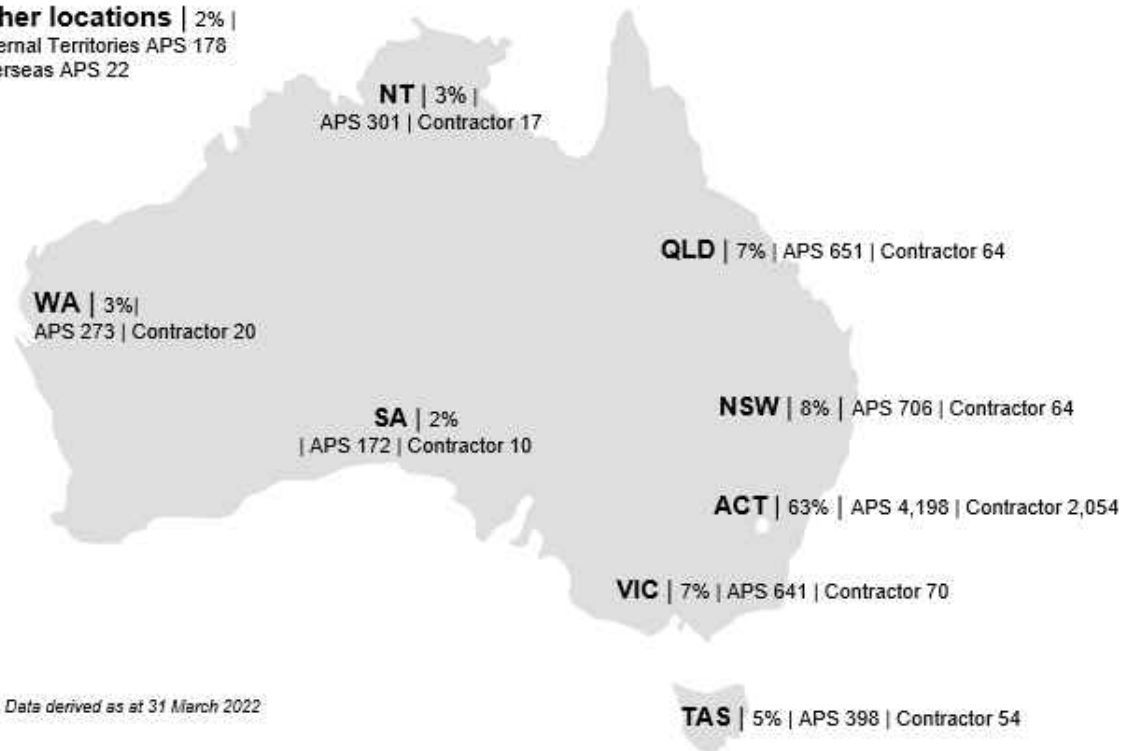


NOTE: Job Family of 'Not Recorded' represents positions that had no information available in SAP or Aurion at the time the report was extracted.

The department's workforce supports government program and policy delivery across 183 locations, including Antarctica, 16 overseas cities and a number of small islands off the coast of Northern Queensland, New South Wales, and Western Australia.

## Australian geographical workforce locations and staff distribution as at 31 March 2022.

**Other locations** | 2% |  
 External Territories APS 178  
 Overseas APS 22



**Table 1: Departmental workforce (ASL and Contractors) at 2021–22**

Group - Division	2021-22			
	FTE	ASL	ASL	Contractors
	Mar	Mar YTD	Full Year	
	Actual	Actual	Budget	
ABARES	132	126	120	15
Agricultural Policy	96	88	77	13
Agvet Chemicals Fisheries Forestry and Engagement	67	73	85	6
Portfolio Strategy	88	81	80	36
<b>Agriculture Policy Research and Portfolio Strategy Group</b>	<b>384</b>	<b>368</b>	<b>361</b>	<b>70</b>
Australian Chief Plant Protection Office	64	64	66	9
Australian Chief Veterinary Office	12	9	7	4
Biosecurity Animal	150	146	154	34
Biosecurity Digital Reform	18	18	-	70
Biosecurity Operations	1,556	1,527	1,667	202
Biosecurity Plant	295	290	297	116
Biosecurity Strategy and Reform	133	126	131	111
Compliance and Enforcement	302	270	268	78
Chief Environmental Biosecurity Office	29	21	24	-
<b>Biosecurity and Compliance Group</b>	<b>2,560</b>	<b>2,471</b>	<b>2,613</b>	<b>624</b>
Corporate and Business Services	231	223	228	73
Finance	181	188	213	105
Information Services	215	206	211	635
Legal	109	102	100	-
People	157	165	159	21
<b>Enabling Services Group</b>	<b>893</b>	<b>883</b>	<b>910</b>	<b>834</b>
Digital Trade Initiatives	34	31	53	113
Exports and Veterinary Services	501	479	453	58
Plant and Live Animal Exports	191	193	199	25
Trade Market Access and International	114	116	124	7
Trade Reform	46	48	56	18
<b>Agricultural Trade Group</b>	<b>885</b>	<b>867</b>	<b>885</b>	<b>221</b>
Australian Antarctic	477	460	503	34
Climate Adaptation and Resilience	133	112	73	37
Drought and Farm Resilience	94	80	66	15
Water	115	112	95	64
<b>Water, Climate Adaptation, Natural Disasters and Antarctic Group</b>	<b>820</b>	<b>764</b>	<b>737</b>	<b>150</b>
Biodiversity Conservation	171	166	163	114
Environment Approvals	158	148	146	136
Commonwealth Environment Water Office	58	61	61	-
Heritage Reef and Ocean	113	115	116	18
Parks Policy Taskforce	8	8	-	-
Parks Australia	331	318	332	60
<b>Environment and Heritage Group</b>	<b>839</b>	<b>816</b>	<b>818</b>	<b>328</b>
Environment Protection	144	141	140	87
Environmental Protection Reform	74	57	47	37
<b>Major Environment Reforms Group</b>	<b>218</b>	<b>198</b>	<b>187</b>	<b>124</b>
Executive and Support	24	27	26	2
Departmental Non -Discretionary (DND)	166	92	89	-
Other/Reserves	-	-	2	-
<b>Executive and Other</b>	<b>190</b>	<b>119</b>	<b>117</b>	<b>2</b>
<b>Total FTE</b>	<b>6,788</b>	<b>6,487</b>	<b>6,628</b>	<b>2,353</b>

## Promoting gender equality in our workforce and balance on boards and committees

The department has an Inclusion Strategy with an associated gender action plan. The action plan includes multiple actions to ensure women are provided opportunities within the department, that there is an inclusive culture, and that senior leaders support and drive gender equality.

## Integrity, fraud and corruption

The department has a robust integrity framework in place to define, support and uphold high standards of professional behaviour that is based on the APS Code of Conduct and our own Core 4 Values and Behaviours.

A pro-integrity culture underpins our values and behaviours. This is central to building an integrated, inclusive and high-performing culture aligned with broader Australian Public Service reforms.

We have a dedicated Integrity Branch to enable information sharing and delivery of integrity services. We have established our Integrity Framework. This framework provides the tools our people need to navigate integrity and personnel security risks in a simple and transparent way. The framework is founded on clear policies. It is supported by contemporary training and reporting mechanisms to reinforce strong integrity practice.

We investigate allegations of wrongdoing, including suspected breaches of the Australian Public Service Code of Conduct and fraudulent and corrupt activity by departmental employees. We work closely with law enforcement partners including the Australian Commission for Law Enforcement Integrity (ACLEI) to investigate, prevent and detect corrupt conduct within the elements of the workforce defined as law enforcement. Approximately 1,000 staff members fall within the jurisdiction of the *Law Enforcement Integrity Commissioner Act 2006*. The team also engages across the department to identify, assess and implement risk treatment controls to prevent misconduct and reduce fraud and corruption risk.

Should you require a briefing on conduct, fraud, corruption, or personnel security matters please contact Ms Jill Mand, Assistant Secretary Integrity Branch ([s. 22\(1\)\(a\)\(ii\)](#) ).

## Work Health & Safety (WHS)

### WHS Risk Profile

The department has a complex WHS risk profile due to the diverse nature of our functions, work locations and high-risk activities.

The WHS team supports the department to address the complexities of our risk profile and ensure our critical risks are mitigated. The department has identified 28 potential critical WHS risks which are currently being validated through a program of work. While not a complete list, some of our identified critical WHS risks include:

- vehicles/mobile plant and equipment
- construction works
- aviation
- hazardous substances
- maritime activities
- water safety on inland waters

- fire management
- asbestos
- contract management
- fatigue
- remote and isolated work
- fixed plant, plant design and manufacturing
- biological waste
- firearms
- diving

The complexities in managing this large suite of critical risks are compounded by the diversity of operations in which these activities are undertaken across the department, the geographic location in which work is completed (sometimes in isolated locations and/or extreme climatic conditions), and the overlay of different Federal and State-based legislation governing some of these high risk activities.

### **WHS Governance**

The department has agreed Work Health and Safety Governance Arrangements (WHSGA) in place. The WHSGA outlines our consultation and communication framework regarding WHS, including our commitment to working together to create a sustainable positive safety culture.

The WHSGAs outline the departmental WHS Work Group Structure and WHS Committee structure which are established in accordance with the *Work Health and Safety Act 2011* (Cth).

### **WHS Strategic Plan**

The department's Work Health and Safety (WHS) Strategic Plan 2021–2024 outlines the key focus areas and the initiatives the department will implement over the next 3 years. Our key focus is to continue to build and embed a positive safety culture across our workforce, and prioritise the health, safety and wellbeing of our people.

The plan is underpinned by 5 pillars:

- supporting our people to thrive
- managing our WHS risks
- strengthening our safety culture
- building and integrating our systems
- developing our safety capability.

Each of these pillars represent a significant and impactful body of work for us to ensure we can support our people in all aspects of health, safety and wellbeing. The Strategic Plan aligns with the department's Core 4 values, to keep safety at the centre of everything we do and transform our department to work smarter and safer.

**Employee Assistance Provider (EAP)**

The department's Employee Assistance Provider is Lifeworks. Contract arrangements are currently in place until 31 December 2022. A review of needs is underway for this service to align with the whole of APS approach to improving employee assistance programs.

## 2. Ministerial support arrangements

### Introduction

This guide will assist you and your staff to obtain information and support from the department.

### Address and location

The department's postal address is:

GPO Box 858  
CANBERRA ACT 2601

### Switchboard

02 6272 3933 (Marcus Clarke)  
02 6274 1111 (John Gorton Building)

The department's head office is located across 2 buildings – 18 Marcus Clarke Street, Canberra City and the John Gorton Building, King Edward Terrace, Parkes.

The executive is located on level 10 of the Marcus Clarke Street building and level 1 of the John Gorton Building.

The department will be moving from the Marcus Clarke building to the new CQ2 building in late 2022. The CQ2 building will be located on the corner of Northbourne Avenue and Cooyong Street in the centre of Canberra City.

### Security

The buildings are secure and a security pass is needed to enter and exit. Contact the Ministerial Office team ([s. 47E\(d\)](#) or [s. 47E\(d\)](#) ) who can assist to arrange a building pass for you and your staff if required.

### Parking

Parking is available for you and your staff in Marcus Clarke building and can be booked by contacting the Ministerial Office team ([s. 47E\(d\)](#) or [s. 47E\(d\)](#) ). Advice about parking at John Gorton Building can also be provided if required. Parking can also be arranged at the new CQ2 building when it opens in late 2022.

## Key governance contacts

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Troy Czabania  
Assistant Secretary  
Governance & Parliamentary Business Branch

s. 22(1)(a)(ii)

Please scan QR code for Troy's contact details

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Bronwen Jagers  
Assistant Secretary  
Communication & Media Branch

Please scan QR code for Bronwen's contact details

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Jill Mand  
Assistant Secretary  
Integrity Branch

Please scan QR code for Jill's contact details

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Alice Linacre  
Chief Counsel  
Legal Division

Please scan QR code for Alice's contact details

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## Key executive contacts

<b>Secretary</b>		s. 22(1)(a)(ii)
Secretary	Andrew Metcalfe	
Chief of Staff	Amanda Kingston	
Executive Assistant	Rebecca Steffan	
<b>Deputy Secretaries</b>		
Deputy Secretary	Cindy Briscoe	
Deputy Secretary	Andrew Tongue	
Deputy Secretary	James Tregurtha	
Deputy Secretary	Chris Locke	
Deputy Secretary	Lyn O'Connell	
Deputy Secretary	David Hazlehurst	
Deputy Secretary	Rosemary Deininger	
Deputy Secretary	James Larsen	
<b>Corporate and Business Services</b>		
First Assistant Secretary	Lionel Riley	
<b>Governance and Parliamentary Business Branch</b>		
Assistant Secretary	Troy Czabania	
Parliamentary Services	Eugenie Hickey	
Ministerial Services	Catherine Hunt	
PDMS and Minister's Office Support	Rachelle Lynch	
Portfolio Coordination Unit & Appointments	Nicole Williams	
<b>Communications and Media Branch</b>		
Assistant Secretary	Bronwen Jagers	
Agriculture Media - Director	Rhett Somers	
Environment Media - Director	Andrew Kelly	
<b>Legal Division</b>		
Chief Counsel	Alice Linacre	
<b>Finance Division</b>		
Chief Finance Officer	Paul Pak Poy	
<b>Digital Services Division</b>		
Chief Information Officer	Mark Sawade	
VIP Support	-	

The secretary and deputy secretaries' profiles are in [Chapter 1 Departmental overview](#)

## Departmental support

Ministerial entitlements are managed jointly by the Department of Finance, parliamentary departments, and our department.

Governance and Parliamentary Business Branch supports you and your office in portfolio, parliamentary, staffing, administrative and budgetary matters not covered by these other departments.

The branch provides the central link between our department and your office and also acts as the entry point for engagement with stakeholders on parliamentary matters.

The branch works with other enabling services of the department and your Departmental Liaison Officer (DLO), the Branch will coordinate:

- Ministerial reporting that tracks progress against ministerial objectives, budget and election commitments
- briefs, reports and other written materials
- DLOs and temporary staff as required
- parliamentary processes, including Cabinet, parliamentary questions on notice, briefings for Question Time, senate estimates and tabling of documents
- ministerial briefing requests from your office and ministerial submissions prepared by the department seeking decision or action
- responses to ministerial correspondence
- point of contact for advice and support to ministerial staff regarding the department's parliamentary activities
- courier services between the department and your office

Further advice and more detailed information will be provided to your office in coming weeks. A key document to assist you is the Ministerial Office Support Guide.

The Ministerial and Parliamentary Services website (Department of Finance) also provides further information about ministerial entitlements: Administration responsibilities | Ministerial and Parliamentary Services ([finance.gov.au](https://finance.gov.au)).

Ministerial entitlements are managed jointly by the Department of Finance, parliamentary departments, and our department (DAWE).

Further details of entitlements and services managed by our department will be provided to your Chief of Staff by Troy Czabania, Assistant Secretary, Governance and Parliamentary Business Branch. If desired a departmental induction can be arranged by

**s. 47E(d)**

### **Ministerial office support**

The department works with the Department of Finance, and the various parliamentary departments at Australian Parliament House (APH) provide support for parliamentarians and their respective employees through the delivery of support services, work expenses, allowances, entitlements, and assistance.

Further detail about ministerial entitlements can be found at the Department of Finance, Ministerial and Parliamentary Services ([maps.finance.gov.au/offices-resources-and-budgets/other-work-expenses-and-resources/services-ministers](https://maps.finance.gov.au/offices-resources-and-budgets/other-work-expenses-and-resources/services-ministers)).

**The key services that the departments provide to you and your office:**

Minister's office support services	Department of Agriculture, Water, and the Environment (DAWE)	Department of Finance (DoF)	Parliamentary Departments (Australian Parliament House)
<b>Vehicles</b>			
• Self-drive (Canberra garaged)	✓	–	–
• COMCAR	–	✓ (Paid by DAWE)	–
<b>Office set up</b>			
• office furniture, audio visual and telephone setup, signage	–	✓	–
• electorate office expenses		✓	
• additional Specialised furniture, TVs, or IT equipment for offices	✓	–	–
• departmental printers	✓	–	–
<b>Office services</b>			
• office supplies (stationery, plant hire, water coolers etc.)	✓	–	–
• digital subscriptions and newspapers	✓	–	–
• media monitoring	✓	–	–
• Videoconferencing	✓	–	–
• postage and couriers	✓	–	✓
<b>Staff</b>			
• salaries and allowances for ministerial staff (employed under MOPS Act)	–	✓	–
• facilitation of ministerial staff NV2 clearances	–	✓	–
<b>Travel and hospitality</b>			
• Travel expenses – official business (e.g. travel allowance, flights)	–	✓	–
• Travel expenses - portfolio business (e.g. road travel, cost of meeting rooms, portfolio related hospitality)	✓ (Paid by DAWE)	✓ (Administered by DoF)	–
• Travel expenses – DAWE staff	✓	–	–
• Official hospitality for portfolio events	✓	–	–
<b>Information Technology</b>			
• Mobile phone - Apple iPhone 13	✓	–	–
• Laptop, docking solution, monitors, keyboard, mouse, and wireless headset	✓	–	–

• Internet services at minister's private residence	✓	–	–
<b>Security</b>			
• Security containers, safes, and shredders	✓	–	–
• Security briefings (DAWE and Attorney-General's Department)	✓	–	–

## MOP(S) Act employment

Parliamentarians employ staff under the *Members of Parliament (Staff) Act 1984* (MOP(S) Act). Staff are referred to as MOP(S) Act employees.

MOP(S) Act employees are employed to assist a parliamentarian to carry out duties as a Member of Parliament and not for party political purposes.

The Department of Finance provides administrative support to MOP(S) employees, and has more information on its website [maps.finance.gov.au/pay-and-employment/mops-act-employment](https://maps.finance.gov.au/pay-and-employment/mops-act-employment)

## Ministerial and parliamentary services

The Department of Finance (DoF) has a dedicated team, Ministerial and Parliamentary Services (MaPS), who provide administrative and support services to MOP(S) Act employees, including:

- paying salaries and allowances, recruitment advertisements
- providing a safe workplace and training for employees
- advising parliamentarians and employees on workplace practices and employment matters

MaPS also has representatives located in each state and territory capital city. The state and territory offices provide support to electorate offices in each state and territory and manage the Commonwealth Parliament Offices (CPOs).

Further advice can be found via the MaPS Help Desk open 9.00am AEDT until 5.00pm AWST, Monday to Friday.

Contact [s. 47E\(d\)](#) or [s. 47E\(d\)](#) or further information or visit [maps.finance.gov.au/pay-and-employment/mops-act-employment/responsibilities-parliamentarians-employees-maps-and-ipea#ministerial-and-parliamentary-services](https://maps.finance.gov.au/pay-and-employment/mops-act-employment/responsibilities-parliamentarians-employees-maps-and-ipea#ministerial-and-parliamentary-services)

## Statement of standards for ministerial staff

The Statement of Standards for Ministerial Staff sets out the standards that ministerial staff are expected to meet in the performance of their duties.

More detail about the standards expected of Ministerial Staff employed under the MOP(S) Act can be found at [smos.gov.au/statement-standards-ministerial-staff](https://smos.gov.au/statement-standards-ministerial-staff)

## Travel

All official travel arrangements (domestic and international) should be arranged through the MaPS at Department of Finance.

The department can provide assistance for domestic and international travel involving official portfolio business. The relevant policy or business areas can assist with organising suggested travel schedules and agendas. If required the department can also provide meeting itineraries,

briefing packs, advice about Covid-19 procedures for your destination and will work closely with your diary manager to schedule meetings.

For further information contact:

**s. 47E(d)** or call **s. 47E(d)**

The Department of Finance's Ministerial and Parliamentary Services team  
[maps.finance.gov.au/pay-and-employment/staff-allowances#travelling-allowance](https://maps.finance.gov.au/pay-and-employment/staff-allowances#travelling-allowance)

Travel approval, entitlements and guidance are managed by the Independent Parliamentary Expenses Authority (IPEA). More information can be found at;  
[ipea.gov.au/travel/parliamentarians-travel](https://ipea.gov.au/travel/parliamentarians-travel)

Information about how to book travel can also be found at the IPEA website.  
[ipea.gov.au/ed/ipea-ed/travel/parliamentarians/booking](https://ipea.gov.au/ed/ipea-ed/travel/parliamentarians/booking)

### International travel

The department's International Travel team can assist with travel requirements such as visas and official/diplomatic passports. Official passports are required for all Australian Government employees travelling for official government business. Official passports are issued by the Department of Foreign Affairs and Trade (DFAT) and require 10 days to process. Most visas also require a minimum of 10 working days.

Please email **s. 47E(d)** for advice or call **s. 47E(d)**

Departmental business areas involved with international matters can also assist in liaison with the relevant DFAT post. These line areas can also provide advice on cultural customs and protocol at your destination.

### Domestic travel

Although domestic travel should be booked by your office through IPEA assistance with meeting itineraries, agendas and briefings can also be provided by the relevant policy or business area within the department.

Travel (domestic and overseas)	Department of Finance responsibilities	Department of Agriculture, Water, and the Environment responsibilities
Travel costs for Minister, personal staff and/or spouse, including: <ul style="list-style-type: none"> <li>Airfares/Accommodation/Meals/Transport</li> <li>Allowances</li> <li>Non-portfolio related hospitality.</li> </ul>	✓	–
Travel costs for departmental staff accompanying the Minister	–	✓
Portfolio related hospitality and business, for example: <ul style="list-style-type: none"> <li>Additional rooms used as an office for portfolio related business or hospitality</li> <li>Costs associated with departmental officers</li> </ul>	–	✓

### Official Gifts

The Department of the Prime Minister and Cabinet (PM&C) provide guidelines relating to official gifts which can be found at [pmc.gov.au/government/official-gifts](https://pmc.gov.au/government/official-gifts)

These guidelines apply to the, ministers, assistant ministers, their families, and their ministerial and electorate staff who present or receive any gifts in the course of their official duties.

It is the responsibility of you and your staff to follow the PM&C guidelines when presenting and receiving gifts.

Any gift received should be provided to the DLO in a timely manner. This is to ensure that the department can arrange for any security screening and valuation of gifts.

The Ministerial Office Support team maintains an official gift register for reporting purposes and will also liaise with relevant stakeholders regarding screening processes. Contact **s. 47E(d)** for further information.

### **Departmental Liaison Officers**

DLOs are provided to your office to facilitate the flow of information and to support the relationship and communication with the department. Based in your Parliament House office, DLOs remain departmental officers rather than being employed under the MOP(S) Act. The Prime Minister determines the number of DLOs allocated to your office.

DLOs work closely with ministerial staff and the department's Governance and Parliamentary Business Branch to:

- manage the day-to-day portfolio business within your office, including preparation for Question Time, meetings with stakeholders, workflow of ministerial decisions, secure handling of Cabinet material and allocation of ministerial correspondence
- assist with the administration of the legislation process not provided by the Legal Division
- monitor and quickly respond to any feedback you may have in relation to departmental and parliamentary processes to ensure your personal preferences are met

The Assistant Secretary, Governance and Parliamentary Business Branch and Director of Parliamentary Services manages the DLOs together with your Chief of Staff.

### **Security**

The department has a number of systems in place to manage the secure processing, transmission, storage and disposal of information.

**Unclassified network - OFFICIAL**

The AWE network is the standard network accessed via your laptop and provides access to email, network drives and Parliamentary Document Management System (PDMS).

Core email and network drives must only contain information classified up to OFFICIAL.

**Protected enclave - PROTECTED**

Cabinet material and other information in electronic form marked PROTECTED must be created, stored and transmitted in the Protected Enclave (PE) environment. Access to the PE requires a Baseline security clearance and can be requested via **s. 47E(d)**

Cabinet documents are accessed through the CabNet system. CabNet is a secure online system used across the Australian Government to support the Cabinet Process. Your DLO will manage access and training is available for this system.

PROTECTED ministerial briefs and submissions are accessed via PDMS in the PE.

Access to the protected enclave requires a baseline security clearance.

**Security clearances**

Applications for security clearances must be lodged via the Australian Government Security Vetting Agency (AGSVA) and this process is facilitated by the Department of Finance for any new staff commencing in your office.

Ministerial staff are required to obtain and maintain a Negative Vetting Level 2 (NV2) security clearance. Making a prompt and complete submission to AGSVA will assist in the progression of your clearance application.

Summary of Security Clearances		
Security Classifications	Access to:	Recommended for staff
No clearance/ police check	Access to departmental emails	
NV2	<ul style="list-style-type: none"> <li>Access to all departmental emails</li> <li>Access to Protected Enclave (PE)</li> <li>Access to security classified information and resources Protected – Top Secret</li> </ul>	All MO staff

Ministers do not require a police check or security clearance.

Selected members of the office, for example a Chief of Staff or senior adviser who require access to the PE whilst their security clearance application is being processed by AGSVA may apply to the DAWE personnel security team for temporary access to classified information. Approval of the request is granted by the Chief Security Officer. Factors such as the reasons for access to classified material and any risk mitigation strategies in place are considerations in granting approval. Email **s. 47E(d)** for more information.

**USBs**

Information cannot be downloaded or stored on personal USB devices. If required, the VIP IT Support team can issue encrypted USBs for you or your ministerial staff.

**s. 47E(d)**

**Security containers**

All classified information (for example, information marked PROTECTED and Cabinet material) must be secured in an appropriate security container (safe) when not in use. All information must be secured at the close of business.

Secure briefcases must be used to transport and store information away from the office.

Safes and briefcases can be arranged by contacting [s. 47E\(d\)](#)

#### **Security document disposal**

Secure waste bins and shredders can be arranged for the office by contacting [s. 47E\(d\)](#)

#### **Security briefings – Education and awareness**

The department recommends that a combined security briefing (physical, personnel and cyber) is provided to the Minister's Office within the first month.

#### **Receiving cables**

The Trade, Market Access and International Division (TMAID) prepares a daily summary of the relevant diplomatic cables, up to the PROTECTED classification.

DLOs will receive the daily summary of cables and can provide access to the full text of cables in the Protected Enclave. Baseline clearance is required to read cables from the PE.

#### **Secure courier service**

A secure courier service is available between the department and Parliament House as required in addition to twice daily services during sitting weeks. The courier carries a lockable pouch, for transferring printed PROTECTED classified material.

#### **Parliamentary business**

An overview of the department's ministerial and parliamentary support services is provided below. More detailed information including understanding your preferences, will be discussed separately with your Chief of Staff. This includes understanding your preferred ways to handle correspondence and briefings.

#### **Parliamentary Document Management System**

The department uses PDMS to manage all ministerial and parliamentary material prepared for you (this excludes Cabinet related workflows). PDMS is a web-based application, used across government to draft, store, process and control documents. This may include ministerial correspondence, policy advice, requests for briefs, speech material, and questions on notice. As PDMS is entirely digital, we can edit, compare and share information efficiently and flexibly between the department and your office. It also provides transparency and assurance, through robust access tools and workflow management.

Your office can access the department's PDMS and is the preferred system to manage all documents provided to your office. PDMS training and user support can be delivered to your office by the Ministerial Services Section via your DLOs.

The Ministerial Services Section can provide PDMS training and support in person or online. To arrange training or support, speak to your DLOs, or contact our PDMS support team directly on [s. 47E\(d\)](#) or [s. 47E\(d\)](#)

#### **Ministerial correspondence**

Ministerial Correspondence is correspondence sent to you on portfolio-related issues. The volume of ministerial correspondence can vary greatly, depending on the current portfolio issues, and can quickly increase with 'bulk campaign' or 'hot topic' correspondence.

Ministerial correspondence is actioned by either a ministerial reply, a departmental reply, or registered in PDMS for information.

The department drafts responses to correspondence on your behalf and will consult with your office on style preferences.

**Ministerial submissions for policy advice or decision**

The department will initiate submissions for you that seek policy advice, request ministerial decision, or provide information on an important issue for noting. As a rule, the department will provide you with 10 business days to consider the submission but will consult your office if urgent action is required.

**Ministerial Briefs for meetings or events**

Upon request, the department will prepare briefings for you to support your attendance at meetings or events. Once you or your diary manager confirms a meeting, the DLO will generate a briefing request and send it to the department for action.

Briefing requests for events or functions may include a request for a speech and/or a media release. The Media team manages these items and will work with your office and the relevant area of the department to prepare these documents for you.

**Cabinet**

The Cabinet Liaison Officers support your Cabinet activity, alongside the Budget Strategy team, Portfolio Strategy Division, Cabinet Division of PM&C, and the Cabinet Secretary's Office. Access to CabNet+, the whole of government secure online Cabinet system, for ministerial staff is managed by your DLOs.

Briefings to support you at Cabinet/Committee meetings for submissions you are sponsoring/co-sponsoring/co-opted will be provided by the department. Requests for briefing will be managed through your DLO.

**Question Time Briefs**

The department prepares Question Time Briefs (QTBs) to support you during Question Time. Generally, QTBs are prepared in response to a request from your office, however, may be initiated by the department if media or Opposition attention to a portfolio issue is anticipated.

**Parliamentary Questions on Notice**

The department prepares draft responses to all Parliamentary Questions on Notice (QoN) taken in the Senate or House of Representatives that relate to your portfolio.

Once you approve a response, the department will arrange tabling in the relevant house of parliament.

**Parliamentary inquiries and government responses**

The department manages the portfolio's Parliamentary Committee activity, including coordinating submissions, attending public hearings, questions taken on notice, tabling of Minister and Prime Minister approved government responses and monitoring of progress to implement agreed recommendations.

**Senate Estimates**

The department coordinates the portfolio's appearance at Senate Estimate hearings. Arrangements for the provision of Senate Estimate briefing material to your office will be discussed with your DLO. Responses to questions taken on notice at Senate Estimate hearings are prepared by the department and cleared by your office prior to tabling with the relevant committee.

### **Tabling documents in parliament**

The department's Parliamentary Services Section facilitates tabling of documents in parliament, including responses to questions on notice, Orders for the Production of Documents, approved government responses and annual reports in accordance with the PM&C Tabling Guidelines.

### **Legislation**

The department's Legislation Practice provides and coordinates legal services in relation to legislative development, drafting and reforms, as well as the introduction and passage of Bills through the Parliament. The Legislation Practice coordinates portfolio legislation bids, which are provided to you for consideration (approximately 2–3 months) prior to each of the Spring, Autumn and Winter sitting periods. You will also be provided with a briefing of urgent legislative bids directly after the election. The Legislation Practice maintains a close working relationship with the Parliamentary Liaison Officers and Tabling Offices (House and Senate), Senate committee secretariats and the Office of Parliamentary Counsel, who is responsible for the drafting of Bills. We will organise an initial briefing with your office. Further information can be found in [Chapter 4 Legislation and litigation](#).

### **Freedom of information (FOI)**

For the purposes of the *Freedom of Information Act 1982* (Cth) (the FOI Act), a minister is independent of the portfolio department, and is therefore responsible for responding to FOI requests within legislated time periods. FOI requests (and court ordered discovery) can be made for any official document held by the minister (this can include paper documents or electronically stored information including emails, text messages or WhatsApp messages). The department provides support to your office to process FOI requests and will provide induction briefing on your obligations under the FOI Act and arrangements available to assist you. Should you have any questions on FOI please contact Alice Linacre, Chief Counsel – Legal Division [s. 22\(1\)\(a\)\(ii\)](#)

### **Communication and media services**

The Communication and Media Branch comprises agriculture and environment media teams, Strategic Communication teams (agriculture/water, biosecurity/ trade and environment), and Stakeholder Engagement, Production (social media/design/video), Web Publishing, Social Media team, and Corporate Communications teams.

Our Strategic Communication teams work with policy areas in the department and the media team to develop and deliver communication strategies in support of key portfolio work (for example, launch of a new program or a key announcement/publication). Communications strategies can include activities such as media releases/media pitching and launch events, social media campaigns, web content, video/animation, print publications, etc.

The department's communication channels include our website ([awe.gov.au](http://awe.gov.au)), social media channels, a range of newsletters and our Have Your Say digital engagement platform. Our primary social media channels (Facebook, LinkedIn, Twitter) have a combined reach of nearly 90,000 followers, with dedicated channels also in place for biosecurity, ABARES, Threatened Species Commissioner, Australian Antarctic Division, Parks Australia and several others. A detailed briefing on the department's social media channels, approach, reach and engagement will be provided to your media adviser.

### **Media services**

The Media team is the contact point for all media services and works with your media adviser(s).

The Media team supports you with a range of portfolio-related media services, including:

Department of Agriculture, Water and the Environment

- high-level strategic media advice and identification of media opportunities that showcase the portfolio
- media monitoring as part of the department's overall arrangements
- preparation of draft media releases, speaking points and speeches
- publication and distribution of media releases, speeches and other communications products to your website and the media.

The Media team will work with your office to develop clear responses to media inquiries and to identify a suitable departmental spokesperson when needed. The Media team works separately to the briefing process through the PDMS, which allows informal briefings for media purposes at shorter notice.

#### **Media releases**

Draft media releases are not attached to ministerial submissions but are provided in parallel to your office through the Media team. Media releases can be requested by your office or proposed by the department to complement policy or program initiatives. We will work with your office to develop protocols regarding ministerial and departmental releases and support your social media presence.

#### **Speeches**

The department can provide talking points for your portfolio-related speaking engagements. Generally your office will initiate requests for speeches via the ministerial event briefing process. We will work with your office to develop and implement procedures to suit your speaking style and requirements.

#### **Ministerial website**

The department provides and maintains a ministerial portfolio website. Website content for previous ministers is archived in Pandora, the National Library of Australia's web archive.

The Media team will work with you and your office to develop your ministerial website. The team can upload media releases, speeches, transcripts and other agreed content to your site and will work with your office and relevant areas of the department to discuss any audio-visual and social media support that is required.

#### **Publications**

The department will work with you to develop a procedure to ensure you are informed about the release of significant departmental and portfolio publications. This can include advice about opportunities for releasing and launching new materials and initiatives.

#### **Portfolio communications liaison**

The department has established relationships with all of the portfolio agencies' communications managers and can work with your office to ensure appropriate coordination of communications issues and products.

#### **Emergency communications**

The Media team works with relevant areas of the department, as well as other departments, to provide responsive communications support during departmental and portfolio-related emergencies, including responses to pest and disease incidents and significant live animal export incidents. The department conducts regular exercises to test the arrangements.

We will provide you and your office with further information about the emergency communication arrangements we have developed and ensure that your needs are met.



## 3. Budget and funding framework

### Financial position

The department has appropriation revenue of \$1,158.2 million, and estimated own source revenue of \$509.3 million for 2022–23. The department's own source revenue is mainly derived from our cost-recovery (fee for service) activities.

Departmental expenses are estimated at \$1,789.7 million in 2022–23.

We are budgeting for an operating loss of \$31.2 million in 2022–23 which has been approved by the Minister for Finance.

Our estimated asset base, at 30 June 2022, is valued at \$1,654.9 million, which is the total of land and buildings; leasehold improvements; property, plant, and equipment; heritage and cultural assets and computer software.

For 2022–23, the department is managing estimated administered assets of \$10,528.8 million on behalf of the Australian Government, which includes \$4,023.9 million in water entitlements and \$4,977.1 million in receivables (primarily loans) and investment in 13 portfolio entities.

### Financial resources

#### 2022–23 Budget

The Budget provides the department with resources of \$7.7 billion in 2022–23 (compared with the \$7.1 billion in 2021–22 estimated actual resources).

#### Resources for the department, 2021–22 and 2022–23

Category	Resourcing	2021–22 (\$m) <sup>a</sup>	2022–23 (\$m) <sup>a</sup>
Departmental	Annual appropriations <sup>b</sup>	1,482	1,595
	Special accounts <sup>c</sup>	498	527
	<b>Total departmental resourcing <sup>d</sup></b>	<b>1,980</b>	<b>2,122</b>
Administered	Annual appropriations <sup>b</sup>	2,111	2,948
	Special appropriations	1,069	1,031
	Special accounts <sup>c</sup>	2,440	2,009
	Less payments to corporate entities from special or annual appropriations <sup>e</sup>	(455)	(398)
	<b>Total administered resourcing</b>	<b>5,166</b>	<b>5,591</b>
<b>Total resourcing (departmental and administered)</b>		<b>7,145</b>	<b>7,713</b>

<sup>a</sup> 2022–23 Portfolio Budget Statements (p. 23 and 24). Discrepancies between totals and sums of components reflect rounding. <sup>b</sup> Includes operating and capital appropriations, prior year funding available and external revenue under section 74 of the *Public Governance, Performance and Accountability Act 2013*. <sup>c</sup> Includes opening balances of the special accounts and excludes appropriations credited to special account to prevent double counting. <sup>d</sup> Departmental resourcing will not equal the departmental expenses listed in the Financial Position section as resourcing includes capital and other funds available that do not contribute to departmental expenses. <sup>e</sup> Payments from the department's resourcing made to corporate entities within the portfolio.

Resourcing for the department excludes Specific Purpose Payments (SPP) under the Federal Financial Relations Framework. Refer to the following table for a summary of SPP programs which the department manages but are appropriated to the Department of the Treasury.

### Payments to states under the Federal Financial Relation Framework, 2021–22 to 2025–26

Outcome	Category	2021–22 (\$m)	2022–23 (\$m)	2023–24 (\$m)	2024–25 (\$m)	2025–26 (\$m)
Outcome 1	Environment Restoration Fund	5.120	3.257	–	–	–
	Environmental Assessment Systems Upgrade	9.129	–	–	–	–
	Kamay 250th Anniversary Project <sup>1</sup>	4.481	–	–	–	–
	Raine Island Recovery Project <sup>2</sup>	–	0.672	0.672	–	–
	Recycling Modernisation Fund: Plastics Technology Stream	–	5.750	20.750	20.750	12.750
	Recycling Infrastructure	84.154	84.630	52.500	18.500	
	Regional Fund for Wildlife and Habitat Bushfire Recovery	19.875	8.311	–	–	–
	Transforming Digital Environmental Assessments	–	4.000	4.700	1.800	–
	World Heritage Sites	9.482	9.482	–	–	–
	Yellow Crazy Ant Control	3.000	–	–	–	–
Outcome 3	Construction Softwood Transport Assistance	4.600	10.000	–	–	–
	Fishing and Camping Facilities Program	16.650	–	–	–	–
	Future Drought Fund: Farm Business Resilience	25.000	20.000	15.000	–	–
	Regional Drought Resilience Planning	13.467	10.467	15.000		
	Horticultural Netting	33.000	–	–	–	–
	Management of Established Pest and Weeds	8.820	8.900	5.000	5.000	–
	National Forestry Industry Plan	3.500	–	–	–	–
	Support Plantation Establishment	–	10.000	25.000	30.000	20.000
Outcome 4	Boosting Our Northern Biosecurity Frontline	–	–	6.000	5.700	5.300
	Building Resilience to Manage Fruit Fly	1.000	15.000	14.000	–	–
	Ehrlichia Canis Pilot Program	0.225	0.075	–	–	–
	Horse Traceability	0.050	0.569	0.569	–	–
	National Plant Health Surveillance Program	1.000	1.000	1.000	1.000	–
	Pest and Disease Preparedness and Response Programs	76.211	38.890	33.188	37.774	38.286
	Reducing Regulatory Burden and Streamlining Audit Arrangements in the Dairy Sector	0.150	0.350	–	–	–
	Supporting Farmers to Maximise Farm Gate Output through Traceability and On-Farm Biosecurity	–	6.000	8.000	6.000	–
Outcome 5	Great Artesian Basin Sustainability Initiative	8.969	10.962	4.000	–	–

Outcome	Category	2021-22 (\$m)	2022-23 (\$m)	2023-24 (\$m)	2024-25 (\$m)	2025-26 (\$m)
	Implementing Water Reform in the Murray-Darling Basin	20.000	20.000	20.000	–	–
	On-Farm Emergency Water Infrastructure Rebate	34.763	16.048	–	–	–
	Sustainable Rural Water Use and Infrastructure Program	324.015	445.555	342.875	–	–
	Water for Fodder Program	0.618	–	–	–	–
	<b>Total</b>	<b>707.279</b>	<b>729.918</b>	<b>558.720</b>	<b>126.524</b>	<b>76.336</b>

<sup>1</sup>. Kamay 250th Anniversary Project - the Australian Government will provide funding to improve visitor access and safety at Kamay Botany Bay National Park. <sup>2</sup>. Raine Island Recovery Project - the Australian Government is providing funding to re-establish and maintain Raine Island as a viable island ecosystem that supports sustainable populations of green turtles and seabirds through collaboration with Wuthathi and Meriam Nation (Ugar, Mer, Erub) Traditional Owner.

## Outline of the funding framework

### Funding sources

Funding is provided to the department through the Annual Appropriation Acts and a number of special appropriations (provisions in Acts that authorise the expenditure of money for a particular purpose, including agricultural production levies and funding provided into the Water for the Environment Special Account (WESA)). The department also generates funding through its own receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

There are several components to the department's funding:

- Departmental appropriations – provided to meet costs over which the department has control. This typically includes employee expenses, supplier expenses and other operational expenses, and departmental capital.
- Administered appropriations – the department administers these funds on behalf of the government. They normally relate to activities governed by eligibility rules and conditions established by the government, such as grants, subsidies, benefit payments, and loans. Administered appropriations may only be spent for the purposes for which they were appropriated.
- Special appropriations – certain acts authorise the expenditure of money for a particular purpose when specified criteria are met. The key special appropriations managed by the department are:
  - Disbursement of levies funds to industry bodies and portfolio agencies, including the payment of Commonwealth matching contributions for research and development under various pieces of legislation.
  - Payments made under section 105 of the *Farm Household Support Act 2014* to eligible recipients of Farm Household Allowance.
- Special accounts – certain acts authorise the expenditure of money for a particular purpose when specified criteria are met. Funding to special accounts include:
  - Statutory credits into the Water for the Environment Special Account that are legislated through the *Water Act 2007*.

- Receipts to Special Accounts such as, the Agriculture Future Drought Resilience Special Account, the Natural Heritage Trust Special Account, Reef Trust Special Account, Ozone Protection and Synthetic Greenhouse Gas account.
- Cost recovery fees, levies and charges imposed on industry for activities such as regulating import biosecurity activities and export certification activities under various Acts (such as the *Biosecurity Act 2015* and the *Export Control Act 2020*), Environment cost recovery activities under the acts such as *Environment Protection and Biodiversity Conservation Act 1999*, and fees received for certification services under the Water Efficiency Labelling Scheme and environmental impact assessments under the *Environment Protection and Biodiversity Conservation Amendment Regulation Act 2014*.

**s. 47C(1)**

## Federal Budget

Bills proposing appropriations for the forthcoming year are introduced into parliament on Budget night. Appropriation Bill No 1 appropriates money from the Consolidated Revenue Fund (CRF) for the ordinary annual services of government. Appropriation Bill No 2 appropriates money from the CRF for purposes other than ordinary annual services, such as payments to the states, non-operating (capital) costs and new outcomes.

### Portfolio Budget Statements and portfolio additional estimates statements

When appropriation bills are introduced into parliament they are accompanied by Portfolio Budget Statements or Portfolio Additional Estimates Statements, which are submitted by portfolio ministers. The statements facilitate accountability to the parliament and to the public.

#### Department resourcing, 2022–23

Category	Prior year funding available (\$'000)	Appropriation Bills 1 and 2 (\$'000)	Special appropriations (\$'000)	Receipts (\$'000)	Special accounts (\$'000)	Payments to corporate entities (\$'000)	Total (\$'000)
Administered	3,502,354	1,278,463	1,031,000	–	176,519	(397,768)	5,590,568
Departmental	291,830	1,310,528	–	34,655	485,083	–	2,122,096
<b>Total</b>	<b>3,794,184</b>	<b>2,588,991</b>	<b>1,031,000</b>	<b>34,655</b>	<b>661,602</b>	<b>(397,768)</b>	<b>7,712,664</b>

The resourcing for 2022–23 above includes 2022–23 Budget measures. Due to the timing of the election, Appropriation Bills No 1 and 2 have not yet passed parliament.

To account for this, the department has been provided with appropriations broadly equivalent to 5/12ths of the estimated 2022–23 annual appropriations through *Supply Act (No 1) 2022–23* and *Supply Act (No 2) 2022–23*. These Acts came into force on 1 April 2022 and provide funding until the end of November 2022, by which time it is anticipated that the annual appropriation bills will have received Royal Assent.

## Departmental resources 2022–23 – Supply Acts 1 and 2 <sup>a</sup>

Category	Supply Act 1 (\$'000)	Supply Act 2 (\$'000)	Total (\$'000)
Administered	420,978	98,541	519,519
Departmental	418,938	27,701	446,639
<b>Total</b>	<b>839,916</b>	<b>126,242</b>	<b>966.158</b>

<sup>a</sup> Programs received 5/12ths of annual appropriations except for the Commonwealth Environmental Water program which received 9/12ths.

## Additional appropriations

A second set of appropriation bills (known as Appropriation Bills No 3 and 4) are usually introduced during the financial year. These additional appropriation bills seek authority from the parliament to meet funding requirements arising since the last Budget.

Further sets of appropriation bills may be introduced during the year should unforeseen situations arise in which the department needs extra funding for urgent expenditure. Appropriation bills each contain a provision entitled 'Advance to the Finance Minister', which enables the finance minister to provide limited additional appropriation as a last resort.

## Cost recovery

The department recovers the costs of many of the regulatory functions we perform for industry; **s. 47C(1)** Cost recovered charges are underpinned by whole of government policies and supporting legislation. The overarching cost recovery policy is that, where a regulatory function is provided to an identifiable group (or individual), they should bear the costs of the function, not general taxpayers.

Some of the department's functions are fully cost recovered, while others are partially recovered based on government decisions for each function. The policies and charging arrangements are described in cost recovery implementation statements (CRISs), approved by government following consultations with industry and other stakeholders.

The department currently administers 17 cost recovery arrangements set out in CRISs across the biosecurity and imported food, agricultural export certification, environment and water efficiency sectors. In addition to this, it provides support and guidance to the Australian Pesticides and Veterinary Medicines Authority and the Australian Fisheries Management Authority in the development of their CRISs.

The department is currently developing several new regulatory programs and associated charging regimes, including a regulatory program to support export of cosmetics, environmental management standards for industrial chemicals and charging for the ban on exported waste. Charging for these arrangements is expected to commence in 2023–24.

The 17 current CRISs are:

### Export certification

- Dairy exports
- Fish and egg exports
- Meat exports
- Non-prescribed goods exports
- Horticulture exports

- Grain exports
- Live Animal exports

#### **Import biosecurity**

- Biosecurity for:
  - importers
  - conveyance operators
  - approved arrangement participants
  - passengers

There are 8 cost recovery arrangements within the environment groups and one in the water group. The arrangements range in size and maturity, have a broad range of stakeholders and are generally bespoke in nature.

A CRIS is being developed to support the Industrial Chemicals Environmental Management Standard, a mechanism to manage risks to the environment from industrial chemicals, due to commence charging from 1 July 2023.

#### **Environment**

- Environmental Assessments under the *Environment Protection and Biodiversity Conversation Act 1999*
- Hazardous waste permits
- Ozone protection and synthetic greenhouse gas management program
- Product emissions standards - Regulating emissions from non-road engines and propulsion marine engines
- Sea dumping permit applications
- Wildlife trade permits
- Voluntary product stewardship accreditation
- Export waste ban, charging to commence 1 July 2023.

#### **Water**

- Water efficiency labelling and standards.

Further information on cost recovery relating to each portfolio can be found in Volume 1.

## **Overview of outcomes and programs**

### **Outcomes, outputs and divisions**

The department delivers programs to achieve its 5 outcomes. Current programs are described in the Portfolio Budget Statements 2022–23, which will be subject to modification by the incoming government's decisions.

#### **Outcome 1**

Conserve, protect and sustainably manage Australia's biodiversity, ecosystems, environment and heritage through research, information management, supporting natural resource management, establishing and managing Commonwealth protected areas, and reducing and regulating the use of pollutants and hazardous substances, and coordination of climate change adaptation strategy and climate change science activities.

As summarised in the Portfolio Budget Statements 2022–23, the 6 programs supporting this outcome are:

- Sustainable Management of Natural Resources and the Environment
- Environmental Information and Research
- Commonwealth Environmental Water
- Conservation of Australia's Heritage and Environment
- Environmental Regulation
- Management of Hazardous Wastes, Substances and Pollutants

#### **Outcome 2**

Advance Australia's strategic, scientific, environmental and economic interests in the Antarctic region by protecting, administering and researching the region.

As summarised in the Portfolio Budget Statements 2022–23, the program supporting this outcome is Antarctica: Science, Policy and Presence.

#### **Outcome 3**

More sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries through policies and initiatives that promote better resource management practices, innovation, self-reliance and improved access to international markets.

As summarised in the Portfolio Budget Statements 2022–23, the 12 programs supporting this outcome are:

- Sustainable Management—Natural Resources
- Forestry Industry
- Fishing Industry
- Horticulture Industry
- Wool Industry
- Grains Industry
- Dairy Industry
- Meat and Livestock Industry
- Agricultural Resources
- Drought Programs
- Rural Programs
- International Market Access

#### **Outcome 4**

Safeguard Australia's animal and plant health status to maintain overseas markets and protect the economy and environment from the impact of exotic pests and diseases, through risk assessment, inspection and certification, and the implementation of emergency response arrangements for Australian agricultural, food and fibre industries.

As summarised in the Portfolio Budget Statements 2022–23, the 2 programs supporting this outcome are:

- Biosecurity and Export Services
- Plant and Animal Health

#### **Outcome 5**

Improve the health of rivers and freshwater ecosystems and water use efficiency through implementing water reforms, and ensuring enhanced sustainability, efficiency and productivity in the management and use of water resources.

As summarised in the Portfolio Budget Statements 2022–23, the program supporting this outcome is Water Reform.

## **Administrative responsibilities for grants and funding**

As the Minister for Water, you may be required to make the following actions:

- Approvals for Grant opportunities, grant awards for grant programs and one-off/ad-hoc grants
- The provision of delegations to departmental officials or other department representatives (i.e. Business Grants Hub and Community Grants Hub) as required and may provide other grant administration related approvals (i.e. variations, milestone payments etc.)
- A supporting letter for the Finance Minister’s approval for a medium to high-risk grant opportunity
- A supporting letter for the Finance Minister’s approval for any grant programs’ deferral/exemptions requests from the Grants Hub delivery
- A supporting letter to the Prime Minister to extend or terminate a grants program.

For each existing grants program, the relevant policy area will brief you on its status in due course.

**S. 42(1)**

s. 42(1), s. 22(1)(a)(ii)

# Administrative Arrangement Orders

## Matters dealt with by the department

The department deals with the following matters, as set out in the Administrative Arrangements Order:

- Agricultural, pastoral, fishing, food and forest industries
- Soils and other natural resources
- Rural adjustment and drought issues
- Rural industries inspection and quarantine
- Primary industries research including economic research
- Commodity marketing, including export promotion and agribusiness
- Commodity-specific international organisations and activities
- Administration of international commodity agreements
- Administration of export controls on agricultural, fisheries and forestry industries products
- Food security policy and programs
- Water policy and resources
- Biosecurity, in relation to animals and plants
- Environment protection and conservation of biodiversity
- Air quality
- National fuel quality standards
- Land contamination
- Meteorology
- Administration of the Australian Antarctic Territory, and the Territory of Heard Island and McDonald Islands
- Natural, built and cultural heritage
- Environmental information and research
- Ionospheric prediction
- Co-ordination of sustainable communities policy
- Urban environment
- Environmental water use and resources relating to the Commonwealth Environmental Water Holder.

**List of legislation that you administer**

- *Lake Eyre Basin Intergovernmental Agreement Act 2001*
- Sewerage Agreements Acts
- *Water Act 2007*
- *Water Efficiency Labelling and Standards Act 2005*
- *Water Efficiency Labelling and Standards (Registration Fees) Act 2013*

## 5. Portfolio, Statutory Bodies and Inspector-Generals

### Portfolio agencies

The portfolio has 13 portfolio agencies that work closely with the department to enhance Australia's agriculture, environment, heritage and water resources. Each portfolio agency operates under its own legislation and head of agency. The following statutory bodies are required to submit an Agency Budget Statement within the department's Portfolio Budget Statement under the PGPA Act.



Not captured in the above diagram is the Commonwealth Environment Water Holder office, which is a statutory position established under the *Water Act 2007* responsible for managing the Commonwealth environmental water holdings.

Portfolio agencies will be providing separate incoming government briefings with the exception of Director of National Parks. Information relevant to Parks Australia is included in the department's incoming government brief.

Profiles of the heads of agencies relevant to your portfolio are provided in the following section. A listing of all portfolio committees, memberships, and membership terms is provided in the reference documents.

**s. 22(1)(a)(ii)****Murray–Darling Basin Authority**

**Acting agency head:** Mr Andrew Reynolds (acting Chief Executive)

Andrew has over 26 years of experience in the water industry managing major water supply infrastructure, the past 8 with the Murray–Darling Basin Authority (MDBA). He has worked extensively in the fields of engineering project delivery, dam safety and river management.

Andrew holds a Bachelor of Engineering (Agricultural) (Hons) from the University of Melbourne. He is the immediate past chair of the Australian National Committee on Large Dams.

Please scan the QR code for Andrew's contact details.

**Incoming agency head:** Mr Andrew McConville (Chief Executive commencing 27 June 2022).

Andrew was confirmed by the Governor-General as the new Chief Executive of the MDBA on 31 March 2022. Andrew has 3 decades of experience in resource economics and financial management and brings extensive strategic, commercial, economic, and business expertise to the position. He is the current head of the Australian Petroleum and Exploration Association.

Please scan the QR code for Andrew's contact details.

**Role**

The MDBA is a Commonwealth statutory authority established by the *Water Act 2007* to manage the Basin's water resources.

The MDBA is responsible for overseeing the implementation of the Basin Plan and operating the River Murray system on behalf of the Basin governments. There are several key functions involved in the delivery of these responsibilities, including to:

- prepare, implement and review an integrated plan for the sustainable use of the Basin's water resources (the Basin Plan)
- operate the River Murray system and efficiently deliver water to users on behalf of partner governments
- measure, monitor and record the quality and quantity of the Basin's water resources
- support, encourage and conduct research and investigations about the Basin's water resources and dependent ecosystems
- advise the Australian Government Minister for Water Resources on the accreditation of state water resource plans
- provide water rights information to facilitate water trading across the Basin
- engage and educate the Australian community about the Basin's water resources.

The MDBA works in collaboration with the policy owner, the Department of Agriculture, Water and the Environment and is oversighted by the Inspector General of Water Compliance.

**Budget**

Total estimated budget for the 2022–23 financial year is \$197.33 million.

**Staffing**

Average staffing level for 2021–22 is 262. At March 2022 the MDBA had 58 contractors.

The MDBA has an average staffing level cap of 253. In August 2021 MDBA's ASL was reduced by 18 from 271 due to the move of the MDBA Office of Compliance function to the Inspector General for Water Compliance (IGWC) in August 2021.

The reduction in ASL has caused staffing pressures and the MDBA will continue to exceed ASL to ensure it can continue to regionalise staff and undertake core activities including accreditation of NSW Water Resource Plans.

A listing of all portfolio committees, memberships and membership terms is provided in the attached reference document.

## Inspector-Generals

The following Inspector-Generals make recommendations for system improvements and provides an assurance framework for stakeholders. The Inspector-General may review the performance of functions and exercise of powers by the Department of Agriculture, Water and the Environment.

- Inspector-General of Live Animal Exports
- Inspector-General of Biosecurity
- Inspector-General of Water Compliance

## Inspector-General of Water Compliance

## s. 22(1)(a)(ii)

### Inspector-General: Troy Grant

Following a 30 year career of public service in Government, Law Enforcement, Emergency Services, Social Justice, community and charity, the Honourable Troy Grant was announced as Interim Inspector-General of Water Compliance by Minister for Water the Hon Keith Pitt MP on 16 December 2020, and was appointed the Inspector-General of Water Compliance on 05 August 2021.

Mr Grant who has lived and worked in the Northern & Southern Basins for over 40 years served in the New South Wales Police Force for 22 years, achieving the rank of Inspector and holding many roles including major crime investigation, intelligence, community policing, human resources, and project management. Mr Grant was a decorated officer who served the majority of his career in the regions. He was awarded the National Police Medal, which recognises an officer's commitment to ethical and diligent service.

Entering the 55th New South Wales Parliament in March 2011 as the 13th elected State Member for Dubbo, Mr Grant held a number of Ministerial positions, became Deputy Premier of NSW in 2014. During his time in Parliament, Mr Grant's portfolios spanned Natural Resources, Arts, Justice, Police and Emergency Services, Trade and Investment, Regional Infrastructure and Tourism.

Please scan the QR code for Troy's contact details.

### Role

The Inspector-General of Water Compliance is a regulatory role. It aims to:

- improve trust and transparency in implementing the Commonwealth's Basin water reform agenda
- deliver greater consistency and harmonisation of water regulation across the Basin
- strengthen Basin Plan compliance and enforcement.

A key priority for the Inspector-General will be to encourage greater consistency in the guidelines and standards across the Basin – so all water users are held to the same high bar. To do this, the Inspector-General will have powers to make guidelines and standards, which will help build greater consistency across the Basin.

Currently the Inspector-General of Water Compliance employs around 30 staff dispersed around the Basin with offices based in the metropolitan area such as Canberra, Sydney, Adelaide and Brisbane, as well as regional presence in Albury and Narromine in NSW, Loxton in SA, Mildura in Victoria and Goondiwindi in Qld.

Further information on the Inspector-General of Water Compliance is available at [igwc.gov.au](https://igwc.gov.au).



# 6. Appointments

## Portfolio ministerial appointments – Water

### Key information and action

- You are responsible for ministerial appointments to a number of portfolio bodies and agencies. The department will brief you on options, responsibilities and the process for appointments on a case-by-case basis.
- Gender balance is a key consideration for portfolio appointments.
- You and the department are required to provide regular reports about appointments throughout the year.

### Appointment process

The department manages appointment process on your behalf to ensure:

- they are undertaken in accordance with legislative requirements and government policies and procedures
- completion in a timely manner
- that you have the necessary information to make decisions about appointments and seek Prime Minister approval (where required) or recommended appointments to the Governor-General (also where required) for finalisation.

Management of appointments also feeds into broader government reporting requirements, including Senate Order 15 on departmental and agency appointments and gender balance on government boards.

The selection process for Australian Public Service agency heads i.e. Chief Executive of the Murray–Darling Basin Authority (MDBA) requires a full selection process including the establishment of a panel, advertising the position, and providing you with a selection report and a proposed candidate for appointment. This is often the model used where a selection process is desired but not specified by legislation or terms of reference.

An appointment process can take between 4-6 months to complete. For each stage in the process, the department provides you with briefing to support your deliberations and progress the matter (e.g. to the Prime Minister).

Significant appointments are those where you must write to the Prime Minister seeking approval of the proposed appointment before it can be finalised. While most significant appointments will require Cabinet approval, the Prime Minister may determine this is not required and authorise the appointment(s). The majority of the portfolio's appointments are considered significant.

Mr Andrew McConville was confirmed by the Governor-General as the new Chief Executive of the MDBA on 31 March 2022. Mr McConville will commence on 27 June 2022.

A detailed list of all board and significant appointments, including details of each board member, their board terms and term end dates, is included in the reference document.

## Appointments due by the end of 2022

### Portfolio appointments due (or requiring action) by end 2022

Portfolio body	Position	Term end date
Lake Eyre Basin (LEB) Community Advisory Committee	5 members	Vacant – since 2021
	3 members	19 August 2022
	1 chairperson and 5 members	15 November 2022
Lake Eyre Basin (LEB) Scientific Advisory Panel	2 members	Vacant – since 2021
	1 chairperson and 4 members	15 November 2022
Water Market Reform Advisory Group	1 principal adviser	8 July 2022
	8 members	30 June 2022
Great Artesian Basin Stakeholder Advisory Committee	1 member	Vacant – new position

A detailed brief seeking decisions on the positions or upcoming vacancies listed in the table above will be provided within the first 6 months, depending on when decisions are needed. Generally, the department will contact your office between 2-6 months, depending on the selection process involved, before an appointment needs to be finalised.

### Gender balance

There is a strong focus on gender balance on Australian Government boards. The most recent government gender diversity target, which commenced on 1 July 2016, is women holding 50% of government board positions overall, with at least 40% representation for women and 40% for men on individual boards.

For reporting purposes, boards are defined as bodies covered by the PGPA Act, ministerial advisory committees, Commonwealth statutory authorities and review committees where the appointments are made by a minister or the Governor-General.

The department is tracking well on achieving the government's gender balance target on portfolio boards. At 19 May 2022, women held 117 of 249 board positions (47.0%)

For the Water portfolio, women held 20 of 49 board positions (40.8%) at 19 May 2022.

## Appointment reporting

### Reporting requirements for appointments

Report	Timing	Body	Details
Senate orders	7 days prior to Senate Estimates	Senate tabling office	Briefing provided by the department and tabled by you. Includes details of appointments made within a defined period and current vacancies.
Gender balance	At 31 December and 30 June	Office for Women, Department of the Prime Minister and Cabinet	Provided by the department. Includes percentage of women holding board positions. Also includes a breakdown of women holding chair and deputy chair positions.

## Appointments forward plan

There are no portfolio appointments due to be made in 2023 at this stage.

## 7. Key stakeholders

This section outlines the Agriculture, Water and Environment portfolio's key water stakeholders including peak industry organisations, lobby groups, and other relevant groups. These are people or organisations that you or your office are likely to be in contact with during day to day business.

A more extensive stakeholder's list including all industry bodies, foreign governments and embassies, and industry stakeholders can be provided on request from the department.

Organisation	Names and roles of its representatives
Advisory Committee on Social, Economic and Environmental Sciences - ACSEES (MDBA)	s. 22(1)(a)(ii)
Agforce	
Australian Competition and Consumer Commission (ACCC)	
Australian Conservation Foundation	
Australian Dairy Farmers	
Australian Floodplain Association (AFA)	
Australian Nut Industry Council	
Australian Water Association	
Australian Water Brokers Association	
Australian Water Partnership – AWP Advisory Committee	
Basin Community Committee	

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Bureau of Meteorology

# s. 22(1)(a)(ii)

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Citrus Australia

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Committee on Aboriginal Water Interests

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Committee on Aboriginal Water Interests

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Committee on Aboriginal Water Interests

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Cotton Australia

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Dairy Australia

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Environment Victoria

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Goyder Institute for Water Research

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Great Artesian Basin Stakeholder Advisory Committee

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Indigenous Land and Sea Corporation - ILSC

---

Inland Rivers Network

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Irrigation Australia Limited

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Lake Eyre Basin (LEB) Community Advisory Committee

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Landcare Australia Limited

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# s. 22(1)(a)(ii)

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Murray and Lower Darling Rivers Indigenous Nations  
(MLDRIN)

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Murray Darling Association

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Murray Darling Basin Authority

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Murray Group of Councils

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National Farmers' Federation

---

National Irrigators Council

---

National Resources Management (NRM) Regions  
Australia

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Nature Conservation Council

---

NSW Aboriginal Land Council

---

One Basin CRC

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Productivity Commission

---

Ricegrowers Association of Australia

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# s. 22(1)(a)(ii)

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The Nature Conservancy

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VIC Catchments

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Watertrust Australia Ltd

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Wentworth Group of Concerned Scientists

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## State Ministers

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Australian Capital Territory

Mr Shane Rattenbury, MLA  
Minister for Water, Energy and Emissions Reduction,  
Minister for Gaming and Minister for Consumer Affairs  
p: 02 6205 0005  
e: [rattenbury@act.gov.au](mailto:rattenbury@act.gov.au)  
a: GPO Box 1020, Canberra, ACT 2601

New South Wales

The Hon Kevin John Anderson MP  
Minister for Lands and Water and the Minister for  
Hospitality and Racing  
p: 02 6766 1422  
e: [tamworth@parliament.nsw.gov.au](mailto:tamworth@parliament.nsw.gov.au)  
a: GPO Box 5341, Sydney, NSW 2001

Northern Territory

The Hon Eva Lawler  
Minister for Renewables and Energy; Minister for  
Infrastructure, Planning and Logistics; Minister for  
Environment; Minister for Water Security; Minister for  
Climate Change; Minister for Essential Services;  
Minister for Territory Development  
p: 08 8999 5397  
e: [minister.lawler@nt.gov.au](mailto:minister.lawler@nt.gov.au)  
a: GPO Box 3146, Darwin, NT 0801

Queensland

The Hon Glenn Butcher  
Minister for Regional Development and Manufacturing  
and Minister for Water  
p: 07 3035 6170  
e: [Gladstone@parliament.qld.gov.au](mailto:Gladstone@parliament.qld.gov.au)  
a: PO Box 15009, City East, Qld 4002

South Australia

The Hon Susan Close MP, BA (Hons), PhD Deputy  
Premier of South Australia, Minister for Climate,  
Environment and Water  
p: 08 8463 5680  
e: [minister.speirs@sa.gov.au](mailto:minister.speirs@sa.gov.au)  
a: 1/111 Lipson Street, Port Adelaide, SA 5015

Tasmania

The Hon Jo Palmer MLC  
Minister for Primary Industries and Water: Minister for  
Disability Services Minister for Women  
p: 03 6324 2002

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	<p>e: <a href="mailto:jo.palmer@parliament.tas.gov.au">jo.palmer@parliament.tas.gov.au</a>  a: 1 Civic Square, Launceston, TAS 7250</p>
Victoria	<p>The Hon Lisa Neville  Minister for Police and Minister for Water  p: 03 5250 1987  e: <a href="mailto:lisa.neville@parliament.vic.gov.au">lisa.neville@parliament.vic.gov.au</a>  a: Level 17, 8 Nicholson Street, East Melbourne, Vic 3002</p>
Western Australia	<p>The Hon David (Dave) Joseph Kelly MLA BA  Minister for Water; Forestry; Youth  p: 08 6552-6100  e: <a href="mailto:Minister.Kelly@dpc.wa.gov.au">Minister.Kelly@dpc.wa.gov.au</a>  a: 8<sup>th</sup> Floor, Dumas House, 2 Havelock Street, West Perth, WA 6005</p>



# Reference documents

- Ministerial appointments – term dates and term ends
- Group placemats





Australian Government  
Department of Agriculture,  
Water and the Environment

# Incoming Government Brief

## Volume 1 - Environment

Delivering your agenda





# Secretary's foreword

Minister

Congratulations on your appointment. We are delighted to have you as our Minister and look forward to working with you and your staff.

This portfolio is exciting, diverse and of strong public interest. It is staffed with professional and highly capable people, committed to supporting the Government's agenda and helping to achieve good outcomes for our environment and heritage and the Australian people. The department's diverse roles and functions include on-ground action, policy advice, world-class science and research, program administration, and regulation.

This incoming government brief outlines our thoughts on how the Government's policy platform and election commitments can best address the challenges and opportunities facing the Australian environment over your next term of government.

I look forward to working closely with you.

Andrew Metcalfe AO  
Secretary  
Department of Agriculture, Water and the Environment

June 2022



# About the Incoming Government Brief

This incoming government brief aims to:

- Provide an overview of your portfolio's policy issues and administrative matters.
- Outline our understanding of the Government's agenda, and provide our most immediate advice and observations as a starting point for more detailed discussion.
- Highlight issues that need your urgent attention due to statutory or other timing imperatives.
- Describe the administrative services the department provides to you and your office, so we can get you set up quickly and provide high quality ongoing support.
- Outline some possible administrative arrangements that can help us work as effectively as possible with you and your office, as a basis for more detailed discussion.

**Volume 1** (this brief) deals with policy matters, including our initial advice on the Government's agenda and specific commitments, and issues needing urgent attention.

**Volume 2** deals with administrative matters, including background on the department and portfolio agencies, and the support the department provides for you and your office.

While we have covered the role of portfolio agencies, they may provide you with separate incoming government briefs. We will talk with your office about the best timing for these briefs.



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# 1. Critical portfolio issues

## Overview

### **This is a diverse, challenging and rewarding portfolio**

Australia's national identity and the quality of life we enjoy are shaped by our unique landscapes, seascapes, heritage and environment. The environment is under increasing pressure from climate change, invasive species and tension with development. This pressure is reflected in increasingly worsening environmental indicators.

The *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) puts you at the centre of these tensions, responsible for determining the fate of \$100 billion in projects across the economy. You have statutory roles to protect matters of national environmental significance, including threatened species, as well as responsibility for managing 45 per cent of Australia's vast marine estate and the environment and heritage value of Australia's iconic places. These are challenging decisions, and several key projects will require your early and direct involvement.

Navigating this landscape requires increasing the tempo and quality of regulatory decisions, improving targeting of spend and interventions, examining new approaches to regulation and reform, and continuing to deliver stewardship of Commonwealth places. This will involve working seamlessly with states and territories, and making it easier for business and community sectors to engage with, and have confidence in environmental processes. [s. 47C\(1\)](#)

There is reason to be hopeful. While the upcoming State of the Environment report is sobering, the options for reform are clear. There are mechanisms available to increase and embed First Nations voices in decision making, reform First Nations heritage protection and boost targeted programs for parks management, Indigenous Protected Areas and Indigenous rangers. With regulatory tools and reform options supported by state and territory governments, you can drive Australia toward a circular economy. The work needed to protect our iconic places like the Great Barrier Reef, our Antarctic territories, and our national parks is challenging but better understood.

[s. 47C\(1\)](#)

## **The effects of climate change are pervasive**

The Intergovernmental Panel on Climate Change, and more recently the UN World Meteorological Organization, have described climate changes already being experienced globally, including heatwaves, floods, droughts and other extreme events. They note we are on course globally to exceed the temperature thresholds of either 1.5°C or 2°C above pre-industrial levels, bringing risks beyond those already experienced. Climate change is already altering the structure and function of natural ecosystems and exacerbating the effect of other threats, like pests and weeds.

The Government's commitment to greater ambition on climate change has wide-ranging implications for your portfolio. Environmental protection programs contribute significantly to Australia's emissions reduction commitments. This will have increasingly international dimensions.

The Great Barrier Reef has become an international symbol of the very real threats posed by climate change to our environment and iconic places. Bleaching is occurring more frequently, including during this year's cooler La Niña pattern. A report on a monitoring mission to the Reef earlier this year, and a draft UNESCO decision on whether to inscribe the Reef on the list of world heritage in danger, are expected soon. These decisions will reignite public debate not just on the Reef, but Australia's approach to climate policy more broadly.

# s. 47C(1)

## **The State of the Environment report shows our environment is under increasing threat**

The independently drafted 2021 State of the Environment report presents the latest report card on, and outlook for, the Australian environment. Under the EPBC Act you are required to approve its tabling in Parliament within five sitting days. This 6<sup>th</sup> edition of the report has for the first time included First Nations authors for all chapters.

There is much anticipation of the report's findings, which show Australia's natural environment and iconic places are in an overall state of decline and under increasing threat. These pressures include land-use change, habitat loss and degradation, pollution, and invasive species. The release of the report will draw increased public attention to these threats; [s. 47C\(1\)](#)

## **Our environment supports Australia's economic prosperity**

Many economic activities depend on the services and benefits provided by our natural capital – our biodiversity, soils, vegetation, and water. Agriculture, fisheries, forestry, tourism, and manufacturing all depend on a healthy environment and benefit from Australia's international reputation for clean, green and sustainably produced commodities. You or your delegates are also regulators of most major economic developments.

Environmental degradation is not a uniquely Australian phenomenon. Globally, many economies are struggling with the effect of a more dynamic climate and the impacts of economic development on the environment. Beyond international climate talks, fora on biodiversity, oceans, heritage, waste and the like are all seeking to drive new interventions and policy directions internationally. The private sector is also increasingly engaged on these social licence issues, including natural capital markets and innovative approaches to environmental financing.

### **You have direct and leadership roles**

The stewardship and sustainable management of our unique environment and heritage is a shared responsibility between the Commonwealth and states and territories. As Environment Minister, you are responsible for leading initiatives relating to our national environment and heritage, including Australia's leadership in, and commitments under, international agreements. The National Environmental Science Program is Australia's flagship program for applied science in environment and climate research.

You directly manage the environment in Commonwealth waters including significant areas of three of the world's four major oceans. Australia has one of the world's largest networks of terrestrial and marine protected areas, covering just over 22 per cent of our land area and 45 per cent of our oceans. This includes iconic places such as the Great Barrier Reef, Kakadu, Uluru-Kata Tjuta, the Australian Antarctic Territory, and newly proclaimed marine parks covering 744,000 km<sup>2</sup> in Australia's Indian Ocean Territories.

You have specific regulatory and leadership roles in environmental approvals, waste and chemical management, managing environmental water in the Murray–Darling Basin, the recovery of threatened species, heritage listings and most aspects of First Nations heritage protection, and important funding mechanisms including the National Heritage Trust and a variety of grant programs.

### **The strength of your partnerships will underpin your success**

Given the breadth of your portfolio, partnerships are crucial for leveraging outcomes for our environment, land, water and iconic places. Delivery of programs relies on state governments to share in your environment objectives [s. 47C\(1\)](#)

Your scientific leadership is based on the capability of the department; partnerships with research institutions, innovators and First Nations people; and a willingness to share knowledge, expertise and findings.

Adopting co-design approaches, engaging with Traditional Owners, NGOs and business, creating better links between science and funding decisions, and resetting relationships with states and international networks, present important opportunities to cultivate partnerships which will assist in your tenure.

### **First Nations partnerships will lead to shared benefits**

The Government's commitment to implementing the Uluru Statement from the Heart and a First Nations Voice to Parliament has many connections to your portfolio. With rights and interests covering over half of Australia's land mass, First Nations people will play an important role in achieving your environment and heritage protection goals.

The department is establishing an Indigenous Platform for Shared Benefits Realisation that will create a cohesive approach to working with First Nations people that delivers on our shared purpose, generating value and sustained benefits. The platform will ensure First Nations interests and benefits are embedded in your commitments to protect our unique environment. It will also identify actions to strengthen Indigenous-led environmental science and enable First Nations people to leverage benefits from their traditional knowledge. s. 47C(1)

## Environmental regulation

### **You have an important role as an environmental and economic regulator**

You are responsible for Australia's central national environmental legislation, the EPBC Act. It helps us to protect and manage nationally significant natural environments and iconic places. The states and territories also play a key role in environmental regulation.

There are over 400 projects on the books for decision under the EPBC Act, covering over two-thirds of the economy's sectors, and reflecting over \$100 billion in active investment proposals. You are also responsible for over 1,000 legacy decisions requiring post-approval management for up to 50 years. These projects drive Australia's economy and national security, including critical minerals, large infrastructure, energy and urban development projects. Environmental regulation is an increasingly contested space – both in terms of localised impacts and intersections with major policy agendas such as climate change and greenhouse gas emissions.

Environmental regulation is your most resource-intensive task, with over 300 staff in the department working on environmental approvals alone. These teams work closely with the department's experts on biodiversity, heritage, and climate adaptation, assisted by specialist legal and digital services.

You or your delegates have regulatory responsibilities which intersect with many of those of your Cabinet colleagues. In general there are more fulsome assessment requirements applying to Commonwealth actions. s. 47C(1)

The department is engaged with other portfolios on these issues and will brief you in further detail.

The nature and scope of this role will need consideration in the context of the Government's commitment to create an Environment Protection Agency (EPA).

### **On-time approvals must continue as reform proceeds**

The complex requirements of the EPBC Act can lead to assessment and approval delays – slowing jobs growth and inflating business costs. The Minerals Council of Australia has found that a one-year delay to a project can reduce its Net Present Value by 10-13 per cent.

After many years of very low 'on time' key environmental decisions, an injection of funding in late 2019 has seen a marked improvement (see Figure 1), but this has largely relied on short-term contractors. s. 47C(1)

s. 47C(1)

# s. 47C(1)

**Improvements are underway to modernise the operation of the EPBC Act**

Work is ongoing on developing new digital and compliance systems to modernise the current operation of the EPBC Act which can support your development of an EPA. The department is continuing to improve our process so that it is simpler, faster, and produces better informed and effective decisions. This includes improving the way we track assessments and store environmental data and simplifying how we apply offsets to compensate for environmental impacts. Timely and effective assessments also increase industry and investor confidence to support new projects.

**Environmental protection requires compliance and enforcement capability**

Environmental non-compliance and crime encompass a diverse range of activities, which often intersect and interact with other portfolio legislation. The department delivers on regulatory outcomes by working with business, international partners, industry, government, and the community to understand and improve compliance with national environmental law.

The 2021 Environmental Compliance Regulatory Risk Review identified that the department's environmental compliance function needs investment and reform to be able to assess and prioritise risks to the environment arising from any non-compliance with statutory requirements. Reform of, and investment in, a strong and independent compliance enforcement and assurance function through the proposed EPA will help to reduce regulatory burden and improve community confidence in the effective operation of the Act.

## Key regulatory decisions

### Contentious projects require your direct and early involvement

While most regulatory decisions are managed on your behalf by the department, [s. 47C\(1\)](#)

[s. 47C\(1\)](#)

Below is a short list of projects whose proponents will likely seek your early involvement to progress approvals. [s. 47C\(1\)](#)

# S. 47C(1)

# s. 47C(1)

## **Stronger environmental protection**

### **You can shape how to reform Australia's environment protection laws**

Australia's natural environment and iconic places are in an overall state of decline and are not sufficiently resilient to withstand threats, including climate change. The 2021 State of the Environment report shows current protections are enabling this trajectory to continue.

There are many possible avenues of reform, including those in response to Professor Samuel's independent review of the EPBC Act, and choices regarding the scope and form of an Environment Protection Agency. The Samuel Review, released in January 2021, highlights a range of recommendations for fundamental reform to enable the Commonwealth to:

- set clear outcomes for the environment and provide transparency and strong oversight to build trust and confidence that decisions deliver these outcomes and adhere to the law
- measure effectiveness to ensure that the EPBC Act delivers the right level of protection to make a difference for the environment and support adjustments where changes are needed
- respect and harness the knowledge of First Nations peoples to better inform how the environment is managed
- actively plan for environmental outcomes and restore the environment to accommodate Australia's future development needs in a sustainable way.

Stakeholders are likely to use the review recommendations as a baseline to measure the Government's success in environment and heritage reform. [s. 47C\(1\)](#)

### **New, legally enforceable national environmental standards are the key**

The EPBC Act enables the Government to join with the states and territories in providing a truly national scheme. The review recommends new, legally enforceable National Environmental Standards as the centrepiece of the reforms. Standards can prescribe that activities at multiple scales across Australia – including regulatory decision-making, place-based planning, policies and program spending – contribute to national environmental outcomes.

With standards in place, a range of tools can be applied to ensure environment assessment processes for jobs-generating project proposals are efficient, streamlined and effective. The EPBC Act already allows for mechanisms to embed these standards into state and territory assessments and approvals. You can retain the right to have final say on any decisions that relate to nationally protected matters.

### **Strong oversight is needed to provide effective management systems**

The EPBC Act review found standards alone are not enough. Effective implementation needs strong and independent oversight and to build on recent investments in institutional capacity to ensure decision making is sound. [s. 47C\(1\)](#)

The Government's commitment to fund the Environmental Defender's Office will also help bolster integrity to restore trust and confidence in environmental protection.

**First Nations peoples' knowledge must be respected and harnessed**

The Government has committed to progress a referendum to constitutionally enshrine a Voice to Parliament in the constitution as a matter of priority. [s. 47C\(1\)](#)

**Invest in data to measure effectiveness and lift performance**

The EPBC Act review found that Australia lacks a clear and authoritative source of environmental information. Data is currently fragmented, disparate and there are fundamental gaps. This adds cost for business and government, as they collect and recollect the information they need. [s. 47C\(1\)](#)

**Place-based approaches are needed to reverse the decline**

There is only so much that can be done by governments at the individual project scale. To reverse environmental decline, the review suggests new approaches are needed to solve issues at a landscape scale and incentivise environmental restoration. [s. 47C\(1\)](#)

**Reducing waste, boosting recycling and tackling pollution****Structural adjustment of Australia's waste and recycling sectors can boost economic output**

Agreements made by Australia's governments under the National Waste Policy are shifting us from a 'take, make, use and dispose' model to one where resources stay in circulation longer, maximising their value and reducing pollution.

Only 41 per cent of Australia's household waste is currently recycled. Waste volumes are expected to increase over the coming years, including an estimated 30 per cent rise in e-waste from 2019 to 2030. While nationally agreed targets and actions have been established to guide investment and effort in waste and recycling, there is scope for far greater action. In line with the Government's commitment under the Waste and Recycling Plan, there are opportunities to lead collaboration with local, state and territory governments to harmonise kerbside collection, single-use plastics phase outs and container deposit schemes. This will increase waste recovery and reuse rates and help transition to a circular economy; an implementation plan is included in this pack.

### **We can shift Australia towards a circular economy by re-making things here**

Investment across all jurisdictions is helping transform Australia's waste and recycling capacity. Further stimulus can be leveraged through the \$15 billion National Reconstruction Fund to drive investment in self-sufficient remanufacturing and innovative waste reduction technologies. The Government's commitment to investing \$60 million into additional recycling infrastructure through the Recycling Modernisation Fund will help build Australia's sovereign manufacturing capabilities and bolster our supply chain resilience.

Australia has already banned the export of unprocessed glass, mixed plastic and whole baled tyres. Phase 2 of the plastics ban comes into effect on 1 July 2022, requiring plastics to be reprocessed prior to export. Stakeholders are aware of the next phase, but are likely to need increased support to transition.

Under the Government's Waste and Recycling Plan [s. 47C\(1\)](#)

[s. 47C\(1\)](#)

### **Challenges are emerging with contaminants appearing in products and waste**

Increased recycling means contaminants of concern are accumulating in different products, with stakeholders raising concerns about certain products and waste streams. There are opportunities to address these issues through product stewardship, extended producer responsibility and a harmonised approach to regulation.

Although we are developing the infrastructure to recycle and remanufacture, the recycled content supply chain is not yet employing the technology needed for material traceability to verify the premium quality of our recycled products. Industry is looking for national leadership to support efforts to identify, track and trace, and manage these products at their end of life.

# s. 47C(1)

The domestic market for recycled products is currently small but has big potential. s. 47C(1)

### **Addressing contamination and broader chemical pollution remains a priority**

There is now a mechanism to consistently manage risks to the environment from industrial chemicals across all jurisdictions. The new Industrial Chemicals Environmental Management Standard will provide a nationally consistent regulatory approach to protect people and the environment from hazardous chemicals. Under national leadership, the priority is now seeing the Standard implemented consistently in all jurisdictions.

### **Pollution reduction is an important component of Australia's emissions reduction**

Environmental protection programs contribute significantly to Australia's emissions reduction commitment under the Paris Agreement. For example, Australia's engagement in the Montreal Protocol to phase down hydrofluorocarbons is forecast to reduce our greenhouse gas emissions by 23 million tonnes between 2018 and 2030. s. 47C(1)

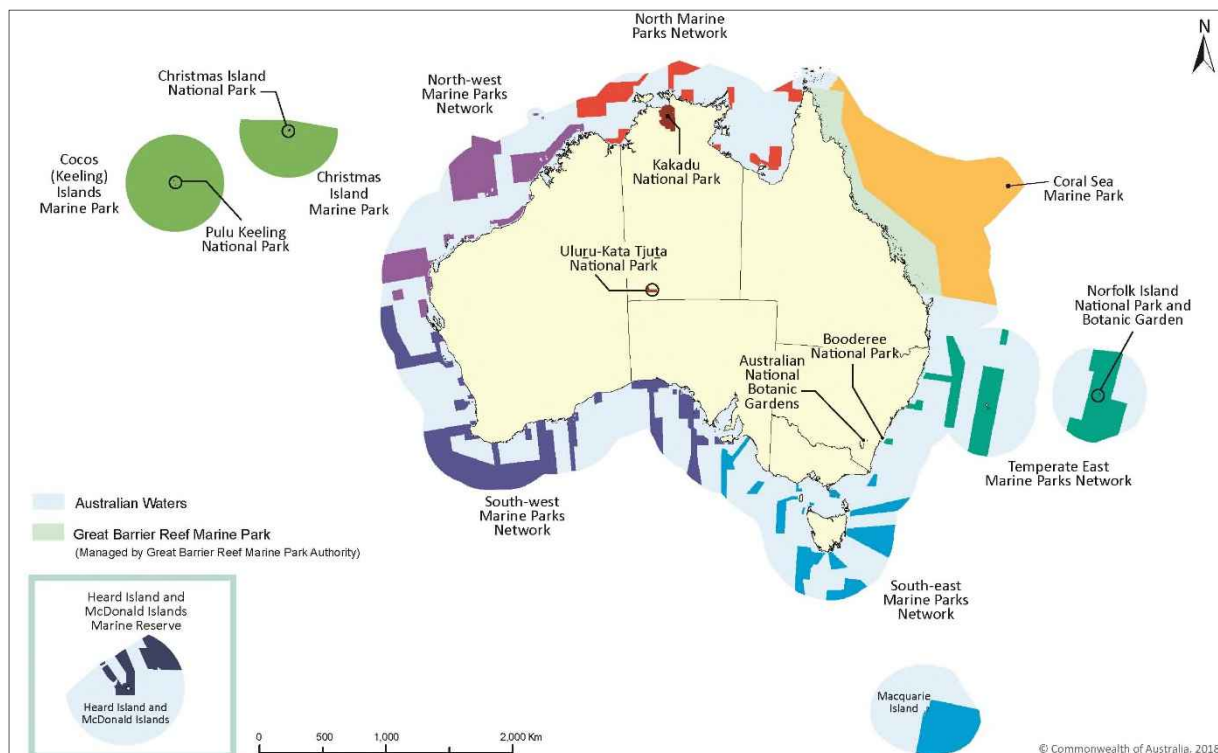
Further emissions reduction gains can also be achieved by supporting the use of recycled content in products.

## Our iconic places: national and marine parks

### You have direct responsibility for iconic national and marine parks

Under the EPBC Act, your Director of National Parks (DNP, Jody Swirepik) has responsibility for six National Parks, 60 Australian Marine Parks and the Australian National Botanic Gardens (see Figure 2). These are either directly or jointly (with Traditional Owners) managed by Parks Australia, a division of this department.

**Figure 2 Location of Commonwealth parks and gardens**



Note: The DNP has delegated all powers and functions in relation to the Heard Island and McDonald Islands Marine Reserve to the department's Australian Antarctic Division.

Commonwealth parks and gardens are special places. They are internationally renowned for their unique cultural heritage and natural values. Home to the oldest living cultures on earth and plants and animals found nowhere else in the world, they include UNESCO World Heritage Listed sites and Ramsar Wetlands. National parks are an essential part of our national identity, and visitors travel from across the country and the world to experience them. They include some of the nation's major tourism destinations, welcoming around one million visitors annually and supporting the ongoing recovery of regional visitor economies. The network of marine parks managed by the DNP is a world-leading environmental protection regime, covering 3.5 million km<sup>2</sup> or 39 per cent of Australia's waters.

Responsibility for Commonwealth parks and gardens comes with diverse functions, including regulation, scientific research and conservation, land management, marketing and tourism, and infrastructure maintenance and delivery.

Under the EPBC Act, you have responsibility for many key aspects of Commonwealth National Parks management, including signing off on the appointment of the DNP and Board members, management plans, grants rounds, and contracts over \$1 million. We note in particular the Government's commitments to:

- work with stakeholders to settle the management plans for the new marine parks in the Christmas Island and Cocos (Keeling) Islands
- undertake timely and properly resourced reviews of the marine park management plans for Macquarie Island
- ensure statutory review processes for the national marine parks network are carried out in a timely and consultative manner, with any refinements considered based on science and stakeholder consultation
- accelerate infrastructure delivery.

s. 47C(1) In addition to the above commitments, which fall under the DNP's responsibilities, Parks Australia will support the department to deliver your other commitments for oceans and marine parks.

s. 47C(1)

S. 47C(1)

# s. 47C(1)

## **Commonwealth parks and gardens can be a delivery vehicle for the Government's broader agenda**

Commonwealth parks and gardens, if appropriately resourced, can be a delivery vehicle for the Government's environmental, economic and social agenda. [s. 47C\(1\)](#)

## **Our iconic places: the Great Barrier Reef**

### **Our most iconic natural asset faces an existential threat from climate change**

The World Heritage listed Great Barrier Reef, Australia's largest and most iconic natural asset, is protected by the EPBC Act and *Great Barrier Reef Marine Park Act 1975*. The Reef is jointly administered with the Queensland Government and managed by your portfolio's Great Barrier Reef Marine Park Authority. Pre-COVID, the Reef contributed \$6.4 billion to the Australian economy and supported 64,000 jobs.

The Reef is a focal point for international scrutiny, embodying the tensions between economic development, environment stewardship and climate change. In 2022, the Reef experienced its fourth mass bleaching event since 2016, with 91 per cent of the 719 coral reefs surveyed exhibiting some level of bleaching. The corals and reef ecosystems in the World Heritage area are under increasing threat due to the growing frequency and severity of bleaching events in response to warming ocean temperatures caused by global climate change.

**Our world-leading management is building resilience, but accelerated action is needed**

Climate change is the greatest threat to the Reef, followed by water quality. The *Reef 2050 Long-Term Sustainability Plan*, developed and overseen collaboratively by the Commonwealth and Queensland governments, steers Australia's strategy for the Reef. The credibility of Australia's international reputation depends on our commitment to action under the updated Reef 2050 Plan, which emphasises the importance of climate change action, and reaffirms the need to accelerate actions to improve water quality.

Funding actions to improve the Reef's resilience to climate change is now critical to buy the Reef time while the world takes action to reduce emissions through the Paris Agreement and the UNFCCC. The Government's commitment to reduce emissions by 43 per cent by 2030 and the additional \$194.5 million funding injection will further affirm the importance of taking action on climate change and water quality to protect the Reef. [s. 47C\(1\)](#)

**A UNESCO decision on 'in danger' listing is expected shortly**

The Great Barrier Reef is an iconic and globally recognised World Heritage property. [s. 47C\(1\)](#)

# s. 47C(1)

## **Collaboration and sustained investment will strengthen Reef sustainability and build credibility**

We need to ensure sustained funding and investment by all Reef stakeholders to achieve lasting Reef sustainability. The Government's new funding commitments will enhance the Great Barrier Reef Marine Park Authority's capacity to improve on-water compliance, expand the crown-of-thorns starfish control program, facilitate engagement with Reef stakeholders including farmers to improve water quality, and promote First Nations peoples to take a lead role in Reef preservation.

The department has been consulting with key stakeholders to design the programs under the \$1 billion Reef package announced in the recent Budget. This will assist in preparing advice on your additional commitments. [s. 47C\(1\)](#)

## **Our oceans opportunity**

### **Oceans are part of Australia's identity and economy**

Australians have a deep connection to the ocean, which is closely linked with our cultural identity, economy and national security. Australia's marine estate (Exclusive Economic Zone) is the third largest marine jurisdiction in the world. Through the network of Australian marine parks and the Great Barrier Reef Marine Park, you are responsible for managing 45 per cent of Australia's marine jurisdiction. You also have an important role in Antarctica and marine species protection – both national and international. Commonwealth marine areas are one of the nine matters of national environmental significance under the EPBC Act.

In 2021, our ocean economy was estimated to contribute more than \$80 billion per annum to the national economy, and the National Marine Science Plan estimates this will increase to \$100 billion by 2025. There is also a growing focus on the health and sustainability of oceans both domestically and internationally, particularly in the face of pressures including a changing climate, plastic and other pollution, and evolving ocean industries.

The UN Oceans Conference, to be held in Portugal from 27 June to 1 July 2022, would be an early option to demonstrate Australia's commitment to oceans generally, and particularly for the Pacific region.

S. 47C(1)

### **A sustainable ocean plan will demonstrate national leadership**

Coupled with our world-leading conservation and management, our marine estate is well placed to support a growing blue economy through effective mechanisms that underpin sustainable use of the ocean. As a member of the High Level Panel for a Sustainable Ocean Economy, Australia committed to developing a sustainable ocean plan by 2025. This is an opportunity to set the strategic direction for Australia's marine estate in a changing and increasingly complex and contested space.

A sustainable ocean plan will bring together key stakeholders, including states, territories, industry and Traditional Owners, to consider how to sustainably grow Australia's ocean economy and enhance integration between state, territory and Commonwealth marine jurisdictions and sectors. It will also step up effective protection and restoration measures for the natural ecosystems on which many Australians depend for their work, their recreation and their traditional cultural practices. It will guide policy, legislation and programs providing the enabling environment that supports delivery of the plan.

Developing a national plan also improves the delivery of core functions within your portfolio and address new challenges and opportunities, such as management of emerging industries like offshore carbon sequestration and the decommissioning of offshore infrastructure. This includes the management of Commonwealth Marine Parks and maritime world heritage, EPBC Act referrals, sea dumping permits, protection of marine threatened and migratory species, and delivery of the Reef 2050 Plan.

Your leadership in managing ocean matters complements the Government's commitments on urban rivers and catchments, Australia's marine World Heritage commitments including for the Great Barrier Reef, and maturing our work on ecosystem restoration and resilience, blue carbon and ocean accounting initiatives.

### **Australia can be an international leader in ocean management**

As an island nation surrounded by three of the world's largest oceans, Australia has the expertise to strategically and impactfully influence international action. We have an opportunity to shape global norms and standards to ensure the world's oceans remain healthy and are used sustainably now and into the future. Ocean-based climate action can also contribute to climate change mitigation and adaptation. Closer to home, our Pacific and Indian Ocean neighbours look to Australia for solutions to regional challenges, build capacity and raise the bar in sustainable ocean management. Your leadership on oceans management complements the Government's commitments to boost Australian development assistance to the Pacific including on climate change.

s. 47C(1)

The upcoming UN Oceans Conference in Portugal is the only dedicated oceans forum under the UN; it will be important for Australia to be represented at a high level. s. 47C(1)

## **Protecting our heritage**

### **You decide which places are included on the National and Commonwealth heritage lists**

Heritage sites are places of outstanding natural, historic and Indigenous significance to the nation. The EPBC Act is the basis for the nomination, listing and management of National, Commonwealth and World Heritage sites. Anyone can nominate a place in Australia to be listed as a National or Commonwealth heritage site under the EPBC Act, but you make the final decision with advice from the independent Australian Heritage Council. Australia has 120 sites on the National Heritage List and 389 on the Commonwealth Heritage List.

You are responsible for nominating Australian heritage sites for inscription on the World Heritage List. The UNESCO World Heritage Committee decides whether nominated heritage sites meet the threshold for inscription in accordance with the provisions of the *Convention concerning the Protection of the World Cultural and Natural Heritage*. Australia has 20 World Heritage listed properties, with four more on the tentative list of sites for possible inscription (see Figure 3).

**Managing heritage sites is a complex balancing act**

Your World Heritage obligations reflect the complexities of balancing environmental protection with economic development. The impacts of climate change and development are threatening many Australian World Heritage properties – not just the Great Barrier Reef. International scrutiny puts Australia’s management of heritage sites in the spotlight, as key UNESCO decisions and findings receive domestic and international media coverage. UNESCO’s technical advisory body identifies climate change as a high or very high threat to 11 Australian World Heritage properties.

# s. 47C(1)

**Your role includes meeting international obligations...**

While on-ground management of heritage-listed sites is predominantly a state responsibility, the Australian Government is responsible for ensuring international heritage obligations are met along with managing community expectations. s. 47C(1)

– in particular by ensuring that threats are being addressed, including those from climate change impacts, including flooding and bushfires, and significant threats from pests and weeds.

As the pressures of climate change grow, s. 47C(1)

s. 47C(1)

**...and engaging with the states and territories**

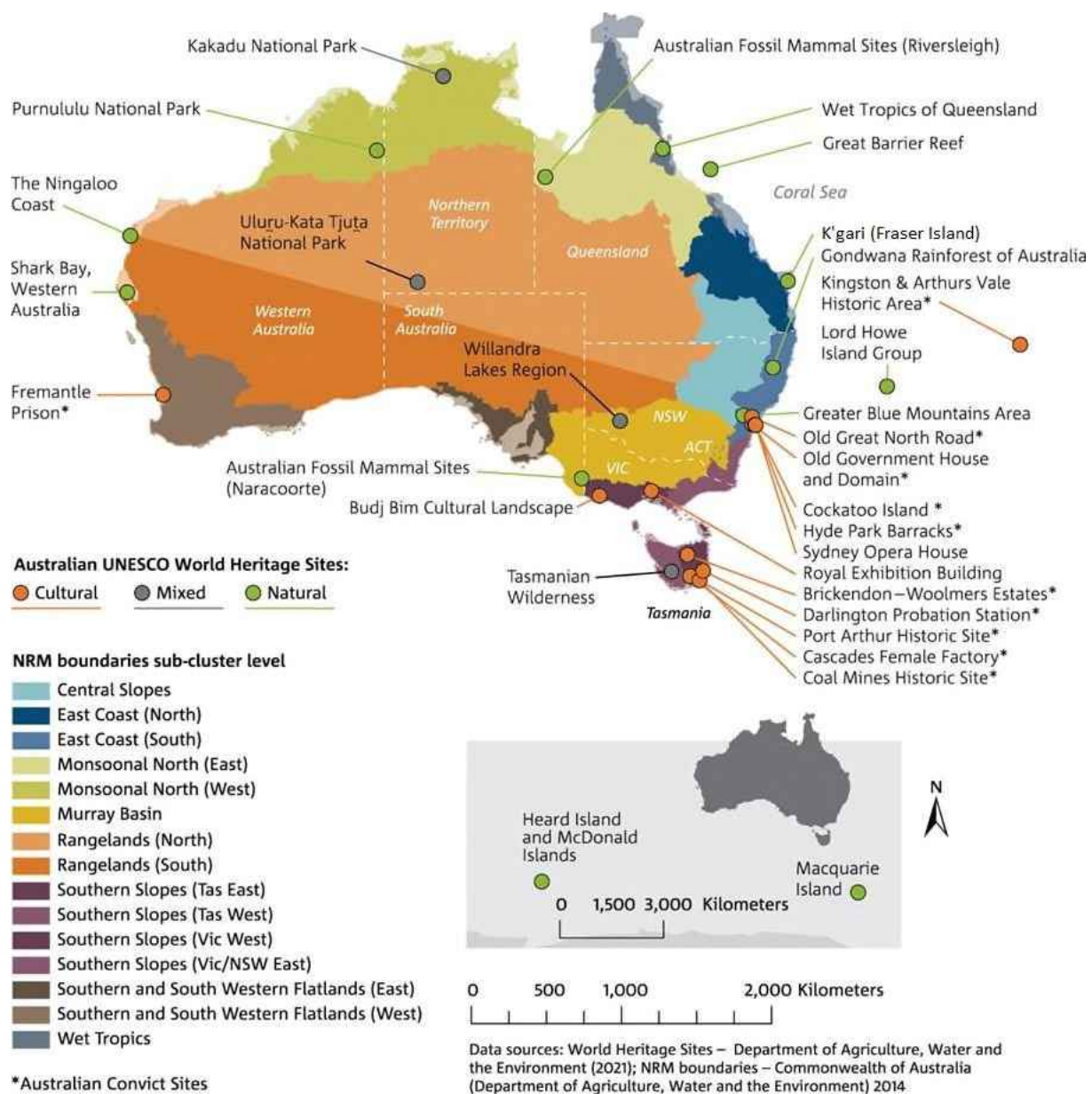
The Australian Government funds and supports heritage listed places through programs including:

- funding to state agencies, for example Tasmanian Parks and the Wet Tropics Management Authority
- grants programs, such as Yellow Crazy Ant eradication in the Wet Tropics – this funding will be extended by the election commitment to provide \$24.8 million to address Yellow Crazy Ant eradication in Cairns and Townsville
- funding to support World Heritage property community advisory committees engage in management advice and action.

Your state and territory colleagues will occasionally seek your support to address local issues affecting these properties – for example, this occurred recently in response the impacts of floods in New South Wales and Queensland. We work closely with the states and territories to monitor on-ground challenges for particular properties, and to gather information to respond to matters raised in the World Heritage system. We will work with you and support your heritage engagements with your state and territory counterparts.

S. 47C(1)

**Figure 3 World Heritage properties in Australia**



Note: Australian convict sites are a single listing of multiple sites on this map.

## Better outcomes for First Nations peoples and their heritage

### You can work in partnership to improve First Nations outcomes

The Government has committed to implement the Uluru Statement from the Heart in full, renew our national commitment to reconciliation, and work in genuine partnership with First Nations peoples for better outcomes. s. 47C(1)

First Nations peoples are particularly important to the environment portfolio because:

- First Nations-led science and traditional knowledge delivers better outcomes in the management of Australia's land, water, and sea resources
- First Nations land, water, and sea rights and interests currently cover 51 per cent of Australia's land mass, and Traditional Owners are partners in environmental management
- First Nations people are a young and growing population, two-thirds of whom are in regional Australia, that are critical to Australia's environmental protection workforce
- Our most iconic National Parks are on Indigenous land, and internationally recognised for their cultural heritage.

### An integrated approach can generate multiple benefits

An integrated and proactive approach to working with First Nations peoples across your portfolio can generate multiple benefits. For example, the Government's commitment to increased funding for Indigenous Protected Areas will enable First Nations communities to protect the cultural values of their Country for future generations, with significant health, education, economic and social benefits. An implementation plan is included in this pack.

An integrated approach will enable the full contribution of First Nations peoples to your plans to protect our natural environment and contribute to strengthening First Nations economic and job opportunities and closing the gap. It will improve delivery by generating efficiencies, opportunities to promote innovation, leverage funding, and tailoring and linking up programs and services to better meet citizen needs and aspirations.

### A First Nations Voice extends to the environment and heritage

The Government has committed to progress a referendum to constitutionally enshrine a First Nations Voice to Parliament in the constitution. As Environment Minister, you are supported by the Indigenous Advisory Committee, a statutory committee established under the EPBC Act which provides you with advice at your request on environment, heritage, policy and consultation. Committee members have expertise in First Nations land and sea management, biodiversity and cultural heritage. Appointments for the Committee are due to be finalised by 30 June 2022 and will require your approval.

# s. 47C(1)

## s. 47C(1)

Australia is party to a range of international agreements and conventions that provide for the rights of First Nations peoples. These agreements and conventions provide frameworks for the management and preservation of tangible and intangible cultural heritage. s. 47C(1)

The destruction of Juukan Gorge by Rio Tinto on 24 May 2020 was a significant failure of First Nations heritage protection legislation in Australia. Various reviews have found Commonwealth legislation is not providing adequate and effective cultural heritage protections. The Samuel Review found that national-level laws for Indigenous cultural heritage protection require immediate and comprehensive review. The Government's commitment to new stand-alone First Nations heritage protection legislation provides opportunity to reform and improve the statutory protection of First Nations cultural heritage.

### **You should take immediate action on applications and listings**

The 2021 Juukan Gorge Inquiry found that, despite the current national awareness and condemnation of these destructive acts, they are continuing. The ongoing national conversation needs your engagement and a Government response to the Inquiry remains outstanding. Most immediately, there are an increasing number of applications for protection under the ATSIHP Act. We will brief you and the Minister for Indigenous Australians on options to reduce the backlog of applications, as well as short-term reform options.

Currently, sites listed for First Nations heritage values only make up 20 per cent of the National Heritage List. s. 47C(1)

### **A national framework presents a way forward for reform**

Better protections for First Nations heritage, as an essential part of our national identity, must be co-designed with First Nations peoples, as well as states and territories. Reform options, including national standards and new Commonwealth legislation, should be built on the foundation of free, prior, and informed consent and consistent with Australia's international obligations.

The First Nations Heritage Protection Alliance is made up of First Nations stakeholder groups from all state and territories, and has been instrumental in starting a national conversation about these issues. It is important that the Government continues to work in partnership with the Alliance to consult on First Nations cultural heritage protections and to co-design options for reform.

## Protecting our unique biodiversity

### **Sustained action is needed to protect our unique animals, plants and ecosystems**

Many of Australia's species are found nowhere else on earth; they are a treasured and emblematic part of our national identity and contribute to the economic and social wellbeing of all Australians. However, contemporary and evolving challenges including climate change, natural disasters, introduced threats, and habitat loss and destruction are putting critical pressure on the survival and recovery of our unique animals, plants and ecosystems. Urgent action and a sustained focus on addressing these challenges is critical to protecting our species and ecosystems now and into the future.

### **Your agenda provides a strong foundation for action**

We look forward to engaging with you to implement the Government's commitments, including the \$200 million for urban rivers and catchment restoration, an additional \$10 million per year for Indigenous Protected Areas, \$224.5 million Saving Native Species program and \$75 million Landcare Rangers Program. Implementation plans are included in this pack, and we will advise you on options and avenues to ensure these commitments build on and complement existing investments that are already underway. For example, this includes the Commonwealth's \$200 million investment in bushfire recovery and the National Landcare Program (NLP).

### **You have statutory powers to give threatened species prominence**

You have an important statutory and national leadership role in listing threatened species and ecological communities under the EPBC Act to support their recovery and conservation at a national level. Making the best use of these powers will be important in delivering on the Government's commitment to resolving the current backlog of national recovery plans for threatened species.

The listings process and timeframes for decision-making is set out under the EPBC Act. Each year, the public is invited to nominate species and ecological communities for listing. Drawing on the advice of the statutory Threatened Species Scientific Committee (TSSC) – comprised of experts with knowledge of species and ecological communities – you decide which species and ecological communities will be prioritised for listing assessment by the TSSC. To undertake the assessment, the TSSC consults the public and experts to determine whether a species or ecological community should be listed under the EPBC Act and provides this advice to you. Based on this advice, you make a final decision on the listing and category (e.g. vulnerable, endangered or critically endangered).

Listing decisions, as well as the development of recovery plans and conservation advices, can be contentious, but the public consultation processes provide an opportunity to work with stakeholders to strike a balance between environmental and economic regulation. Slow decisions and a perceived lack of recovery action and outcomes monitoring has drawn scrutiny and criticism from stakeholders.

Recommendations from a recent Australian National Audit Office (ANAO) audit of the management of threatened species and ecological communities point to an opportunity to ensure listing decisions continue to protect our iconic species and places in evolving climate and industrial landscapes.

Your portfolio develops and implements policy priorities, frameworks and strategies that provide national guidance and direction on biodiversity protection and conservation. For example, the 10-year *Threatened Species Strategy*, released in May 2021, sets a forward plan to focus national efforts on the recovery of Australia's threatened species and ecological communities from 2021 to 2031. It outlines actions and targets on improving the trajectory of 100 priority threatened species and priority places that tackle their threats and support collaborative action.

We will provide you with further advice on the Threatened Species Strategy and options to refresh its contents to reflect the Government's priorities, while maintaining strengths identified by the ANAO audit. The foundational work undertaken to develop the Strategy, including comprehensive national consultation with experts and the community can be re-mobilised as required.

As we progress your commitments around national policies and frameworks, such as a national koala conservation strategy, we will advise you on ways to leverage and ensure alignment with existing frameworks and strategies. [s. 47C\(1\)](#)

## s. 47C(1)

### **Financial instruments can supercharge natural resource management**

The National Landcare Program (known as Caring for our Country under the previous Labor Government) is a long-standing Commonwealth commitment to protect and conserve Australia's natural resources and support their productive and sustainable use. [s. 47C\(1\)](#)

The NLP complements the Government's \$200 million program to protect threatened species through urban rivers and catchments restoration, commitment to double Indigenous Rangers and provide an additional \$10 million per year for Indigenous Protected Areas, and employment of 1,000 Landcare rangers. [s. 47C\(1\)](#)

We will brief you on options and next steps for the NLP in the near future, including arrangements for the Indigenous Protected Areas Program.

## Reversing species decline requires both national leadership and global effort

### s. 47C(1)

There are upcoming opportunities to work with state, territories and stakeholders to set an ambitious agenda to help protect our species. This includes active engagement in the UN Convention on Biological Diversity negotiations to develop a new Global Biodiversity Framework, taking a fresh approach to national strategies for biodiversity conservation, supporting private investment in natural capital, and improving environmental data to better inform decision-making and investments. We will brief you on these and other emerging opportunities in the near future.

## National climate adaptation

### s. 47C(1)

#### **The economic costs of climate change are mounting**

In recent decades Australian communities have faced drought, severe bushfires and intense flooding. These events have tested our disaster response capability and exposed our readiness to deal with climate change.

Science says the frequency and scale of extreme events will increase. Recovery costs will continue to mount and are forecast to reach \$73 billion per year by 2060. The total cost to the economy to 2060 would be at least \$1.2 trillion in present value (see Figure 4).

The recent east coast floods are a case in point. The Commonwealth has already allocated over \$5.7 billion to households, businesses and communities.

Paying for future and more frequent crises will be increasingly unsustainable. As noted by the Productivity Commission in its 2015 review of natural disaster funding, we need to shift the balance of investment from recovery towards adaptation and resilience. This approach will help avoid long-term economic costs.

**Figure 4 Total economic costs of natural disasters between 2020–2060, under a low global emissions scenario**



Source: Deloitte 2021

### **The Commonwealth needs to provide national leadership to drive adaptation**

The Commonwealth is responsible for national leadership on adaptation. This role should involve ensuring industries, communities and governments across Australia are aware of their climate risks and can plan and invest accordingly.

To achieve this, we need to be influential, reaching across the Australian Government, the states and territories and the wider economy.

s. 47C(1)

### **Adaptation and resilience policy has been fragmented**

Multiple agencies have been responsible for adaptation and resilience policy.

- The industry portfolio has led national emissions policy and programs.
- The environment portfolio has been responsible for climate adaptation and resilience policy, including the 2021 National Climate Resilience and Adaptation Strategy, but with no dedicated funding.
- The National Recovery and Resilience Agency (NRRA) has been responsible for natural disaster resilience policy, and administers the Emergency Response Fund, Preparing Australia Program and the Disaster Risk Reduction Package.
- The Government also invests in resilience through the Future Drought Fund, administered by the agriculture portfolio.

s. 47C(1)

### **We need to work with jurisdictions, and use Commonwealth recovery spending to leverage planning reform**

More effective and genuine engagement with the states and territories should be a priority for the Government.

The jurisdictions hold most of the planning and other regulatory levers for addressing climate change risk. They face continuing pressure to allow development in high-risk areas such as floodplains, bushfire zones and coastal areas subject to erosion.

s. 47C(1)

### **Climate information is needed to drive investment across the economy**

Industry, the finance sector, communities and individuals should be making climate-ready investments that reduce future risks and costs. Climate information is a critical enabler.

Australia has good climate science, but we need to work on getting more useable climate and natural disaster risk information into the hands of planners and investment decision-makers. Following the recent floods, communities are increasingly demanding access to available risk information so they can plan and invest accordingly.

s. 47C(1)

# s. 47C(1)

Investors also need more transparency from the corporate sector on climate risks. The commitments in the Government's Powering Australia plan will help address this need.

## **National climate risk assessment and monitoring will drive progress**

We need to build our capacity to provide national advice on climate risks and impacts, including costs, and to monitor Australia's adaptation progress over time. This will support national adaptation planning, in line with Paris Agreement commitments.

Regular national risk assessments and progress reports is a priority for Commonwealth investment, as proposed in the Government's Powering Australia plan and in the 2021 National Climate Resilience and Adaptation Strategy. [s. 47C\(1\)](#)

## **We can build a strong international reputation into COP27 and beyond**

Adaptation, climate finance, and loss and damage are expected to be key areas for discussion at COP27 in November. This meeting would be an opportunity to confirm the Government's more ambitious adaptation approach.

Other UN and international fora present opportunities for you to discuss Australia's environmental management and climate expertise ahead of COP27. These are outlined in more detail later in this pack.

The Government's proposal to host a COP in Australia with Pacific partners would also bring significant benefit to our partnerships with Pacific Island countries and elevating this as an issue in the Pacific Islands Forum. [s. 47C\(1\)](#)

## **Natural capital and biodiversity markets**

### **We need to engage private sector investment in restoration**

Australia's economic performance is underpinned by natural resources – our land, water and biodiversity. This is especially true for highly nature-dependent industries like agriculture, fishing and tourism. Yet despite the inherent value, the condition of our environment continues to decline.

It is estimated that an additional \$10 billion is needed per year to restore landscape condition. This quantum of investment is well beyond the scope of the public sector; we need to mobilise private capital. As identified in the EPBC Act review and by others, market approaches are needed to embed the value of our natural assets into investment decisions, and engage private capital in restoration activity. There are a number of existing avenues through which you can pursue this agenda.

### **Investment decisions should value natural capital like other forms of capital**

The department is already engaging with the private sector on ways to incorporate the value of natural assets in investment decisions. In your portfolio you have the Natural Capital Metrics Program and ongoing investment in environmental economic accounts. Continuing with this work will be supported by stakeholders.

Australia has also recently joined the Taskforce for Nature Related Financial Disclosures (TNFD). The TNFD is developing rules for organisations to disclose and act on nature-related risks. This will see global financing shift towards nature-positive outcomes. Continued strong engagement by Australia will yield dividends in terms of private sector investment in landscape restoration. Your involvement will be supported by peak finance and business sector bodies.

### **New markets can help deliver landscape outcomes**

The current carbon market is designed to deliver lowest-cost carbon. Much of that is sourced from the land sector; however, the opportunities to leverage wider co-benefits, such as landscape restoration, are not currently given significant consideration. There is widespread stakeholder support for establishment of a market for biodiversity, either standalone or through arrangements linked to the carbon market. There are also strong links between design of new markets and recommendations on reform of offsets in the EPBC Act review.

s. 47C(1)

## International environment engagement

**You can help restore Australia's reputation through global leadership on environment and climate change**

s. 47C(1)

This will be particularly important in the lead up to the 27<sup>th</sup> Conference of the Parties for the United Nations Framework Convention on Climate Change, to be held in Egypt 7-18 November 2022.

Your leadership and participation in major international meetings complements work led by the Minister for Foreign Affairs to signal Australia's re-positioning on environment and climate change:

- The UN Stockholm+50 meeting, 2-3 June 2022, Stockholm, Sweden, which marks 50 years since the landmark 1972 UN conference that made the link between environment and poverty – spurring the establishment of the UN Environment Programme. (Note: given the timing Deputy Secretary Larsen is representing you at the meeting – see Box 1 for Australia's national statement).
- The UN Oceans Conference, 27 June-1 July 2022, Lisbon, Portugal – the only dedicated oceans forum under the UN.

**Box 1 Australia's national statement at the UN Stockholm+50 meeting**

Your Excellencies,

Distinguished delegates.

It is my pleasure to give Australia's National Statement for this meeting, 50 years on since the world first gathered here in Stockholm to discuss the greatest environmental challenges facing our planet.

We extend our thanks to Sweden for their excellent hosting arrangements, Kenya as co-chair, and the UNEP Secretariat the preparatory arrangements.

I would like to pay my respects to all the First Nations people from all over the world that are present in Stockholm today.

First Nations people have a special connection and relationship with their natural environments – their interests and voices are vital to these discussions. Australia values the traditional knowledge of our Aboriginal and Torres Strait Islander people in helping manage and conserve our unique and varied land and seascapes. We have a large Indigenous Protected Areas Network, which are areas of our land and sea that are managed by First Nations groups. These areas are important for maintaining cultural sites, biodiversity conservation and restoration. We also have an Indigenous Rangers Program, that provides jobs in regional and remote communities, maintains connection to country and grows local economies. Over the next decade, we will boost our funding for Indigenous Protected Areas, increase the number of our Indigenous Rangers and ensure these rangers are playing a lead role in the preservation of the Great Barrier Reef.

Our Great Barrier Reef is one of the world's greatest natural wonders. We are working hard to secure its future by investing in its restoration, preservation and by taking real action on climate change.

We recognise there is no greater challenge faced by the world today than climate change and its impact on a healthy planet and prosperity for all. We acknowledge the economic and security threat it poses, and know that we must act now to advance climate action through reducing emissions, scaling up clean energy technology, and enhancing adaptation and resilience efforts. We will boost Australia's efforts to place us firmly on track to achieve net zero emissions by 2050. We will do this through new climate partnerships and financing to ensure Australia is a trusted climate partner, particularly with our neighbours in the Indo-Pacific.

We understand the impacts caused by unsustainable patterns of consumption and production on our natural world and that to improve the health of our environment we will need to transition to a more sustainable future – a future that will be built on sustainable manufacturing, sustainable procurement, and one that is focused on reducing waste and boosting recycling. This will be one of our key priorities going forward.

We are mindful of the challenges we are all still facing from the COVID-19 pandemic. Australia will continue to work closely with our neighbours in the Indo-Pacific region to assist with a sustainable recovery.

Together, we have come a long way since Stockholm in 1972 – but we still have a long way to go. The challenges we face are difficult – they require collective and immediate action – however, together we can make a difference. Australia stands ready to work with the world on addressing these pressing and urgent issues.

Thank you.

**Your department is well positioned to grow Australia's influence in key international fora**

Your department leads across a broad range of international environment fora that are also grappling with climate change. Our reputation within these fora influences Australia's reputation more broadly, particularly in the UNFCCC.

We can play a leadership role in key negotiations and fora that enable us to advance Australia's national interest and build goodwill with our Pacific neighbours. s. 47C(1)

**We can leverage Australia's strengths to show global and regional leadership**

s. 47C(1)

Pacific Island countries are seeking Australia's expertise in reducing and managing plastic waste, supporting a blue economy and protected areas management. ASEAN nations value our expertise in nature-based solutions, World Heritage management and environment economic accounting.

In cooperation with DFAT, the department can make an active contribution to the implementation of a First Nations Foreign Policy, particularly through sharing Australia's Indigenous environmental management practices and experiences with our international partners. This aligns with your commitment to work in partnership with First Nations people for better outcomes.

s. 47C(1)

## Antarctica

### The global Antarctic agenda is increasingly contested

Australia's stewardship of Antarctica – the greatest remaining wilderness – is one of our nation's most iconic and enduring scientific endeavours, with strategic, economic, climatic and environmental value. We are a part of answering the big scientific questions of our day, particularly on climate science, oceans and environmental protection.

As an original signatory to the Antarctic Treaty in 1959, Australia has a long-standing commitment to supporting a strong and effective Antarctic Treaty system that governs the 54 parties with interests in Antarctica. Through this system we work to maintain Antarctica's freedom from strategic and political confrontation, and preserve our sovereignty over the Australian Antarctic Territory, which covers over 42 per cent of the continent (see Figure 5). To some extent, Antarctic parties are positioning for the long term, in part driven by resource interests such as fisheries. [s. 47C\(1\)](#)

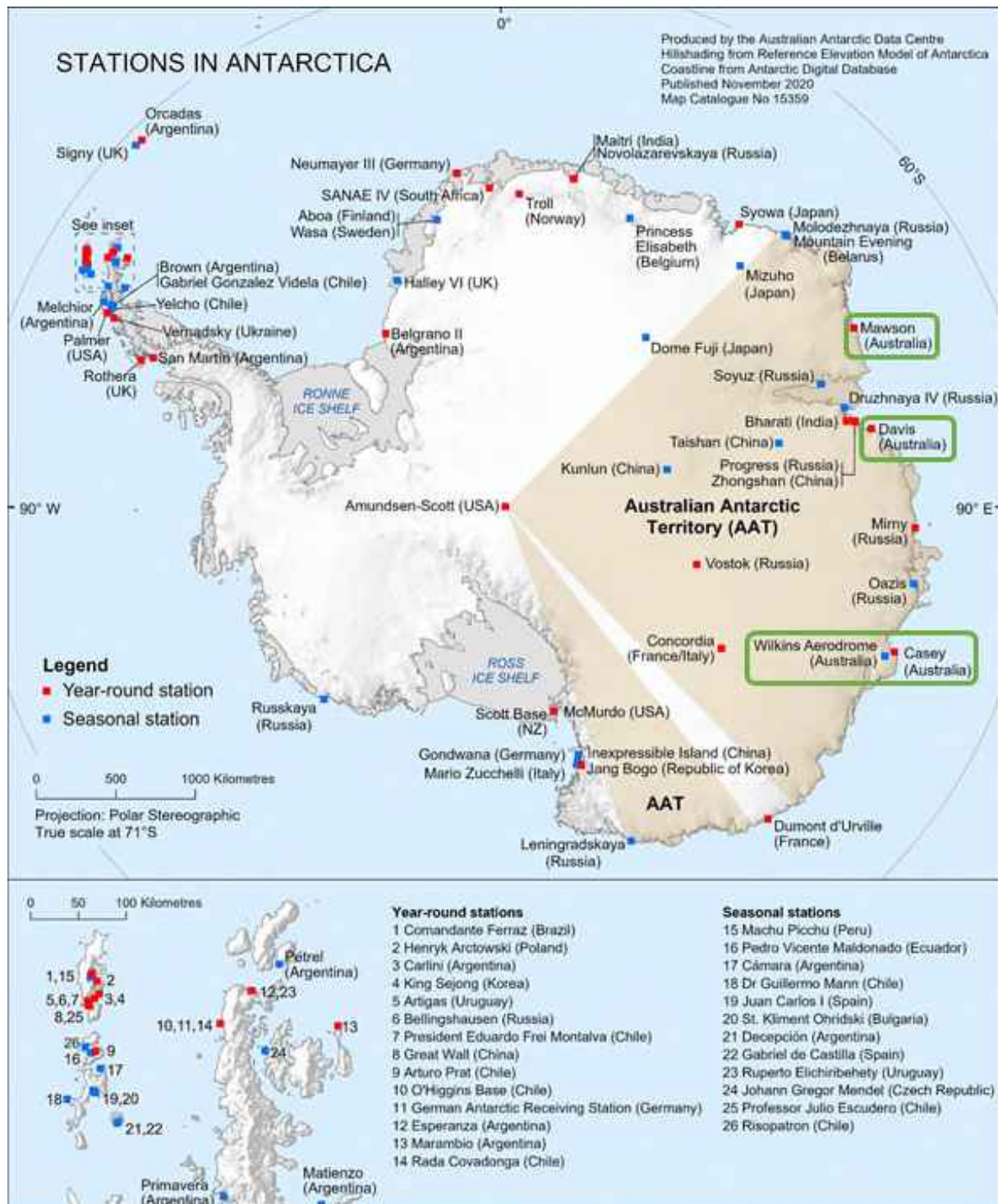
### We must grow our Antarctic capabilities to remain a leader

Australia is a leader in Antarctica, and we maintain this leadership position through our currencies of influence: presence, science and excellence in operations and environmental protection. This is appropriate given our geographic location and the extent of our territory. The updated *2016 Australian Antarctic Strategy and Action Plan* publicly articulates Australia's national interests and vision for future engagement in Antarctica. The scale and complexity of our Antarctic engagement means it is vital to maintain funding and resourcing investments. [s. 47](#)

The Australian Antarctic Program is growing our capabilities to meet Australia's objectives in Antarctica and the region, including climate monitoring. We are revitalising Antarctic science and enhancing collaboration with other Antarctic nations. This includes positioning Australia as a leader in the international quest for a million-year ice core to reveal global climate records, and through our world-leading research facility and icebreaker, RSV *Nuyina*. To support this, we are delivering major infrastructure upgrades to transform Australia's Antarctic capabilities, [s. 47C\(1\)](#)

We will meet with you to discuss how we best maintain our leadership in Antarctica. In the short term, this includes working with the Minister for Infrastructure, Transport, Regional Development and Local Government and your Tasmanian Government counterparts to establish an Antarctic science precinct in Hobart. You will also need to work closely with the Minister for Foreign Affairs on Antarctic issues, including diplomatic outreach. We will meet with you to discuss timing and opportunities for future Antarctica decisions, including options to deliver the Government's commitment to establish a marine protected area in East Antarctica.

**Figure 5 The Australian Antarctic Territory, and year-round and seasonal stations in Antarctica**



Source: Australian Antarctic Data Centre

Australia operates three year-round stations and one seasonal station in the Australian Antarctic Territory (green boxes). Australia also operates a year-round station on Macquarie Island (not shown).

## 2. Budget outlook

S. 47C(1)



### 3. Upcoming decisions

s. 47C(1), s.22(1)(a)(ii)

s. 47C(1), s.22(1)(a)(ii)

## 4. Election Commitment Implementation Plans

Title
Environmental law reform and a National Environmental Protection Agency
Protecting the Great Barrier Reef and securing reef jobs
Saving native species program
Fast-track funding for Kakadu
Contain Gamba grass in the Northern Territory and create jobs
Boosting support for Indigenous Protected Areas
1,000 Landcare Rangers
International environmental leadership
Waste and Recycling Plan - increasing demand for recycled content
Waste and Recycling Plan - plastics, packaging and kerbside recycling harmonisation
Urban Rivers and Catchments Program
Oceans and Marine Parks
Improve job security in the APS
Boost First Nations employment in the APS

## **Environmental law reform and a National Environmental Protection Agency**

The Government has committed to respond to the Samuel Review of the EPBC Act and establish an Environment Protection Agency.

### **Next steps**

# s. 47C(1)

### **Key considerations**

# s. 47C(1), s.22(1)(a)(ii)

## Protecting the Great Barrier Reef and securing reef jobs

The Government has committed to deliver an additional \$194.5 million in Reef protection programs on top of existing programs. This will bring total investment by 2030 to almost \$1.2 billion. The commitment includes:

- \$85 million for shovel-ready catchment and reef restoration projects
- \$15 million for the Coastal and Marine Ecosystems Research Centre at CQ University in Gladstone to boost local research
- \$94.5 million to extend and double Reef 2050 Plan funding that currently ends mid-2023.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

s. 47C(1), s.22(1)(a)(ii)

## Saving native species program

The Government has committed to \$224.5 million to:

- work with states and territories on a national koala conservation strategy
- expand koala hospitals and services and invest in koala chlamydia vaccines and fertility projects
- address the finalisation of our conservation plans, including the outstanding recovery plans required by national environmental law
- boost protection for native species and combat invasive species including by investing \$24.5 million for koala conservation programs and \$24.8 million to address yellow crazy ant threats in Cairns and Townsville.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

s. 47C(1), s.22(1)(a)(ii)

## Fast-track funding for Kakadu

The Government has committed to fast-track the \$216 million commitment to grow tourism in Kakadu, while respecting the wishes of Traditional Owners. The \$216.2 million supports the delivery of four packages of work in Kakadu National Park over ten years from 2018–19 to 2027–28. The four packages comprise:

- \$35 million towards remediation of Jabiru, including housing
- \$70 million towards road improvements (delivered by the infrastructure department)
- \$51.2 million towards facilities for growing tourism
- \$60 million towards a new Kakadu World Heritage centre.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

s. 47C(1), s.22(1)(a)(ii)

## Contain Gamba grass in the Northern Territory and create jobs

The Government has committed to invest \$9.8 million over four years to contain Gamba grass in the Northern Territory, through scaling up the work of the Northern Territory Gamba Army and keeping Gamba grass out of Kakadu National Park.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

s. 47C(1), s.22(1)(a)(ii)

## Boosting support for Indigenous Protected Areas

The Government has committed to boosting funding for Indigenous Protected Areas (IPAs) by \$10 million a year.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

s. 47C(1), s.22(1)(a)(ii)

## 1,000 Landcare Rangers

The Government has committed \$75 million for 1,000 Landcare Ranger positions across the country to work with local Landcare and Natural Resource Management groups on practical restoration and conservation projects. Positions will be for 12 months on average with a training and skills development focus.

### Next steps

s. 47C(1)

### Key considerations

s. 47C(1), s.22(1)(a)(ii)

## International environmental leadership

The Government has committed to an annual ministerial statement on international environmental leadership, a leadership role on the High Seas and on marine litter and microplastics, and commitment to the High Ambition Coalition's pledge to protect and conserve 30 per cent of land and of the ocean by 2030.

### Next steps

s. 47C(1)

### Key considerations

s. 47C(1), s.22(1)(a)(ii)

## **Waste and Recycling Plan - increasing demand for recycled content**

Increased use of recycled content helps drive Australia's transition to a circular economy, diverting recyclable materials from landfill and reducing the demand for virgin materials. Implementing the Waste and Recycling Plan will strengthen the existing environmental sustainability provision in the Commonwealth Procurement Rules (CPRs), with a view to increasing the use of recycled content; and support industry to increase the use of recycled content in government projects.

### **Next steps**

# s. 47C(1)

### **Key considerations**

# s. 47C(1), s.22(1)(a)(ii)

## **Waste and Recycling Plan - plastics, packaging and kerbside recycling harmonisation**

The Government has committed to progress packaging stewardship and work with state and territory governments to harmonise kerbside collection, single-use plastics phase outs and container deposit schemes (CDS).

### **Next steps**

S. 47C(1)

### **Key considerations**

S. 47C(1)

s. 47C(1), s.22(1)(a)(ii)

## Urban Rivers and Catchments Program

The Government has committed \$200 million for community groups and state and local governments to deliver improvements to water quality and the local environment, create improved open spaces and create local jobs.

### Next steps

s. 47C(1)

### Key considerations

s. 47C(1), s.22(1)(a)(ii)

## Oceans and Marine Parks

Internationally, ‘oceans’ is a label applied to a range of marine and coastal issues, encompassing waste, marine park management, sustainable fisheries, safe and efficient transport, biosecurity and energy and resources. Many of these are high priorities for your portfolio, including: marine parks, Antarctica, Great Barrier Reef, plastics and waste, whaling, and many indigenous and biodiversity actions.

The Government has made specific new commitments to supporting the health and biodiversity of our oceans, including through:

- working with stakeholders on management plans for Christmas Island and Cocos (Keeling) Islands, Heard Island and McDonald Islands and Macquarie Island Marine Park
- working with states and territories on ocean conservation
- renewing efforts for protection of the East Antarctic Region
- minimising the potential for illegal, unreported and unregulated (IUU) fishing in seafood importation
- taking steps to progress international agreements on the High Seas and marine litter and microplastics
- additional actions in relation to the Great Barrier Reef (see separate briefing).

Next steps on these are described below.

Considering these specific actions in the context of a broader ‘oceans’ policy could assist Australia in displaying its marine stewardship internationally, in a way that supports strategic, climate change, and other agendas. This would draw you more into international engagement – early opportunities being engagements around UNESCO and the Great Barrier Reef, the upcoming UN Oceans Conference, and fulfilling Australia’s obligations as a signatory to the High Level Panel for a Sustainable Ocean Economy (Ocean Panel). The Minister for Foreign Affairs and the Prime Minister may engage you on these issues. We would be pleased to brief you on these broader opportunities, and seek your guidance on any possible oceans agenda.

### Next steps

S. 47C(1)

S. 47C(1)

**Key considerations**

S. 47C(1)

s. 47C(1), s.22(1)(a)(ii)

## Improve job security in the APS

The Government has committed to:

- target insecure work in the APS by identifying where work can be done more efficiently and effectively by public servants in direct, permanent jobs.
- reduce the reliance on contractors, consultants and labour hire companies for work that can be done by public servants, increasing the number of direct permanent jobs in the APS.
- abolish the average staffing level (ASL) cap.
- conduct an audit of employment within the APS, and as a model employer, take steps to create more secure employment where temporary forms of work are being used inappropriately.

### Next steps

s. 47C(1), s.22(1)(a)(ii)

## **Boost First Nations employment in the APS**

The Government will lead by example and commit to a target of increasing First Nations employment in the Australian Public Service from 3.4 per cent currently to 5 per cent by 2030.

### **Next steps**

**s. 47C(1)**

### **Key considerations**

**s. 47C(1), s.22(1)(a)(ii)**



## 5. Upcoming events and key early meetings

s. 47C(1), s.22(1)(a)(ii)

s. 47C(1), s.22(1)(a)(ii)

s. 47C(1), s.22(1)(a)(ii)

s. 47C(1), s.22(1)(a)(ii)

s. 47C(1), s.22(1)(a)(ii)





Australian Government  
Department of Agriculture,  
Water and the Environment

# Incoming Government Brief

## Volume 2 - Ministerial and Governance

### Environment

Your department and how we support you





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# Overview

This volume provides information to help support the establishment of your office and information about the current department arrangements and its portfolio agencies.

In particular, you will find:

- key information on departmental and portfolio structure, budget, and legal matters;
- arrangements for the initial commencement of you and your office, so we can help you to get set up quickly;
- information about the services the department provides to support you and your office.

A dedicated team is in place to quickly get you and your office established, and to provide ongoing support.



# 1. Departmental overview

## Your statutory role as minister

As the Minister for the Environment you are responsible for broad and diverse functions across the portfolio, including: protecting Australia's unique environment, and improving agriculture and biodiversity outcomes through the National Landcare program; leading global initiatives to improve the health of our oceans, coastal environments and waterways and protecting our threatened species within these environments.

The department will support you in discharging your statutory roles and responsibilities. Under the current Administrative Orders, you are responsible for a number of Acts (see Chapter 4 - Legislation and Litigation). You are also responsible for a number of grants programs that have been provided with statutory authority through non-portfolio legislation – primarily the Financial Framework (Supplementary Powers) Regulations 1997 (see Chapter 3 - Budget and funding framework).

## High level overview

Our purpose is 'enhancing Australia's agriculture, environment, heritage and water resources through regulation and partnership.'

Our 6 objectives represent our key areas of focus and the foundation to deliver our purpose for government and the community.

Key area	Objectives
Agriculture	Assist industry to accelerate growth towards a \$100 billion agriculture sector by 2030
Biosecurity	Work with our partners to lower biosecurity risks to Australian agriculture, the environment and our way of life
Environment & Heritage	Improve stewardship and sustainable management of Australia's environment and unique heritage
Water Resources	Improve the sustainable management of Australia's water resources for agriculture, the environment and communities
Antarctic	Advance Australia's strategic, scientific and environmental interests in the Antarctic and the Southern Ocean
Being Future Ready	Integrate new capabilities and technology-enabled delivery to meet the demands of an increasingly connected, changing and complex world.

## **Our work**

### **Environment and heritage**

We play a pivotal role in supporting the government to protect and sustain Australia's environment, which is one of the most biodiverse in the world. About 80% of Australia's plants and 90% of its animals are found nowhere else on Earth. We seek to work cooperatively with state and territory governments, First Nations peoples, a range of organisations and private landholders to manage the National Reserve System, which is Australia's network of terrestrial protected areas.

We deliver government policies and programs to protect our environment, including undertaking environmental assessments, implementing our national waste policy, and protecting our 62 Commonwealth marine reserves, including the Great Barrier Reef, Heard Island and McDonald Islands, and 60 Australian Marine Parks managed by Parks Australia. These vast marine protected areas encompass over 4 million square kilometres, which is 45% of Australian waters. We also jointly manage with traditional owners our iconic national parks, Kakadu, Uluru-Kata Tjuta and Booderee.

Australia has a rich and diverse heritage of natural, historic and Indigenous values. We work in partnership with other governments, First Nations peoples and the community to see that Australia's significant heritage places are recognised and managed to ensure their long-term protection.

We also engage internationally to advance Australia's national environmental interests as well as our national security and foreign policy objectives. Further details on our international engagement are provided below.

### **Antarctic**

The Australian Antarctic Program is one of our most iconic and enduring national endeavours. The Australian Antarctic Territory covers nearly 5.9 million square kilometres, which is about 42% of the Antarctic continent.

Australia operates 4 permanent research stations in the region: Mawson, Davis and Casey stations in Antarctica, and Macquarie Island station in the sub-Antarctic, along with Wilkins aerodrome as a summer-only station. As delivery lead, the Australian Antarctic Division remains committed to providing Australia's Antarctic leadership, presence and world-class science, including to enable Antarctic scientists to answer critical questions of global significance for decades to come.

### **Water**

We lead the government's water reforms across the country and promote the sustainable, efficient and productive management and use of our water resources.

### **Agriculture**

Agriculture accounts for 58% of Australia's land use. Our services and regulatory activities aim to help deliver a productive, competitive and sustainable agricultural sector.

Our work encourages agricultural productivity and maintains and improves market access for primary producers. We support sustainable, high-quality natural resources management to benefit producers and the community.

Even in years of drought, Australia produces more food than Australians consume. On average, Australia exports about 70% of its farm production. We maintain, expand and secure new markets for Australia's agricultural exports. We support and regulate Australia's agricultural trade with the rest of the world. We are using technology to transform the way we deliver export regulation.

## **Biosecurity**

Biosecurity is critical to preventing, responding to and recovering from the pests and diseases that threaten our economy and environment. We work with importers, exporters, producers, supply chain and logistics businesses, and the community to protect Australia from biosecurity risks.

We work with the states, territories, industry associations and other stakeholders on emergency response plans. These aim to minimise the impact of pests, disease and contaminants on agriculture, the environment and people's health.

'Commonwealth Biosecurity 2030' is our present roadmap to build a stronger, smarter biosecurity system. Our ongoing biosecurity efforts focus on strengthening our partnerships, investing in our critical frontline resources and people, and modernising ICT systems, technology and data analytics.

## **Role and functions**

To achieve our objectives, the department works with stakeholders across the community. Our activities are grouped under 5 broad functions:

- Regulation and service delivery: designing and implementing regulation for environmental assessments and approvals, exports certification, the wildlife trade, protecting Commonwealth parks and gardens, air quality product standards, food safety, illegal logging, water efficiency, biosecurity imports and levies collection
- Policies and programs: working with stakeholders and developing policies and programs to manage risks, assist agricultural producers, improve the sustainable management of Australia's biodiversity, heritage and water resources, and advance Australia's interests in the Antarctic
- Trade and market access: negotiating and influencing to increase, improve and maintain export markets
- Forecasting and strategic intelligence: identifying emerging trends and issues that present opportunities and risks
- Enterprise-wide enabling services: supporting the department's activities and putting in place the necessary checks and balances to ensure it meets legal obligations and the expectations of government and the community.

The department's stakeholders include:

- Commonwealth, state and territory government ministers and their departments and agencies
- primary producers, importers and exporters
- tourism businesses
- industry peak bodies
- Indigenous Australians
- natural resource managers
- universities and research organisations
- overseas governments
- international partners
- environment and water non-government organisations.

Further details can be found in [Chapter 7 – Key stakeholders](#).

## Our people

The department has over 7,500 employees, in many different roles spanning policy advice, program delivery, regulatory activities, food safety assessment, park management and Antarctic expeditions, corporate support and more.

Our people have a wealth of experience, expertise and knowledge. We are inspectors, policy and assessment officers, program administrators, biosecurity and compliance officers, investigators, veterinarians, scientists, researchers, park managers and rangers, economists, accountants, legal practitioners, ICT specialists, data analysts, expeditioners, food safety meat assessors, auditors and more.

We work in diverse settings: in Commonwealth national and marine parks, Antarctica, shipping ports, airports, mail centres, quarantine facilities, laboratories, abattoirs and offices. About half of our people are located outside Canberra in remote and regional centres, rural communities and cities. Our people overseas maintain relationships with international organisations and trading partners.

Further detail on the department's strategic priorities, risks and capability priorities is provided in our [Corporate Plan 2021–22](#).

# Corporate Plan 2021–22

## Our purpose

Enhancing Australia's agriculture, environment, heritage and water resources through regulation and partnership

## Our objectives



### AGRICULTURE

Assist industry to accelerate growth towards a \$100 billion agricultural sector by 2030



### ENVIRONMENT & HERITAGE

Improve stewardship and sustainable management of Australia's environment and unique heritage



### BIOSECURITY

Work with our partners to lower biosecurity risks to Australian agriculture, the environment and our way of life



### WATER RESOURCES

Improve the sustainable management of Australia's water resources for agriculture, the environment and communities



### ANTARCTIC

Advance Australia's strategic, scientific and environmental interests in the Antarctic and the Southern Ocean



### FUTURE READY

Integrate new capabilities and technology-enabled delivery to meet the demands of an increasingly connected, changing and complex world

CARING FOR OUR COUNTRY

## Our Core 4

INTEGRITY



WORKING TOGETHER



COURAGE



DIVERSITY



EXCELLENCE

SAFETY

## Our strategic priorities

Over 4 years we will leverage our partnerships to:

- ▶ improve market access and, with our partners, maximise opportunities for agricultural exports
- ▶ transform the export regulatory system
- ▶ foster collaboration in research and development to drive uptake of innovative practices in the agricultural sector
- ▶ deliver policies and programs to support profitable and resilient agribusiness
- ▶ support economic recovery post-COVID-19 across industry
- ▶ improve the status of threatened species and ecosystems
- ▶ administer and reform the *Environment Protection and Biodiversity Conservation Act 1999* to drive economic recovery post-COVID-19 and strong environment and heritage outcomes
- ▶ provide national leadership to effectively manage Australia's waste
- ▶ conserve and maintain Australia's unique heritage
- ▶ partner with Murray–Darling Basin states to implement the Basin Plan and manage Basin water resources in the national interest
- ▶ maintain and strengthen our biosecurity system by working with our partners and through innovation and business transformation
- ▶ maintain Australian leadership in Antarctica and the Southern Ocean
- ▶ improve regulatory efficiency, effectiveness and maturity, including through deregulation
- ▶ protect, conserve and enhance the value of Commonwealth marine and terrestrial parks and gardens for the use and wellbeing of all Australians
- ▶ deliver substantial actions to build climate adaptation and resilience in the economy, community and environment.

## Our capability priorities for a future ready workforce

As a part of our Future Department Blueprint, we will realise our potential by enhancing core capabilities across our department through:

- ▶ building a safe, diverse, inclusive and high-performing culture united by our purpose and values
- ▶ building innovation, digital and technology skills to confidently deliver great services
- ▶ harnessing data and analytics to inform decision-making
- ▶ pursuing ways to better connect with our stakeholders, partners, portfolio agencies and communities
- ▶ strengthening our cross-cutting science, information and research activities
- ▶ improving financial discipline and sustainability to maximise outcomes from regulation, policy, programs and service delivery
- ▶ strengthening our ability to deliver informed, influential, integrated and innovative policies
- ▶ building world leading regulation of our agricultural, environmental, heritage and water resources.

In developing and realising these core capabilities we will also continue to:

- ▶ provide excellent advice and support to ministers and government
- ▶ collaborate across government to capture, analyse and apply intelligence
- ▶ respect and engage with Aboriginal and Torres Strait Islander peoples, their culture, history and ongoing connection to the land, sea and community.

## Our strategic risks



Failure to respond to megatrends or global developments in the design and execution of our programs and policies



Failure to harness our resources and capabilities to deliver government priorities



Failure to implement regulatory responsibilities and programs to deliver protection and growth



Our expertise and stakeholder relationships do not position us to provide future-focused policy options and advice



Failure to manage the unique health and safety hazards presented by our diverse operations in challenging locations



Failure to invest in systems and technology to deliver quality digital services

## Overseas engagement

### Environment

The department engages internationally on a broad range of environmental issues at the multilateral, regional and bilateral levels. The department is the Australian Government lead for a large suite of multilateral environmental agreements (legally binding treaties) which aim to improve the state of the environment. These agreements provide the constitutional basis for the government's environmental legislation, policy and programs. The department is responsible for ensuring that the Australian Government is fulfilling its obligations under these agreements and that decisions taken are compatible with Australia's domestic objectives.

The department has one Environment Counsellor based in Paris. The position was established on a time limited basis in November 2021 to contribute to the policy and advocacy agenda in the United Nations Educational, Scientific and Cultural Organisation (UNESCO), focusing on World Heritage matters. The position is also working in close collaboration with DFAT (Ambassador for the Environment and Ambassador to UNESCO) to manage the department's ocean and other environment interests.

Decisions on the future of this role are required by the end of the year. We expect that the new foreign minister will be weighing similar issues, including the level of resourcing to DFAT's (currently part time) UNESCO Ambassador. The department's efforts in this regard are currently being assisted by Deputy Secretary Larsen, currently on long leave based in Turkey as an accompanying spouse to a DFAT officer. James has been recalled to duty as required to lead Europe based advocacy efforts. Mr Larsen will brief you on this work at your earliest convenience.

The next scheduled meeting of the World Heritage Committee has been postponed. The Russian Federation is the elected chair for the next session, originally scheduled for 19–30 June 2022 in Kazan, Russian Federation. No new date or location have been confirmed, and Australia has joined with likeminded nations in stating we will not attend a meeting hosted or chaired by Russia.

### Advisor on the Kokoda Initiative

The department currently has one officer deployed to Papua New Guinea (PNG) through the Department of Foreign Affairs and Trade's Institutional Partnerships Program. The role is to assist PNG's Conservation and Environment Protection Authority to establish permanent protection of the Kokoda Track and surrounding catchment area.

### Agriculture counsellors

Our network of Agriculture Counsellors are based in Embassies and High Commissions in key agriculture markets. They work closely with Austrade and Department of Foreign Affairs and Trade (DFAT) staff at Post and technical divisions in Canberra to advance Australia's agriculture trade interests. They bring specialist knowledge and expertise to facilitate negotiations and help implement the technical agreements on food safety and biosecurity conditions needed to facilitate our agricultural trade.

Through establishing close collaborative relationships with government agencies and industry stakeholders, they are able to accelerate technical market access negotiations (led by technical divisions in Canberra) and quickly resolve problems when they arise.

Analysis commissioned by the department found that the network directly contributed a potential \$435 million in technical Market Access Achievements for 2020–21. As an example, since appointing Counsellors in Santiago de Chile and Mexico City for the first time in 2019, market access has been improved for more than 35 agricultural commodities. Market access improvements have ranged from facilitating business-to-business links for barley traders, to highly technical negotiations regarding ruminant genetics and vegetable seeds. These achievements have contributed to a 95% increase (+\$204 million) of exports to the region since 2019.

The department has 22 Agricultural Counsellor positions and employs 34 locally engaged staff working in Australian missions in key overseas markets.

At May 2022, the department has representatives in:

South and South East Asia	Bangkok Hanoi Jakarta Kuala Lumpur New Delhi
North Asia	Beijing Seoul Taipei Tokyo
Americas	Washington, D.C. Mexico City Santiago
Europe	Brussels London Rome (Food and Agriculture Organization) Paris (Organisation for Economic Co-operation and Development)
The Middle East	Dubai Riyadh

## Executive profiles

### s. 22(1)(a)(ii)

#### Andrew Metcalfe AO

Andrew Metcalfe has been the Secretary of the Commonwealth Department of Agriculture, Water and the Environment since the department was created 1 February 2020.

After studying law and public administration at the University of Queensland, Andrew has had a long career in the Australian Public Service, including as Secretary of the Department of Immigration 2005–2012 and Secretary of the Department of Agriculture, Fisheries and Forestry in 2013.

Between 2014 and January 2020 Andrew was a senior partner with Ernst and Young (EY), the global professional services firm.

Andrew was appointed as an Officer of the Order of Australia in 2012.

Please scan the QR code for Andrew's contact details.

The department has 8 deputy secretaries:

- Cindy Briscoe
- Rosemary Deininger
- David Hazlehurst
- Chris Locke
- Lyn O'Connell PSM
- Andrew Tongue PSM
- Tregurtha (acting)
- James Larsen (on leave but assisting with world heritage issues)

**Cindy Briscoe****s. 22(1)(a)(ii)**

Cindy Briscoe is the Deputy Secretary of the Enabling Services Group and is the Chief Operating Officer. In this role she is responsible for enabling services including legal, corporate and business, people, finance, and information services.

Cindy has more than 30 years of experience in the APS and has held senior executive positions since 1998, including roles at the Department of Human Services, the Department of Immigration, the Australian Taxation Office and ComSuper.

Prior to commencing with the department, Cindy was the Deputy Commissioner Support Group for the Australian Border Force.

Cindy holds a Bachelor of Arts in Computing Studies, is a graduate of the Australian Institute of Company Directors, and is an Australia and New Zealand School of Government Executive Fellow.

Please scan the QR code for Cindy's contact details.

**Rosemary Deininger****s. 22(1)(a)(ii)**

Rosemary is the Deputy Secretary of the Agriculture Policy, Research and Portfolio Strategy Group.

The group provides advice on issues impacting on agriculture, fisheries and forestry productivity growth. It also provides geospatial analytics as well as economic and scientific data, analysis and research through Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES).

Prior to this role, Rosemary was the first assistant secretary for the Agricultural Policy Division and has held senior policy and program positions in other Commonwealth departments including Treasury, Finance, Employment and Services Australia.

Rosemary has an honours degree in economics and is currently completing an Executive Master of Public Administration through the Australia and New Zealand School of Government (ANZSOG).

Please scan the QR code for Rosemary's contact details.

**David Hazlehurst****s. 22(1)(a)(ii)**

David is the Deputy Secretary of the Agriculture Trade Group that oversees trade reform, exports and veterinary services, plant and live animal exports and trade market access policy.

Over nearly three decades, David has held senior positions in the Prime Minister's department, the Treasury, the Digital Transformation Office, and a range of economic and social policy portfolios.

Prior to joining the department, David was the Deputy CEO, Business, Partnerships and Support with Austrade, responsible for strategy and business transformation, partnerships, digital and IT, and corporate and ministerial services.

David holds a Bachelor of Economics and Law (Hons) and a Master of Public Policy from the Australian National University. He is a member of the Board and the Council of the Institute of Public Administration (ACT Division).

Please scan the QR code for David's contact details.

**Chris Locke****s. 22(1)(a)(ii)**

Dr Chris Locke is currently the Deputy Secretary of the Environment and Heritage Group that oversees biodiversity conservation, environmental approvals, heritage, oceans and environmental water areas, as well as Parks Australia.

Chris will become the Deputy Secretary of Biosecurity and Compliance following Andrew Tongue's retirement. In this role Chris will oversee the biosecurity, compliance and digital reform divisions as well as the Environmental Biosecurity Office, Australian Chief Plant Protection Office, Australian Chief Veterinary Office, and Office of Water Compliance.

Chris has 25 years of experience in the APS. Prior to joining the department in 2021 he held a number of senior roles at the Department of Industry, Science, Energy and Resources, following an extensive career in resources and energy issues.

From 2004 to 2007, Chris worked for the Department of Foreign Affairs and Trade as the senior resources and industry diplomatic lead at the Australian embassy in Tokyo.

Chris holds a PhD in agricultural economics and an honours degree in agricultural science from the University of Sydney.

Please scan the QR code for Chris' contact details.

**Lyn O’Connell PSM****s. 22(1)(a)(ii)**

Lyn is the Deputy Secretary of the Water, Climate Adaptation, Natural Disasters and Antarctic Group with responsibility for national water policy and Murray Darling Basin implementation, climate adaptation and resilience for Australia, drought policy and farm resilience as well as the Australian Antarctic Division.

Lyn was previously a deputy secretary at the Department of Agriculture, joining in 2015, with responsibility for Australia’s national biosecurity system and before then a deputy secretary with the Department of Infrastructure and Transport, a position she held for nearly 7 years.

Prior to that, Lyn held a number of senior executive positions in other government portfolios and the private sector.

Lyn holds a Bachelor of Science degree from ANU. Lyn was awarded a PSM in 2013 for her work leading reform of national transport regulators.

Please scan the QR code for Lyn’s contact details.

**Andrew Tongue PSM****s. 22(1)(a)(ii)**

Andrew Tongue, the Deputy Secretary of the Biosecurity and Compliance Group, will be retiring in early June 2022.

In his current role Andrew oversees the biosecurity, compliance and digital reform divisions as well as the Environmental Biosecurity Office, Australian Chief Plant Protection Office, Australian Chief Veterinary Office, and Office of Water Compliance.

Prior to joining the department, Andrew held a number of senior public service roles including Associate Secretary for Indigenous affairs at the Department of the Prime Minister and Cabinet and Secretary of the Victorian Department of the Premier and Cabinet.

Andrew received a Public Service Medal in 2011 for the development of public policy, particularly in the areas of aviation security, Indigenous affairs and social housing. Andrew holds a Master of Public Policy from the Australian National University.

Please scan the QR code for Andrew’s contact details.

**James Tregurtha (acting)****s. 22(1)(a)(ii)**

James Tregurtha has been acting as the Deputy Secretary of the Major Environment Reforms Group since March 2021. He leads the reform of environment protection under the EPBC Act, Indigenous heritage protection and reform, waste and chemicals management, and wildlife trade permitting.

James has worked in the environment portfolio since 2005 holding senior positions across environmental assessments and approvals, waste and chemicals, sustainable population and housing, and environmental water.

Prior to joining the department, James held positions at the departments of Finance, Defence and Social Security. Most recently he supported Professor Graeme Samuel AC to successfully deliver the 2020 EPBC Act review.

James holds bachelor's degrees in commerce and Politics (Hons) and a Master of Public Policy from the Australian National University. He is also a graduate of the Australian Institute of Company Directors.

Please scan the QR code for James' contact details.

**James Larsen****s. 22(1)(a)(ii)**

James Larsen will return to the role of Deputy Secretary of the Environment and Heritage Group shortly, where he will oversee biodiversity conservation, environmental approvals, heritage, oceans and environmental water areas, as well as Parks Australia.

James is currently leading Australia's World Heritage advocacy and engagement (temporarily based in Istanbul, Turkey, where he is accompanying his spouse, who is posted for the Department of Foreign Affairs and Trade).

James was most recently Deputy Secretary (Climate Coordinator) in the Department of Prime Minister and Cabinet.

Immediately prior to this James was the First Assistant Secretary of the International Division at the Department of Prime Minister and Cabinet, where he was seconded to the National COVID Coordination Commission with responsibility for the Industrial Relations Working Group.

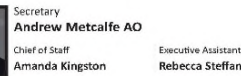
He has also served as First Assistant Secretary of the Legal Division at the Department of Foreign Affairs and Trade, Ambassador to Turkey, Ambassador to Israel, and Ambassador for People Smuggling Issues, amongst many other roles.

## Divisional arrangements

The department's activities are currently carried out across 7 groups (headed by a deputy secretary) with 36 internal divisions (headed by a first assistant secretary):

Groups	Divisions
Agriculture Policy, Research & Portfolio Strategy	Agricultural Policy ABARES Agvet Chemicals, Fisheries, Forestry & Engagement Portfolio Strategy
Agriculture Trade	Trade, Market Access & International Exports and Veterinary Services Plant & Live Animal Exports Trade Reform Digital Trade Initiatives
Water, Climate Adaption, Natural Disasters & Antarctic	Water Climate Adaptation and Resilience Drought and Farm Resilience Australian Antarctic
Environment & Heritage	Environment Approvals Heritage, Reef & Ocean Biodiversity Conservation Commonwealth Environmental Water Office Parks Australia
Major Environment Reforms	Environmental Protection Reform Environment Protection
Biosecurity & Compliance	Biosecurity Animal Biosecurity Plant Compliance & Enforcement Biosecurity Strategy & Reform Digital Reform Biosecurity Operations Environmental Biosecurity Office Australian Chief Plant Protection Office Australian Chief Veterinary Office Strategic Policy Advisor
Enabling Services	Legal People Corporate & Business Services Finance Digital Services

Further information and Group placemats can be found in the reference documents.



**Switchboard**  
6272 3933 (Marcus Clarke St)  
6274 1111 (John Gorton Building)

## Our response to COVID-19

The department continues to take a risk and evidence-based approach to manage the risks of COVID-19. The department's covid response team monitor and navigate state and territory COVID-19 public health orders and emergency directions, and we continue to operate regional and National COVID-19 Incident Management teams. We engage with our staff, unions, our APS counterparts and external occupational health specialists to inform our approach and consult on proposed changes before they are implemented. The department has a high vaccination uptake amongst staff and reporting protocols are in place requiring staff to record their COVID-19 tests and positive test results so we can implement appropriate controls in the workplace to ensure the safety of others and maintain business continuity.

COVID-19 has and continues to influence global supply chains, consumer behaviours, import volumes, and biosecurity and imported food risk profile. COVID-19 isolation and quarantine requirements for our workforce impact our ability to undertake our biosecurity functions at airports, mail centres, ports and terminals as well as the many thousands of third-party premises we work in. Like others in the community and commerce, COVID-19 fatigue in our staff needs to be managed.

The department engages closely with state health departments, other border agencies and industry to ensure the continued biosecurity regulation of import trade and to safeguard staff safety. These include: INTERPOL; the United Nations Office on Drugs and Crime (UNODC) and the World Customs Organization; the Global Food Alliance, with New Zealand, Canada, the United States and the United Kingdom; the Fintel Alliance led by AUSTRAC; the Australian Federal Police (AFP); the Australian Border Force (ABF); state and territory police; environmental agencies and non-government organisations. We are also working to build and improve technology-enabled processes, supported by smart risk assessment to address increasing volumes and risk in the face of finite resource to continue to deliver and regulate biosecurity, imported food and border clearances in the face of COVID-19 interruption and changing risk environments.

The department is increasing our people's digital tool uptake and confidence in using new technologies for enhanced risk management. The department has implemented a Case Categorisation and Prioritisation Model (CCPM) which prioritises resources against compliance activities. The CCPM provides the tools decision makers need to allocate resources to manage non-compliance risks effectively and according to departmental priorities. We are also implementing a central compliance case management system capability across the department's Compliance Division. A bespoke triage system that supports streamlined data collection from internal and external stakeholders and enhances the division's case and workflow/case management capability has been introduced.

The department provides export certification for a range of commodity exports from Australia. For the export meat sector, our largest trading partners require that a departmental presence be maintained at an export meat establishment (a departmental On-Plant Veterinarian (OPV), and if importing country requirements mandate that it be provided by a government employee, a Food Safety Meat Assessor (FSMA)). Government certification to these major markets is unable to be provided unless these requirements are met.

The export meat industry has been hard hit by outbreaks of COVID-19 and in the majority of states and territories, meat processing has been designated as a high-risk activity for COVID-19.

While the department continues to meet its staffing and certification arrangements at export meat establishments throughout the COVID-19 pandemic, the impact of COVID-19 continues to be felt. Meat establishments continue to experience staff shortages due to COVID-19, and the department's staff working at export meat establishments continue to be similarly impacted.

s. 47C(1)

## Key current workforce considerations

### Staffing

#### Workplace arrangements

The terms and conditions of employment for non-Senior Executive Service (SES) staff in the department are provided under a number of primary industrial instruments, including:

- The Department of the Environment and Energy Enterprise Agreement 2016–2019 (DoEE EA), which had a nominal expiry date of 29 November 2019.
- A determination under Subsection 24(1) of the *Public Service Act 1999* (PS Act) to provide 2% annual remuneration increases over 3 years to employees covered by the DoEE EA. The last increase available under this instrument was delivered on 30 November 2021.
- The Public Service (Terms and Conditions of Employment) (Biosecurity and Veterinarian Employees) Determination 2020, which applies to non-SES employees engaged within the Biosecurity Operations Divisions (BOD) and veterinarian-classified employees.
- The Public Service (Terms and Conditions of Employment) (Meat Inspectors) Determination 2020 (Meat Inspection Agreement), which applies to Meat Inspection-classified employees.
- A determination under Subsection 24(1) of the PS Act, which applies to employees covered by the Meat Inspection Agreement and provides remuneration adjustments in line with the Wage Price Index (Private Sector) annually for 3 years, commencing from 13 May 2022.

The final annual salary increase available to staff under the Meat Inspection Agreement was delivered on 13 May 2021.

In March 2022 the department consulted with Meat Inspection staff to determine if they supported a determination to provide remuneration adjustments in lieu of bargaining for a replacement Enterprise Agreement. As required by the Public Service Workplace Relations Policy 2020, the department conducted a survey of staff sentiment. Based on the outcomes of this survey, the department determined that the majority of Meat Inspectors support the department implementing a salary determination.

The secretary approved a determination for Meat Inspection staff on 1 April 2022 to provide remuneration adjustments in line with the Wage Price Index (Private Sector) annually for 3 years, commencing from 13 May 2022.

As listed above, the existing section 24(1) determination which provided 2% remuneration increases to the remainder of departmental staff delivered a final increase on 30 November 2021.

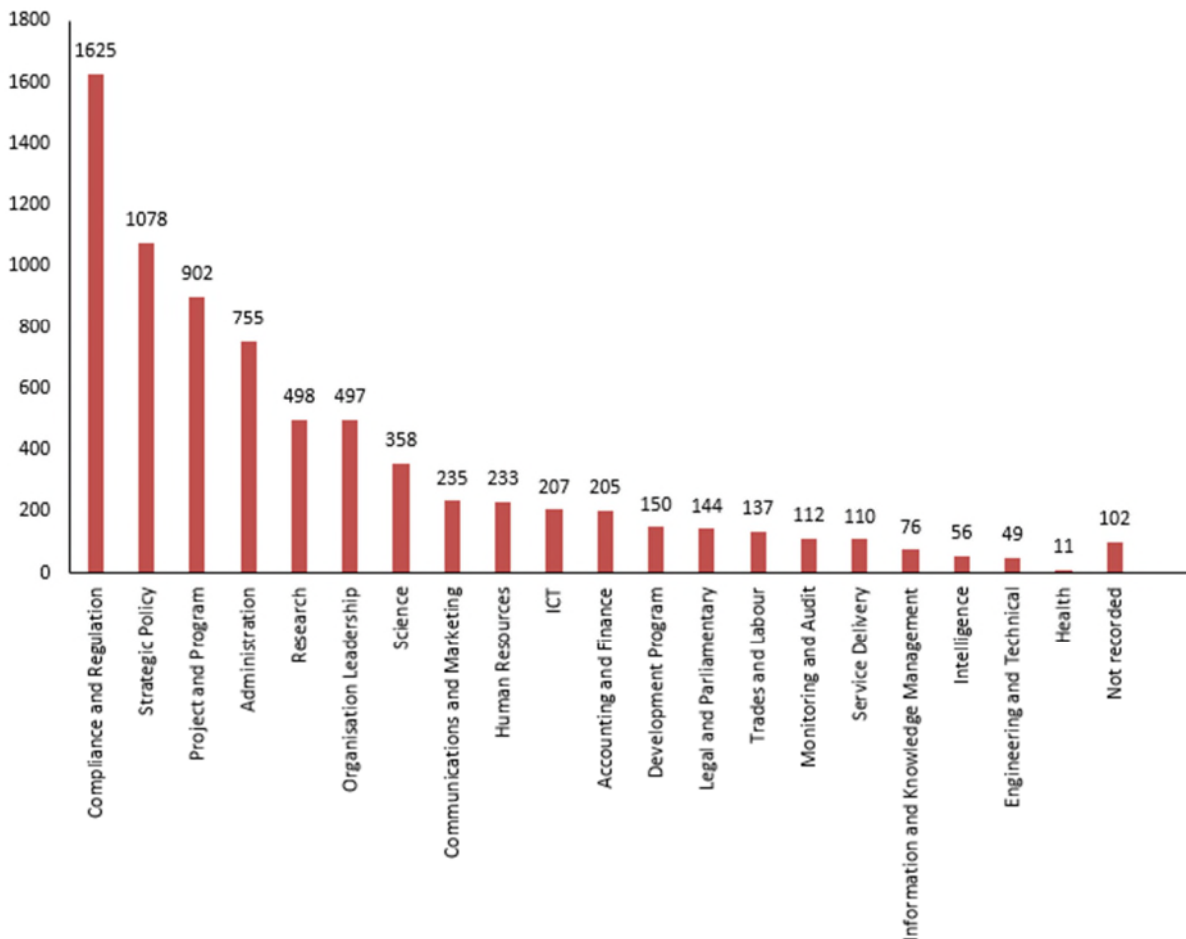
Confirmation of the approach to future workplace arrangements for the remainder of departmental staff will occur in mid-2022, within 6 months of the anniversary of their last pay increase.

### Workforce analytics

As at 31 March 2022, the department employees 7,540 people, which is equivalent to 6,788 full time equivalent. There are 342 people employed on a casual basis with a full-time equivalent value of 86.6.

The department has one of the most unique workforces in the Australian Public Service (APS) consisting of inspectors, policy and assessment officers, expeditioners, program administrators, rangers, biosecurity and enforcement officers, investigators, veterinarians, scientists, researchers, economists, accountants, legal advisors, ICT specialists, data analysts, auditors, park managers and more.

### Departmental workforce by Job Family as at 31 March 2022

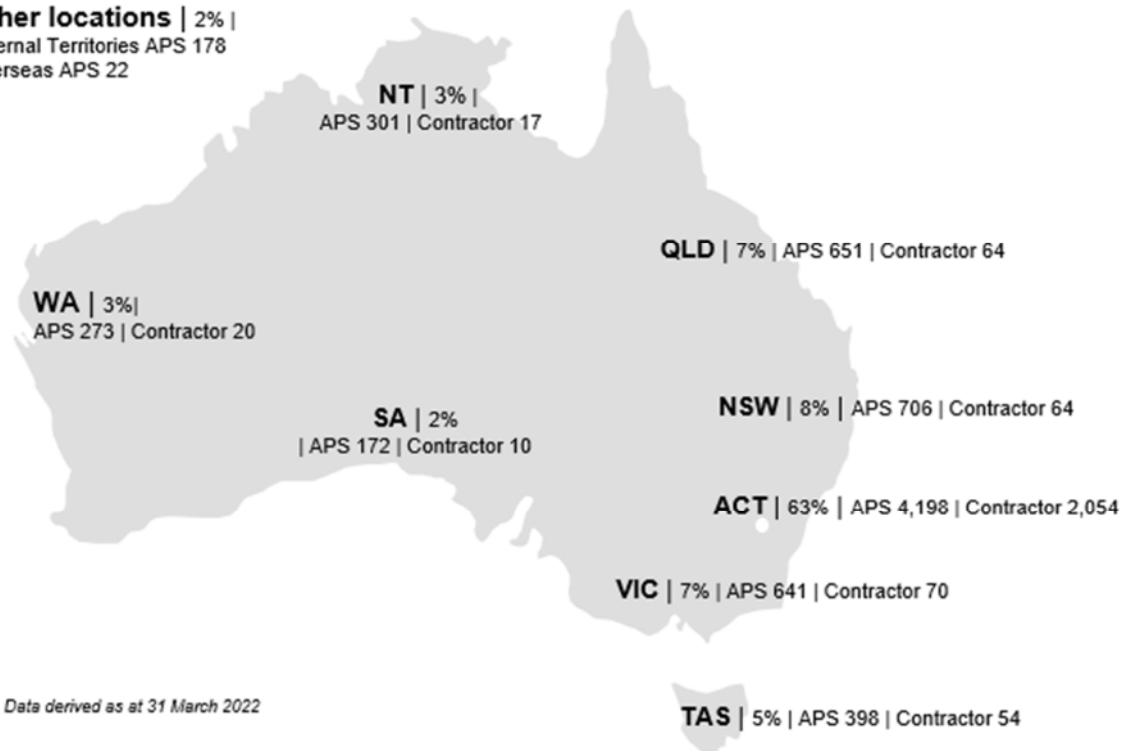


NOTE: Job Family of 'Not Recorded' represents positions that had no information available in SAP or Aurion at the time the report was extracted

The department's workforce supports government program and policy delivery across 183 locations, including Antarctica, 16 overseas cities and a number of small islands off the coast of Northern Queensland, New South Wales, and Western Australia.

## Australian geographical workforce locations and staff distribution as at 31 March 2022.

**Other locations** | 2% |  
 External Territories APS 178  
 Overseas APS 22



## Departmental workforce (ASL and Contractors) at 2021–22

Group - Division	2021-22			
	FTE	ASL	ASL	Contractors
	Mar	Mar YTD	Full Year	
	Actual	Actual	Budget	
<b>ABARES</b>	132	126	120	15
Agricultural Policy	96	88	77	13
Agvet Chemicals Fisheries Forestry and Engagement	67	73	85	6
Portfolio Strategy	88	81	80	36
<b>Agriculture Policy Research and Portfolio Strategy Group</b>	<b>384</b>	<b>368</b>	<b>361</b>	<b>70</b>
Australian Chief Plant Protection Office	64	64	66	9
Australian Chief Veterinary Office	12	9	7	4
Biosecurity Animal	150	146	154	34
Biosecurity Digital Reform	18	18	-	70
Biosecurity Operations	1,556	1,527	1,667	202
Biosecurity Plant	295	290	297	116
Biosecurity Strategy and Reform	133	126	131	111
Compliance and Enforcement	302	270	268	78
Chief Environmental Biosecurity Office	29	21	24	-
<b>Biosecurity and Compliance Group</b>	<b>2,560</b>	<b>2,471</b>	<b>2,613</b>	<b>624</b>
Corporate and Business Services	231	223	228	73
Finance	181	188	213	105
Information Services	215	206	211	635
Legal	109	102	100	-
People	157	165	159	21
<b>Enabling Services Group</b>	<b>893</b>	<b>883</b>	<b>910</b>	<b>834</b>
Digital Trade Initiatives	34	31	53	113
Exports and Veterinary Services	501	479	453	58
Plant and Live Animal Exports	191	193	199	25
Trade Market Access and International	114	116	124	7
Trade Reform	46	48	56	18
<b>Agricultural Trade Group</b>	<b>885</b>	<b>867</b>	<b>885</b>	<b>221</b>
Australian Antarctic	477	460	503	34
Climate Adaptation and Resilience	133	112	73	37
Drought and Farm Resilience	94	80	66	15
Water	115	112	95	64
<b>Water, Climate Adaptation, Natural Disasters and Antarctic Group</b>	<b>820</b>	<b>764</b>	<b>737</b>	<b>150</b>
Biodiversity Conservation	171	166	163	114
Environment Approvals	158	148	146	136
Commonwealth Environment Water Office	58	61	61	-
Heritage Reef and Ocean	113	115	116	18
Parks Policy Taskforce	8	8	-	-
Parks Australia	331	318	332	60
<b>Environment and Heritage Group</b>	<b>839</b>	<b>816</b>	<b>818</b>	<b>328</b>
Environment Protection	144	141	140	87
Environmental Protection Reform	74	57	47	37
<b>Major Environment Reforms Group</b>	<b>218</b>	<b>198</b>	<b>187</b>	<b>124</b>
Executive and Support	24	27	26	2
Departmental Non -Discretionary (DND)	166	92	89	-
Other/Reserves	-	-	2	-
<b>Executive and Other</b>	<b>190</b>	<b>119</b>	<b>117</b>	<b>2</b>
<b>Total FTE</b>	<b>6,788</b>	<b>6,487</b>	<b>6,628</b>	<b>2,353</b>

## **Promoting gender equality in our workforce and balance on boards and committees**

The department has an Inclusion Strategy with an associated gender action plan. The action plan includes multiple actions to ensure women are provided opportunities within the department, that there is an inclusive culture, and that senior leaders support and drive gender equality.

## **Integrity, fraud and corruption**

The department has a robust integrity framework in place to define, support and uphold high standards of professional behaviour that is based on the APS Code of Conduct and our own Core 4 Values and Behaviours.

A pro-integrity culture underpins our values and behaviours. This is central to building an integrated, inclusive and high-performing culture aligned with broader Australian Public Service reforms.

We have a dedicated Integrity Branch to enable information sharing and delivery of integrity services. We have established our Integrity Framework. This framework provides the tools our people need to navigate integrity and personnel security risks in a simple and transparent way. The framework is founded on clear policies. It is supported by contemporary training and reporting mechanisms to reinforce strong integrity practice.

We investigate allegations of wrongdoing, including suspected breaches of the Australian Public Service Code of Conduct and fraudulent and corrupt activity by departmental employees. We work closely with law enforcement partners including the Australian Commission for Law Enforcement Integrity (ACLEI) to investigate, prevent and detect corrupt conduct within the elements of the workforce defined as law enforcement. Approximately 1,000 staff members fall within the jurisdiction of the *Law Enforcement Integrity Commissioner Act 2006*. The team also engages across the department to identify, assess and implement risk treatment controls to prevent misconduct and reduce fraud and corruption risk.

Should you require a briefing on conduct, fraud, corruption, or personnel security matters please contact Ms Jill Mand, Assistant Secretary Integrity Branch ([s. 22\(1\)\(a\)\(ii\)](#)).

## **Work Health & Safety (WHS)**

### **WHS Risk Profile**

The department has a complex WHS risk profile due to the diverse nature of our functions, work locations and high-risk activities.

The WHS team supports the department to address the complexities of our risk profile and ensure our critical risks are mitigated. The department has identified 28 potential critical WHS risks which are currently being validated through a program of work. While not a complete list, some of our identified critical WHS risks include:

- vehicles/mobile plant and equipment
- construction works
- aviation
- hazardous substances
- maritime activities
- water safety on inland waters

- fire management
- asbestos
- contract management
- fatigue
- remote and isolated work
- fixed plant, plant design and manufacturing
- biological waste
- firearms
- diving

The complexities in managing this large suite of critical risks are compounded by the diversity of operations in which these activities are undertaken across the department, the geographic location in which work is completed (sometimes in isolated locations and/or extreme climatic conditions), and the overlay of different Federal and State-based legislation governing some of these high risk activities.

### **WHS Governance**

The department has agreed Work Health and Safety Governance Arrangements (WHSGA) in place. The WHSGA outlines our consultation and communication framework regarding WHS, including our commitment to working together to create a sustainable positive safety culture.

The WHSGAs outline the departmental WHS Work Group Structure and WHS Committee structure which are established in accordance with the *Work Health and Safety Act 2011* (Cth).

### **WHS Strategic Plan**

The department's Work Health and Safety (WHS) Strategic Plan 2021–2024 outlines the key focus areas and the initiatives the department will implement over the next 3 years. Our key focus is to continue to build and embed a positive safety culture across our workforce, and prioritise the health, safety and wellbeing of our people.

The plan is underpinned by 5 pillars:

- Supporting our people to thrive
- Managing our WHS risks
- Strengthening our safety culture
- Building and integrating our systems
- Developing our safety capability.

Each of these pillars represent a significant and impactful body of work for us to ensure we can support our people in all aspects of health, safety and wellbeing. The Strategic Plan aligns with the department's Core 4 values, to keep safety at the centre of everything we do and transform our department to work smarter and safer.

**Employee Assistance Provider (EAP)**

The department's Employee Assistance Provider is Lifeworks. Contract arrangements are currently in place until 31 December 2022. A review of needs is underway for this service to align with the whole of APS approach to improving employee assistance programs.

## 2. Ministerial support arrangements

### Introduction

This guide will assist you and your staff to obtain information and support from the department.

### Address and location

The department's postal address is:

GPO Box 858  
CANBERRA ACT 2601

### Switchboard

02 6272 3933 (Marcus Clarke)  
02 6274 1111 (John Gorton Building)

The department's head office is located across 2 buildings – 18 Marcus Clarke Street, Canberra City and the John Gorton Building, King Edward Terrace, Parkes.

The executive is located on level 10 of the Marcus Clarke Street building and level 1 of the John Gorton Building.

The department will be moving from the Marcus Clarke building to the new CQ2 building in late 2022. The CQ2 building will be located on the corner of Northbourne Avenue and Cooyong Street in the centre of Canberra City.

### Security

The buildings are secure and a security pass is needed to enter and exit. Contact the Ministerial Office team ([s. 47E\(d\)](#) or [s. 47E\(d\)](#)) who can assist to arrange a building pass for you and your staff if required.

### Parking

Parking is available for you and your staff in the Marcus Clarke building and can be booked by contacting the Ministerial Office team ([s. 47E\(d\)](#) or [s. 47E\(d\)](#)). Advice about parking at John Gorton Building can also be provided if required. Parking can also be arranged at the new CQ2 building when it opens in late 2022.

## Key governance contacts

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Troy Czabania  
Assistant Secretary  
Governance & Parliamentary Business Branch

Please scan QR code for Troy's contact details

s. 22(1)(a)(ii)

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Bronwen Jagers  
Assistant Secretary  
Communication & Media Branch

Please scan QR code for Bronwen's contact details

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Jill Mand  
Assistant Secretary  
Integrity Branch

Please scan QR code for Jill's contact details

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Alice Linacre  
Chief Counsel  
Legal Division

Please scan QR code for Alice's contact details

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## Key executive contacts

<b>Secretary</b>		<b>s. 22(1)(a)(ii)</b>
Secretary	Andrew Metcalfe	
Chief of Staff	Amanda Kingston	
Executive Assistant	Rebecca Steffan	
<b>Deputy Secretaries</b>		
Deputy Secretary	Cindy Briscoe	
Deputy Secretary	Andrew Tongue	
Deputy Secretary	James Tregurtha	
Deputy Secretary	Chris Locke	
Deputy Secretary	Lyn O'Connell	
Deputy Secretary	David Hazlehurst	
Deputy Secretary	Rosemary Deininger	
Deputy Secretary	James Larsen	
<b>Corporate and Business Services</b>		
First Assistant Secretary	Lionel Riley	
<b>Governance and Parliamentary Business Branch</b>		
Assistant Secretary	Troy Czabania	
Parliamentary Services	Eugenie Hickey	
Ministerial Services	Catherine Hunt	
PDMS and Minister's Office Support	Rachelle Lynch	
Portfolio Coordination Unit & Appointments	Nicole Williams	
<b>Communications and Media Branch</b>		
Assistant Secretary	Bronwen Jagers	
Media - Director	Rhett Somers	
<b>Legal Division</b>		
Chief Counsel	Alice Linacre	
<b>Finance Division</b>		
Chief Finance Officer	Paul Pak Poy	
<b>Digital Services Division</b>		
Chief Information Officer	Mark Sawade	
VIP Support	-	

The secretary and deputy secretaries' profiles are in [Chapter 1 – Departmental overview](#)

## Departmental support

Ministerial entitlements are managed jointly by the Department of Finance, parliamentary departments, and our department.

Governance and Parliamentary Business Branch supports you and your office in portfolio, parliamentary, staffing, administrative and budgetary matters not covered by these other departments.

The branch provides the central link between our department and your office and also acts as the entry point for engagement with stakeholders on parliamentary matters.

The branch works with other enabling services of the department and your Departmental Liaison Officer (DLO) to coordinate:

- Ministerial reporting that tracks progress against ministerial objectives, budget and election commitments
- briefs, reports and other written materials
- DLOs and temporary staff as required
- parliamentary processes, including Cabinet, parliamentary questions on notice, briefings for Question Time, senate estimates and tabling of documents
- ministerial briefing requests from your office and ministerial submissions prepared by the department seeking decision or action
- responses to ministerial correspondence
- point of contact for advice and support to ministerial staff regarding the department's parliamentary activities
- courier services between the department and your office.

Further advice and more detailed information will be provided to your office in coming weeks. A key document to assist you is the Ministerial Office Support Guide.

The Ministerial and Parliamentary Services website (Department of Finance) also provides further information about ministerial entitlements: Administration responsibilities | Ministerial and Parliamentary Services ([finance.gov.au](https://finance.gov.au)).

Ministerial entitlements are managed jointly by the Department of Finance, parliamentary departments, and our department (DAWE).

Further details of entitlements and services managed by our department will be provided to your Chief of Staff by Troy Czabania, Assistant Secretary, Governance and Parliamentary Business Branch. If desired a departmental induction can be arranged by

s. 47E(d)

## Ministerial office support

The department works with the Department of Finance, and various parliamentary departments at Australian Parliament House (APH) who provide support for parliamentarians and their respective employees through the delivery of support services, work expenses, allowances, entitlements, and assistance.

Further detail about ministerial entitlements can be found at the Department of Finance, Ministerial and Parliamentary Services ([maps.finance.gov.au/offices-resources-and-budgets/other-work-expenses-and-resources/services-ministers](https://maps.finance.gov.au/offices-resources-and-budgets/other-work-expenses-and-resources/services-ministers)).

**The key services that the departments provide to you and your office:**

Minister's office support services	Department of Agriculture, Water, and the Environment (DAWE)	Department of Finance (DoF)	Parliamentary Departments (Australian Parliament House)
<b>Vehicles</b>			
<ul style="list-style-type: none"> <li>Self-drive (Canberra garaged)</li> </ul>	✓	–	–
<ul style="list-style-type: none"> <li>COMCAR</li> </ul>	–	✓ (Paid by DAWE)	–
<b>Office set up</b>			
<ul style="list-style-type: none"> <li>office furniture, audio visual and telephone setup, signage</li> </ul>	–	✓	–
<ul style="list-style-type: none"> <li>electorate office expenses</li> </ul>		✓	
<ul style="list-style-type: none"> <li>additional Specialised furniture, TVs, or IT equipment for offices</li> </ul>	✓	–	–
<ul style="list-style-type: none"> <li>departmental printers</li> </ul>	✓	–	–
<b>Office services</b>			
<ul style="list-style-type: none"> <li>office supplies (stationery, plant hire, water coolers etc.)</li> </ul>	✓	–	–
<ul style="list-style-type: none"> <li>digital subscriptions and newspapers</li> </ul>	✓	–	–
<ul style="list-style-type: none"> <li>media monitoring</li> </ul>	✓	–	–
<ul style="list-style-type: none"> <li>Videoconferencing</li> </ul>	✓	–	–
<ul style="list-style-type: none"> <li>postage and couriers</li> </ul>	✓	–	✓
<b>Staff</b>			
<ul style="list-style-type: none"> <li>salaries and allowances for ministerial staff (employed under MOPS Act)</li> </ul>	–	✓	–
<ul style="list-style-type: none"> <li>facilitation of ministerial staff NV2 clearances</li> </ul>	–	✓	–

<b>Travel and hospitality</b>			
• Travel expenses – official business (e.g. travel allowance, flights)	–	✓	–
• Travel expenses - portfolio business (e.g. road travel, cost of meeting rooms, portfolio related hospitality)	✓ (Paid by DAWE)	✓ (Administered by DoF)	–
• Travel expenses – DAWE staff	✓	–	–
• Official hospitality for portfolio events	✓	–	–
<b>Information Technology</b>			
• Mobile phone - Apple iPhone 13	✓	–	–
• Laptop, docking solution, monitors, keyboard, mouse, and wireless headset	✓	–	–
• Internet services at minister's private residence	✓	–	–
<b>Security</b>			
• Security containers, safes, and shredders	✓	–	–
• Security briefings (DAWE and Attorney-General's Department)	✓	–	–

## MOP(S) Act employment

Parliamentarians employ staff under the *Members of Parliament (Staff) Act 1984* (MOP(S) Act). Staff are referred to as MOP(S) Act employees.

MOP(S) Act employees are employed to assist a parliamentarian to carry out duties as a Member of Parliament and not for party political purposes.

The Department of Finance provides administrative support to MOP(S) Act employees, and has more information on its website [maps.finance.gov.au/pay-and-employment/mops-act-employment](https://maps.finance.gov.au/pay-and-employment/mops-act-employment)

## Ministerial and parliamentary services

The Department of Finance has a dedicated team, Ministerial and Parliamentary Services (MaPS), who provide administrative and support services to MOP(S) Act employees, including:

- paying salaries and allowances, recruitment advertisements
- providing a safe workplace and training for employees
- advising parliamentarians and employees on workplace practices and employment matters

MaPS also has representatives located in each state and territory capital city. The state and territory offices provide support to electorate offices in each state and territory and manage the Commonwealth Parliament Offices (CPOs).

Further advice can be found via the MaPS Help Desk open 9.00am AEDT until 5.00pm AWST, Monday to Friday.

Contact [s. 47E\(d\)](#) or [s. 47E\(d\)](#) for further information or visit [maps.finance.gov.au/pay-and-employment/mops-act-employment/responsibilities-parliamentarians-employees-maps-and-ipea#ministerial-and-parliamentary-services](https://maps.finance.gov.au/pay-and-employment/mops-act-employment/responsibilities-parliamentarians-employees-maps-and-ipea#ministerial-and-parliamentary-services)

### **Statement of standards for ministerial staff**

The Statement of Standards for Ministerial Staff sets out the standards that ministerial staff are expected to meet in the performance of their duties.

More detail about the standards expected of Ministerial Staff employed under the MOP(S) Act can be found at [smos.gov.au/statement-standards-ministerial-staff](https://smos.gov.au/statement-standards-ministerial-staff)

### **Travel**

All official travel arrangements (domestic and international) should be arranged through the MaPS at Department of Finance.

The relevant policy or business areas can assist with organising suggested travel schedules and agendas. If required, the department can also provide meeting itineraries, briefing packs, advice about COVID-19 procedures for your destination and will work closely with your diary manager to schedule meetings.

For further information contact:

[s. 47E\(d\)](#) or call [s. 47E\(d\)](#)

The Department of Finance's Ministerial and Parliamentary Services team  
[maps.finance.gov.au/pay-and-employment/staff-allowances#travelling-allowance](https://maps.finance.gov.au/pay-and-employment/staff-allowances#travelling-allowance)

Travel approval, entitlements and guidance are managed by the Independent Parliamentary Expenses Authority (IPEA). More information can be found at;  
[ipea.gov.au/travel/parliamentarians-travel](https://ipea.gov.au/travel/parliamentarians-travel)

Information about how to book travel can also be found at the IPEA website.  
[ipea.gov.au/ed/ipea-ed/travel/parliamentarians/booking](https://ipea.gov.au/ed/ipea-ed/travel/parliamentarians/booking)

### **International travel**

The department's International Travel team can assist with travel requirements such as visas and official/diplomatic passports. Official passports are required for all Australian Government employees travelling for official government business. Official passports are issued by the Department of Foreign Affairs and Trade (DFAT) and require 10 days to process. Most visas also require a minimum of 10 working days.

Please email [s. 47E\(d\)](#) or advice or call [s. 47E\(d\)](#)

Departmental business areas involved with international matters can also assist in liaison with the relevant DFAT post. These line areas can also provide advice on cultural customs and protocol at your destination.

### **Domestic travel**

Although domestic travel should be booked by your office through IPEA assistance with meeting itineraries, agendas and briefings can also be provided by the relevant policy or business area within the department.

<b>Travel (domestic and overseas)</b>	<b>Department of Finance responsibilities</b>	<b>Department of Agriculture, Water, and the Environment responsibilities</b>
Travel costs for Minister, personal staff and/or spouse, including: <ul style="list-style-type: none"> <li>• Airfares/Accommodation/Meals/Transport</li> <li>• Allowances</li> <li>• Non-portfolio related hospitality.</li> </ul>	✓	–
Travel costs for DAWE staff accompanying the Minister	–	✓
Portfolio related hospitality and business, for example: <ul style="list-style-type: none"> <li>• Additional rooms used as an office for portfolio related business or hospitality</li> <li>• Costs associated with departmental officers</li> </ul>	–	✓

## Official Gifts

The Department of the Prime Minister and Cabinet (PM&C) provide guidelines relating to official gifts which can be found at [pmc.gov.au/government/official-gifts](http://pmc.gov.au/government/official-gifts)

These guidelines apply to the ministers, assistant ministers, their families, and their ministerial and electorate staff who present or receive any gifts in the course of their official duties.

It is the responsibility of you and your staff to follow the PM&C guidelines when presenting and receiving gifts.

Any gift received should be provided to the DLO in a timely manner. This is to ensure that the department can arrange for any security screening and valuation of gifts.

The Ministerial Office Support team maintains an official gift register for reporting purposes and will also liaise with relevant stakeholders regarding screening processes. Contact [s. 47E\(d\)](#) or further information.

## Departmental Liaison Officers

DLOs are provided to your office to facilitate the flow of information and to support the relationship and communication with the department. Based in your Parliament House office, DLOs remain departmental officers rather than being employed under the MOP(S) Act. The Prime Minister determines the number of DLOs allocated to your office.

DLOs work closely with ministerial staff and the department's Governance and Parliamentary Business Branch to:

- manage the day-to-day portfolio business within your office, including preparation for Question Time, meetings with stakeholders, workflow of ministerial decisions, secure handling of Cabinet material and allocation of ministerial correspondence
- assist with the administration of the legislation process not provided by the Legal Division
- monitor and quickly respond to any feedback you may have in relation to departmental and parliamentary processes to ensure your personal preferences are met

The Assistant Secretary, Governance and Parliamentary Business Branch and Director of Parliamentary Services manages the DLOs together with your Chief of Staff.

## Security

The department has a number of systems in place to manage the secure processing, transmission, storage and disposal of information.

### Unclassified network - OFFICIAL

The AWE network is the standard network accessed via your laptop and provides access to email, network drives and Parliamentary Document Management System (PDMS).

Core email and network drives must only contain information classified up to OFFICIAL.

### Protected enclave - PROTECTED

Cabinet material and other information in electronic form marked PROTECTED must be created, stored and transmitted in the Protected Enclave (PE) environment. Access to the PE requires a Baseline security clearance and can be requested via [s. 47E\(d\)](#)

Cabinet documents are accessed through the CabNet system. CabNet is a secure online system used across the Australian Government to support the Cabinet Process. Your DLO will manage access, and training is available for this system.

PROTECTED ministerial briefs and submissions are accessed via PDMS in the PE.

Access to the protected enclave requires a baseline security clearance.

### Security clearances

Applications for security clearances must be lodged via the Australian Government Security Vetting Agency (AGSVA) and this process is facilitated by the Department of Finance for any new staff commencing in your office.

Ministerial staff are required to obtain and maintain a Negative Vetting Level 2 (NV2) security clearance. Making a prompt and complete submission to AGSVA will assist in the progression of your clearance application.

Summary of Security Clearances		
Security Classifications	Access to:	Recommended for staff
No clearance/ police check	Access to departmental emails	
NV2	<ul style="list-style-type: none"> <li>Access to all departmental emails</li> <li>Access to Protected Enclave (PE)</li> <li>Access to security classified information and resources Protected – Top Secret</li> </ul>	All MO staff

Ministers do not require a police check or, baseline, NV1 or NV2 security clearances.

Selected members of the office, for example a Chief of Staff or senior adviser who require access to the PE whilst their security clearance application is being processed by AGSVA may apply to the DAWE personnel security team for temporary access to classified information. Approval of the request is granted by the Chief Security Officer. Factors such as the reasons for access to classified material and any risk mitigation strategies in place are considerations in granting approval. Email [s. 47E\(d\)](#) for more information.

### USBs

Information cannot be downloaded or stored on personal USB devices. If required, the VIP IT Support team can issue encrypted USBs for you and your ministerial staff.

[s. 47E\(d\)](#)

**Security containers**

All classified information (for example, information marked PROTECTED and Cabinet material) must be secured in an appropriate security container (safe) when not in use. All information must be secured at the close of business.

Secure briefcases must be used to transport and store information away from the office.

Safes and briefcases can be arranged by contacting s. 47E(d)

**Security document disposal**

Secure waste bins and shredders can be arranged for the office by contacting s. 47E(d)

**Security briefings – Education and awareness**

The department recommends that a combined security briefing (physical, personnel and cyber) is provided to the Minister's Office within the first month.

**Receiving cables**

The Trade, Market Access and International Division (TMAID) prepares a daily summary of the relevant diplomatic cables, up to the PROTECTED classification.

DLOs will receive the daily summary of cables and can provide access to the full text of cables in the Protected Enclave. Baseline clearance is required to read cables from the PE.

**Secure courier service**

A secure courier service is available between the department and Parliament House as required in addition to twice daily services during sitting weeks. The courier carries a lockable pouch, for transferring printed PROTECTED classified material.

**Parliamentary business**

An overview of the department's ministerial and parliamentary support services is provided below. More detailed information including understanding your preferences, will be discussed separately with your Chief of Staff. This includes understanding your preferred ways to handle correspondence and briefings.

**Parliamentary Document Management System**

The department uses PDMS to manage all ministerial and parliamentary material prepared for you (this excludes Cabinet related workflows). PDMS is a web-based application, used across government to draft, store, process and control documents. This may include ministerial correspondence, policy advice, requests for briefs, speech material, and questions on notice. As PDMS is entirely digital, we can edit, compare and share information efficiently and flexibly between the department and your office. It also provides transparency and assurance, through robust access tools and workflow management.

Your office can access the department's PDMS, and is the preferred system to manage all documents provided to your office. PDMS training and user support can be delivered to your office by the Ministerial Services Section via your DLOs.

The Ministerial Services Section can provide PDMS training and support in person or online. To arrange training or support, speak to your DLOs, or contact our PDMS support team directly on s. 47E(d) or s. 47E(d)

**Ministerial correspondence**

Ministerial Correspondence is correspondence sent to you on portfolio-related issues. The volume of ministerial correspondence can vary greatly, depending on the current portfolio issues, and can quickly increase with 'bulk campaign' or 'hot topic' correspondence.

Ministerial correspondence is actioned by either a ministerial reply, a departmental reply, or registered in PDMS for information.

The department drafts responses to correspondence on your behalf and will consult with your office on style preferences.

**Ministerial submissions for policy advice or decision**

The department will initiate submissions for you that seek policy advice, request ministerial decision, or provide information on an important issue for noting. As a rule, the department will provide you with 10 business days to consider the submission but will consult your office if urgent action is required.

**Ministerial Briefs for meetings or events**

Upon request, the department will prepare briefings for you to support your attendance at meetings or events. Once you or your diary manager confirms a meeting, the DLO will generate a briefing request and send it to the department for action.

Briefing requests for events or functions may include a request for a speech and/or a media release. The Media team manages these items and will work with your office and the relevant area of the department to prepare these documents for you.

**Cabinet**

The Cabinet Liaison Officers support your Cabinet activity, alongside the Budget Strategy team, Portfolio Strategy Division, Cabinet Division of PM&C, and the Cabinet Secretary's Office. Access to CabNet+, the whole of government secure online Cabinet system, for ministerial staff is managed by your DLOs.

Briefings to support you at Cabinet/Committee meetings for submissions you are sponsoring/co-sponsoring/co-opted will be provided by the department. Requests for briefing will be managed through your DLO.

**Question Time Briefs**

The department prepares Question Time Briefs (QTBs) to support you during Question Time. Generally, QTBs are prepared in response to a request from your office, however, may be initiated by the department if media or Opposition attention to a portfolio issue is anticipated.

**Parliamentary Questions on Notice**

The department prepares draft responses to all Parliamentary Questions on Notice (QoN) taken in the Senate or House of Representatives that relate to your portfolio.

Once you approve a response, the department will arrange tabling in the relevant house of parliament.

**Parliamentary inquiries and government responses**

The department manages the portfolio's Parliamentary Committee activity, including coordinating submissions, attending public hearings, questions taken on notice, tabling of Minister and Prime Minister approved government responses and monitoring of progress to implement agreed recommendations.

### **Senate Estimates**

The department coordinates the portfolio's appearance at Senate Estimate hearings. Arrangements for the provision of Senate Estimate briefing material to your office will be discussed with your DLO. Responses to questions taken on notice at Senate Estimate hearings are prepared by the department and cleared by your office prior to tabling with the relevant committee.

### **Tabling documents in parliament**

The department's Parliamentary Services Section facilitates tabling of documents in parliament, including responses to questions on notice, Orders for the Production of Documents, approved government responses and annual reports in accordance with the PM&C Tabling Guidelines.

### **Legislation**

The department's Legislation Practice provides and coordinates legal services in relation to legislative development, drafting and reforms, as well as the introduction and passage of Bills through the Parliament. The Legislation Practice coordinates portfolio legislation bids, which are provided to you for consideration (approximately 2-3 months) prior to each of the Spring, Autumn and Winter sitting periods. You will also be provided with a briefing of urgent legislative bids directly after the election. The Legislation Practice maintains a close working relationship with the Parliamentary Liaison Officers and Tabling Offices (House and Senate), Senate committee secretariats and the Office of Parliamentary Counsel, who is responsible for the drafting of Bills. We will organise an initial briefing with your office. Further information can be found in [Chapter 4 – Legislation and Litigation](#).

### **Freedom of information (FOI)**

For the purposes of the *Freedom of Information Act 1982* (Cth) (the FOI Act), a minister is independent of the portfolio department, and is therefore responsible for responding to FOI requests within legislated time periods. FOI requests (and court ordered discovery) can be made for any official document held by the minister (this can include paper documents or electronically stored information including emails, text messages or WhatsApp messages). The department provides support to your office to process FOI requests and will provide induction briefing on your obligations under the FOI Act and arrangements available to assist you. Should you have any questions on FOI please contact Alice Linacre, Chief Counsel – Legal Division [s. 22\(1\)\(a\)\(ii\)](#)

### **Communication and media services**

The Communication and Media Branch comprises agriculture and environment media teams, Strategic Communication teams (agriculture/water, biosecurity/ trade and environment), and Stakeholder Engagement, Production (social media/design/video), Web Publishing, Social Media team, and Corporate Communications teams.

Our Strategic Communication teams work with policy areas in the department and the media team to develop and deliver communication strategies in support of key portfolio work (for example, launch of a new program or a key announcement/publication). Communications strategies can include activities such as media releases/media pitching and launch events, social media campaigns, web content, video/animation, print publications, etc.

The department's communication channels include our website ([awe.gov.au](http://awe.gov.au)), social media channels, a range of newsletters and our Have Your Say digital engagement platform. Our primary social media channels (Facebook, LinkedIn, Twitter) have a combined reach of nearly 90,000 followers, with dedicated channels also in place for biosecurity, ABARES, Threatened

Species Commissioner, Australian Antarctic Division, Parks Australia and several others. A detailed briefing on the department's social media channels, approach, reach and engagement will be provided to your media adviser.

### **Media services**

The Media team is the contact point for all media services and works with your media adviser(s).

The Media team supports you with a range of portfolio-related media services, including:

- high-level strategic media advice and identification of media opportunities that showcase the portfolio
- media monitoring as part of the department's overall arrangements
- preparation of draft media releases, speaking points and speeches
- publication and distribution of media releases, speeches and other communications products to your website and the media.

The Media team will work with your office to develop clear responses to media inquiries and to identify a suitable departmental spokesperson when needed. The Media team works separately to the briefing process through the PDMS, which allows informal briefings for media purposes at shorter notice.

The Australian Antarctic Division, Bureau of Meteorology and Parks Australia each have an embedded media and communications unit. They will work directly with your media advisors on media and communications requirements related to their speciality areas, sharing information with the central Media and Communications Branch and working together in line with departmental protocols.

### **Media releases**

Draft media releases are not attached to ministerial submissions but are provided in parallel to your office through the Media team. Media releases can be requested by your office or proposed by the department to complement policy or program initiatives. We will work with your office to develop protocols regarding ministerial and departmental releases and support your social media presence.

### **Speeches**

The department can provide talking points for your portfolio-related speaking engagements. Generally your office will initiate requests for speeches via the ministerial event briefing process. We will work with your office to develop and implement procedures to suit your speaking style and requirements.

### **Ministerial website**

The department provides and maintains a ministerial portfolio website. Website content for previous ministers is archived in Pandora, the National Library of Australia's web archive.

The Media team will work with you and your office to develop your ministerial website. The team can upload media releases, speeches, transcripts and other agreed content to your site and will work with your office and relevant areas of the department to discuss any audio-visual and social media support that is required.

**Publications**

The department will work with you to develop a procedure to ensure you are informed about the release of significant departmental and portfolio publications. This can include advice about opportunities for releasing and launching new materials and initiatives.

**Portfolio communications liaison**

The department has established relationships with all of the portfolio agencies' communications managers and can work with your office to ensure appropriate coordination of communications issues and products.

**Emergency communications**

The Media team works with relevant areas of the department, as well as other departments, to provide responsive communications support during departmental and portfolio-related emergencies, including responses to pest and disease incidents and significant live animal export incidents. The department conducts regular exercises to test the arrangements.

We will provide you and your office with further information about the emergency communication arrangements we have developed and ensure that your needs are met.

## 3. Budget and funding framework

### Financial position

The department has appropriation revenue of \$1,158.2 million, and estimated own source revenue of \$509.3 million for 2022–23. The department's own source revenue is mainly derived from our cost-recovery (fee for service) activities.

Departmental expenses are estimated at \$1,789.7 million in 2022–23.

We are budgeting for an operating loss of \$31.2 million in 2022–23, which was approved by the former Minister for Finance.

Our estimated asset base, at 30 June 2022, is valued at \$1,654.9 million, which is the total of land and buildings; leasehold improvements; property, plant, and equipment; heritage and cultural assets and computer software.

For 2022–23, the department is managing estimated administered assets of \$10,528.8 million on behalf of the Australian Government, which includes \$4,023.9 million in water entitlements and \$4,977.1 million in receivables (primarily loans) and investment in 13 portfolio entities.

### Financial resources

#### 2022–23 Budget

The Budget provides the department with resources of \$7.7 billion in 2022–23 (compared with the \$7.1 billion in 2021–22 estimated actual resources).

#### Resources for the department, 2021–22 and 2022–23

Category	Resourcing	2021–22 (\$m) <sup>a</sup>	2022–23 (\$m) <sup>a</sup>
Departmental	Annual appropriations <sup>b</sup>	1,482	1,595
	Special accounts <sup>c</sup>	498	527
	<b>Total departmental resourcing <sup>d</sup></b>	<b>1,980</b>	<b>2,122</b>
Administered	Annual appropriations <sup>b</sup>	2,111	2,948
	Special appropriations	1,069	1,031
	Special accounts <sup>c</sup>	2,440	2,009
	Less payments to corporate entities from special or annual appropriations <sup>e</sup>	(455)	(398)
	<b>Total administered resourcing</b>	<b>5,166</b>	<b>5,591</b>
<b>Total resourcing (departmental and administered)</b>		<b>7,145</b>	<b>7,713</b>

a 2022–23 Portfolio Budget Statements (p. 23 and 24). Discrepancies between totals and sums of components reflect rounding. b Includes operating and capital appropriations, prior year funding available and external revenue under section 74 of the Public Governance, Performance and Accountability Act 2013. c Includes opening balances of the special accounts and excludes appropriations credited to special account to prevent double counting. d Departmental resourcing will not equal the departmental expenses listed in the Financial Position section as resourcing includes capital and other funds available that do not contribute to departmental expenses. e Payments from the department's resourcing made to corporate entities within the portfolio.

Resourcing for the department excludes Specific Purpose Payments (SPP) under the Federal Financial Relations Framework. Refer to the following table for a summary of SPP programs which the department manages but are appropriated to the Department of the Treasury.

### Payments to states under the Federal Financial Relation Framework, 2021–22 to 2025–26

Outcome	Category	2021–22 (\$m)	2022–23 (\$m)	2023–24 (\$m)	2024–25 (\$m)	2025–26 (\$m)
Outcome 1	Environment Restoration Fund	5.120	3.257	–	–	–
	Environmental Assessment Systems Upgrade	9.129	–	–	–	–
	Kamay 250th Anniversary Project <sup>1</sup>	4.481	–	–	–	–
	Raine Island Recovery Project <sup>2</sup>	–	0.672	0.672	–	–
	Recycling Modernisation Fund: Plastics Technology Stream	–	5.750	20.750	20.750	12.750
	Recycling Infrastructure	84.154	84.630	52.500	18.500	
	Regional Fund for Wildlife and Habitat Bushfire Recovery	19.875	8.311	–	–	–
	Transforming Digital Environmental Assessments	–	4.000	4.700	1.800	–
	World Heritage Sites	9.482	9.482	–	–	–
	Yellow Crazy Ant Control	3.000	–	–	–	–
Outcome 3	Construction Softwood Transport Assistance	4.600	10.000	–	–	–
	Fishing and Camping Facilities Program	16.650	–	–	–	–
	Future Drought Fund: Farm Business Resilience	25.000	20.000	15.000	–	–
	Regional Drought Resilience Planning	13.467	10.467	15.000		
	Horticultural Netting	33.000	–	–	–	–
	Management of Established Pest and Weeds	8.820	8.900	5.000	5.000	–
	National Forestry Industry Plan	3.500	–	–	–	–
	Support Plantation Establishment	–	10.000	25.000	30.000	20.000
Outcome 4	Boosting Our Northern Biosecurity Frontline	–	–	6.000	5.700	5.300
	Building Resilience to Manage Fruit Fly	1.000	15.000	14.000	–	–
	Ehrlichia Canis Pilot Program	0.225	0.075	–	–	–
	Horse Traceability	0.050	0.569	0.569	–	–
	National Plant Health Surveillance Program	1.000	1.000	1.000	1.000	–
	Pest and Disease Preparedness and Response Programs	76.211	38.890	33.188	37.774	38.286
	Reducing Regulatory Burden and Streamlining Audit Arrangements in the Dairy Sector	0.150	0.350	–	–	–
	Supporting Farmers to Maximise Farm Gate Output through Traceability and On-Farm Biosecurity	–	6.000	8.000	6.000	–
Outcome 5	Great Artesian Basin Sustainability Initiative	8.969	10.962	4.000	–	–

Outcome	Category	2021-22 (\$m)	2022-23 (\$m)	2023-24 (\$m)	2024-25 (\$m)	2025-26 (\$m)
	Implementing Water Reform in the Murray-Darling Basin	20.000	20.000	20.000	–	–
	On-Farm Emergency Water Infrastructure Rebate	34.763	16.048	–	–	–
	Sustainable Rural Water Use and Infrastructure Program	324.015	445.555	342.875	–	–
	Water for Fodder Program	0.618	–	–	–	–
	<b>Total</b>	<b>707.279</b>	<b>729.918</b>	<b>558.720</b>	<b>126.524</b>	<b>76.336</b>

1. Kamay 250th Anniversary Project - the Australian Government will provide funding to improve visitor access and safety at Kamay Botany Bay National Park. 2. Raine Island Recovery Project - the Australian Government is providing funding to re-establish and maintain Raine Island as a viable island ecosystem that supports sustainable populations of green turtles and seabirds through collaboration with Wuthathi and Meriam Nation (Ugar, Mer, Erub) Traditional Owner.

## Outline of the funding framework

### Funding sources

Funding is provided to the department through the Annual Appropriation Acts and a number of special appropriations (provisions in Acts that authorise the expenditure of money for a particular purpose, including agricultural production levies and funding provided into the Water for the Environment Special Account (WESA)). The department also generates funding through its own receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

There are several components to the department's funding:

- Departmental appropriations – provided to meet costs over which the department has control. This typically includes employee expenses, supplier expenses and other operational expenses, and departmental capital.
- Administered appropriations – the department administers these funds on behalf of the government. They normally relate to activities governed by eligibility rules and conditions established by the government, such as grants, subsidies, benefit payments, and loans. Administered appropriations may only be spent for the purposes for which they were appropriated.
- Special appropriations – certain acts authorise the expenditure of money for a particular purpose when specified criteria are met. The key special appropriations managed by the department are:
  - Disbursement of levies funds to industry bodies and portfolio agencies, including the payment of Commonwealth matching contributions for research and development under various pieces of legislation.
  - Payments made under section 105 of the *Farm Household Support Act 2014* to eligible recipients of Farm Household Allowance.
- Special accounts – certain acts authorise the expenditure of money for a particular purpose when specified criteria are met. Funding to special accounts include:
  - Statutory credits into the Water for the Environment Special Account that are legislated through the *Water Act 2007*.

- Receipts to Special Accounts such as, the Agriculture Future Drought Resilience Special Account, the Natural Heritage Trust Special Account, Reef Trust Special Account, Ozone Protection and Synthetic Greenhouse Gas account.
- Cost recovery fees, levies and charges imposed on industry for activities such as regulating import biosecurity activities and export certification activities under various Acts (such as the *Biosecurity Act 2015* and the *Export Control Act 2020*), Environment cost recovery activities under the acts such as *Environment Protection and Biodiversity Conservation Act 1999*, and fees received for certification services under the Water Efficiency Labelling Scheme and environmental impact assessments under the *Environment Protection and Biodiversity Conservation Amendment Regulation Act 2014*.

s. 47C(1)

## Federal Budget

Bills proposing appropriations for the forthcoming year are introduced into parliament on Budget night. Appropriation Bill No 1 appropriates money from the Consolidated Revenue Fund (CRF) for the ordinary annual services of government. Appropriation Bill No 2 appropriates money from the CRF for purposes other than ordinary annual services, such as payments to the states, non-operating (capital) costs and new outcomes.

### Portfolio Budget Statements and portfolio additional estimates statements

When appropriation bills are introduced into Parliament they are accompanied by Portfolio Budget Statements or Portfolio Additional Estimates Statements, which are submitted by portfolio ministers. The statements facilitate accountability to the Parliament and to the public.

### Department resourcing 2022–23

Category	Prior year funding available (\$'000)	Appropriation Bills 1 and 2 (\$'000)	Special appropriations (\$'000)	Receipts (\$'000)	Special accounts (\$'000)	Payments to corporate entities (\$'000)	Total (\$'000)
Administered	3,502,354	1,278,463	1,031,000	–	176,519	(397,768)	5,590,568
Departmental	291,830	1,310,528	–	34,655	485,083	–	2,122,096
<b>Total</b>	<b>3,794,184</b>	<b>2,588,991</b>	<b>1,031,000</b>	<b>34,655</b>	<b>661,602</b>	<b>(397,768)</b>	<b>7,712,664</b>

The resourcing for 2022–23 above includes 2022–23 Budget measures. Due to the timing of the election, Appropriation Bills No 1 and 2 have not yet passed parliament.

To account for this, the department has been provided with appropriations broadly equivalent to 5/12ths of the estimated 2022–23 annual appropriations through *Supply Act (No 1) 2022–23* and *Supply Act (No 2) 2022–23*. These Acts came into force on 1 April 2022 and provide funding until the end of November 2022, by which time it is anticipated that the annual appropriation bills will have received Royal Assent.

## Departmental resources 2022–23 – Supply Acts 1 and 2 <sup>a</sup>

Category	Supply Act 1 (\$'000)	Supply Act 2 (\$'000)	Total (\$'000)
Administered	420,978	98,541	519,519
Departmental	418,938	27,701	446,639
<b>Total</b>	<b>839,916</b>	<b>126,242</b>	<b>966,158</b>

<sup>a</sup> Programs received 5/12ths of annual appropriations except for the Commonwealth Environmental Water program which received 9/12ths.

## Additional appropriations

A second set of appropriation bills (known as Appropriation Bills No 3 and 4) are usually introduced during the financial year. These additional appropriation bills seek authority from the parliament to meet funding requirements arising since the last Budget.

Further sets of appropriation bills may be introduced during the year should unforeseen situations arise in which the department needs extra funding for urgent expenditure. Appropriation bills each contain a provision entitled 'Advance to the Finance Minister', which enables the finance minister to provide limited additional appropriation as a last resort.

## Cost recovery

The department recovers the costs of many of the regulatory functions we perform for industry; **s. 47C(1)** Cost recovered charges are underpinned by whole of government policies and supporting legislation. The overarching cost recovery policy is that where a regulatory function is provided to an identifiable group (or individual), they should bear the costs of the function, not general taxpayers.

Some of the department's functions are fully cost recovered, while others are partially recovered based on government decisions for each function. The policies and charging arrangements are described in cost recovery implementation statements (CRISs), approved by government following consultations with industry and other stakeholders.

The department currently administers 17 cost recovery arrangements set out in CRISs across the biosecurity and imported food, agricultural export certification, environment and water efficiency sectors. In addition to this, it provides support and guidance to the Australian Pesticides and Veterinary Medicines Authority and the Australian Fisheries Management Authority in the development of their CRISs.

The department is currently developing several new regulatory programs and associated charging regimes, including a regulatory program to support export of cosmetics, environmental management standards for industrial chemicals and charging for the ban on exported waste. Charging for these arrangements is expected to commence in 2023–24.

The 17 current CRISs are:

### Export certification

- Dairy exports
- Fish and egg exports
- Meat exports
- Non-prescribed goods exports
- Horticulture exports

- Grain exports
- Live Animal exports

#### **Import biosecurity**

- Biosecurity for:
  - importers
  - conveyance operators
  - approved arrangement participants
  - passengers

There are 8 cost recovery arrangements within the environment groups and 1 in the water group. The arrangements range in size and maturity, have a broad range of stakeholders and are generally bespoke in nature.

A CRIS is being developed to support the Industrial Chemicals Environmental Management Standard, a mechanism to manage risks to the environment from industrial chemicals, due to commence charging from 1 July 2023.

#### **Environment**

- Environmental Assessments under the *Environment Protection and Biodiversity Conversation Act 1999*
- Hazardous waste permits
- Ozone protection and synthetic greenhouse gas management program
- Product emissions standards - Regulating emissions from non-road engines and propulsion marine engines
- Sea dumping permit applications
- Wildlife trade permits
- Voluntary product stewardship accreditation
- Export waste ban, charging to commence 1 July 2023.

#### **Water**

- Water efficiency labelling and standards.

Further information on cost recovery relating to each portfolio can be found in Volume 1.

## **Overview of outcomes and programs**

### **Outcomes, outputs and divisions**

The department delivers programs to achieve its 5 outcomes. Current programs are described in the Portfolio Budget Statements 2022–23, which will be subject to modification by the incoming government's decisions.

#### **Outcome 1**

Conserve, protect and sustainably manage Australia's biodiversity, ecosystems, environment and heritage through research, information management, supporting natural resource management, establishing and managing Commonwealth protected areas, and reducing and regulating the use of pollutants and hazardous substances, and coordination of climate change adaptation strategy and climate change science activities.

As summarised in the Portfolio Budget Statements 2022–23, the 6 programs supporting this outcome are:

- Sustainable Management of Natural Resources and the Environment
- Environmental Information and Research
- Commonwealth Environmental Water
- Conservation of Australia's Heritage and Environment
- Environmental Regulation
- Management of Hazardous Wastes, Substances and Pollutants

### **Outcome 2**

Advance Australia's strategic, scientific, environmental and economic interests in the Antarctic region by protecting, administering and researching the region.

As summarised in the Portfolio Budget Statements 2022–23, the program supporting this outcome is Antarctica: Science, Policy and Presence.

### **Outcome 3**

More sustainable, productive, internationally competitive and profitable Australian agricultural, food and fibre industries through policies and initiatives that promote better resource management practices, innovation, self-reliance and improved access to international markets.

As summarised in the Portfolio Budget Statements 2022–23, the 12 programs supporting this outcome are:

- Sustainable Management—Natural Resources
- Forestry Industry
- Fishing Industry
- Horticulture Industry
- Wool Industry
- Grains Industry
- Dairy Industry
- Meat and Livestock Industry
- Agricultural Resources
- Drought Programs
- Rural Programs
- International Market Access

**Outcome 4**

Safeguard Australia's animal and plant health status to maintain overseas markets and protect the economy and environment from the impact of exotic pests and diseases, through risk assessment, inspection and certification, and the implementation of emergency response arrangements for Australian agricultural, food and fibre industries.

As summarised in the Portfolio Budget Statements 2022–23, the 2 programs supporting this outcome are:

- Biosecurity and Export Services
- Plant and Animal Health

**Outcome 5**

Improve the health of rivers and freshwater ecosystems and water use efficiency through implementing water reforms, and ensuring enhanced sustainability, efficiency and productivity in the management and use of water resources.

As summarised in the Portfolio Budget Statements 2022–23, the program supporting this outcome is Water Reform

**Administrative responsibilities for grants and funding**

As the Minister for Environment, you may be required to make the following actions:

- Approvals for grant opportunities, grant awards for grant programs and one-off/ad-hoc grants
- The provision of delegations to departmental officials or other department representatives (i.e. Business Grants Hub and Community Grants Hub) as required and may provide other Grant Administration related approvals (i.e. variations, milestone payments etc.)
- A supporting letter seeking the finance minister's approval for a medium to high-risk grant opportunity
- A supporting letter seeking the finance minister's approval for any grant programs' deferral/exemptions requests from the Grants Hub delivery
- A supporting letter to the Prime Minister to extend or terminate a grants program.

For each existing grants program, the relevant policy area will brief you on its status in due course.

## 4. Legislation and litigation

# S. 42(1)

# s. 42(1)

s. 42(1), s. 22(1)(a)(ii)

s. 42(1), s. 22(1)(a)(ii)

s. 42(1), s. 22(1)(a)(ii)

s. 42(1), s. 22(1)(a)(ii)

s. 42(1), s. 22(1)(a)(ii)

s. 42(1), s. 22(1)(a)(ii)

## **Administrative Arrangement Orders**

### **Matters dealt with by the department**

The department deals with the following matters, as set out in the Administrative Arrangements Order:

- Agricultural, pastoral, fishing, food and forest industries
- Soils and other natural resources
- Rural adjustment and drought issues
- Rural industries inspection and quarantine
- Primary industries research including economic research
- Commodity marketing, including export promotion and agribusiness
- Commodity-specific international organisations and activities
- Administration of international commodity agreements
- Administration of export controls on agricultural, fisheries and forestry industries products
- Food security policy and programs
- Water policy and resources
- Biosecurity, in relation to animals and plants
- Environment protection and conservation of biodiversity
- Air quality
- National fuel quality standards
- Land contamination
- Meteorology
- Administration of the Australian Antarctic Territory, and the Territory of Heard Island and McDonald Islands
- Natural, built and cultural heritage
- Environmental information and research
- Ionospheric prediction
- Co-ordination of sustainable communities policy
- Urban environment
- Environmental water use and resources relating to the Commonwealth Environmental Water Holder.

## List of legislation that you administer:

- *Aboriginal and Torres Strait Islander Heritage Protection Act 1984, except to the extent administered by the Attorney General*
- *Antarctic Marine Living Resources Conservation Act 1981*
- *Antarctic Treaty Act 1960*
- *Antarctic Treaty (Environment Protection) Act 1980*
- *Australian Antarctic Territory Acceptance Act 1933*
- *Australian Antarctic Territory Act 1954*
- *Australian Heritage Council Act 2003*
- *Environment Protection (Alligator Rivers Region) Act 1978*
- *Environment Protection and Biodiversity Conservation Act 1999*
- *Environment Protection (Sea Dumping) Act 1981*
- *Great Barrier Reef Marine Park Act 1975*
- *Great Barrier Reef Marine Park (Environmental Management Charge—Excise) Act 1993*
- *Great Barrier Reef Marine Park (Environmental Management Charge—General) Act 1993*
- *Hazardous Waste (Regulation of Exports and Imports) Act 1989*
- *Hazardous Waste (Regulation of Exports and Imports) Levy Act 2017*
- *Heard Island and McDonald Islands Act 1953*
- *Industrial Chemicals Environmental Management (Register) Act 2021*
- *Industrial Chemicals Environmental Management (Register) Charge (Customs) Act 2021*
- *Industrial Chemicals Environmental Management (Register) Charge (Excise) Act 2021*
- *Industrial Chemicals Environmental Management (Register) Charge (General) Act 2021*
- *Meteorology Act 1955*
- *National Environment Protection Council Act 1994*
- *National Environment Protection Measures (Implementation) Act 1998*
- *Natural Heritage Trust of Australia Act 1997*
- *Natural Resources Management (Financial Assistance) Act 1992*
- *Ozone Protection and Synthetic Greenhouse Gas (Import Levy) Act 1995*
- *Ozone Protection and Synthetic Greenhouse Gas (Import Levy) (Transitional Provisions) Act 2014*
- *Ozone Protection and Synthetic Greenhouse Gas Management Act 1989*
- *Ozone Protection and Synthetic Greenhouse Gas (Manufacture Levy) Act 1995*
- *Product Emissions Standards Act 2017*
- *Product Emissions Standards (Customs) Charges Act 2017*
- *Product Emissions Standards (Excise) Charges Act 2017*

- *Product Stewardship (Oil) Act 2000*
- *Recycling and Waste Reduction Act 2020*
- *Recycling and Waste Reduction (Consequential and Transitional Provisions) Act 2020*
- *Recycling and Waste Reduction Charges (Customs) Act 2020*
- *Recycling and Waste Reduction Charges (Excise) Act 2020*
- *Recycling and Waste Reduction Charges (General) Act 2020*
- *Removal of Prisoners (Territories) Act 1923, insofar as it relates to the Territory of Heard Island and McDonald Islands and the Australian Antarctic Territory*
- *Sea Installation Act 1987*
- *Sydney Harbour Federation Trust Act 2001*
- *Underwater Cultural Heritage Act 2018*
- *Underwater Cultural Heritage (Consequential and Transitional Provisions) Act 2018*
- *Wet Tropics of Queensland World Heritage Area Conservation Act 1994*



## 5. Portfolio, Statutory Bodies and Inspector-Generals

### Portfolio agencies

The portfolio has 13 portfolio agencies that work closely with the department to enhance Australia's agriculture, environment, heritage, and water resources. Each portfolio agency operates under its own legislation and head of agency. The following statutory bodies are required to submit an Agency Budget Statement within the department's Portfolio Budget Statement under the PGPA Act.



Not captured in the above diagram is the Commonwealth Environment Water Holder office, which is a statutory position established under the *Water Act 2007* responsible for managing the Commonwealth environmental water holdings, further information can be found in the profile on page 64.

Portfolio agencies will be providing separate incoming government briefings with the exception of Director of National Parks. Information relevant to Parks Australia is included in the department's incoming government brief.

Profiles of the heads of agencies relevant to your portfolio are provided in the following section. A listing of all portfolio committees, memberships, and membership terms is provided in the reference documents.

## s. 22(1)(a)(ii)

**Sydney Harbour Federation Trust****Agency head:** Janet Carding

Janet joined the Sydney Harbour Federation Trust (Harbour Trust) as Executive Director in August 2021. Janet has enjoyed a distinguished career in the galleries and museums sector, having served cultural organisations across 3 continents.

Janet was the first woman to be appointed the Director and CEO of the Royal Ontario Museum, one of Canada's leading cultural bodies. She previously worked as the Director of the Tasmanian Museum and Art Gallery, Hobart, the State Government's leading natural, cultural and heritage organisation. During this period, she also served the Australian cultural sector in a number of high-profile volunteer roles. Janet holds a degree from Cambridge University and a master's degree from the University of London.

Please scan the QR code for Janet's contact details.

**Role**

The Harbour Trust is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The Harbour Trust is responsible for the remediation, conservation and adaptive reuse of approximately 145 hectares of former Defence and other Commonwealth lands on Sydney Harbour, to enhance natural and cultural values and maximise public access.

The Harbour Trust was established in 2001 with an initial term to 2011. In 2007, the Harbour Trust's life was extended to 2033 and in 2021, the Harbour Trust was made an ongoing entity with sunset provisions revoked.

90% of the Harbour Trust's land is open to the public, and 77% of built assets with the potential for adaptive reuse, have been reused.

The Harbour Trust's principal sites (Cockatoo Island, Headland Park, North Head Sanctuary, and Sub Base Platypus) accommodated 1.8 million visits in 2020–21.

**Budget**

Expenditure of \$29.7 million, funded from a combination of derived revenue from Harbour Trust sites and Commonwealth funding for major projects.

**Staffing**

Staffing limit of 63 full-time equivalent positions. The average full-time equivalent staffing number for the past 12 months is 59.06.

A listing of all portfolio committees, memberships and membership terms is provided in the attached reference document.

**s. 22(1)(a)(ii)****Director of National Parks**

**Agency head:** Jody Swirepik PSM

Prior to her appointment as Director of National Parks on 1 March 2021, Jody was appointed as the Commonwealth Environmental Water Holder in February 2018. In her role as the Commonwealth Environmental Water Holder, Jody was responsible for the management of around \$4 billion of water licences managed in the public interest to restore the environmental health of rivers in the basin whilst having regard to Indigenous Cultural values. This was an operational role, working with agencies and communities to achieve on-ground outcomes at a large spatial scale (across 25,000 kms of rivers).

Jody spent 3 years with the Clean Energy Regulator working on carbon farming and emissions reduction (reverse auctions), National emissions reporting, and liability acquittal for Australia's Renewable Energy Target. Jody has over 25 years of experience in the water sector where she has been responsible for driving a range of initiatives at the state and federal level including state water reforms, The Living Murray and parts of the Basin Plan. In her earlier career, Jody worked for NSW EPA for a decade and for the ACT Government in planning, policy and regulatory roles.

Please scan the QR code for Jody's contact details.

**Role**

The Director of National Parks (DNP) is responsible for the conservation and management of the Commonwealth Government's terrestrial and marine protected areas established under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). The area of responsibility includes 7 terrestrial reserves (6 national parks and the Australian National Botanic Gardens) and 60 Australian Marine Parks. The Director's purpose is to protect, conserve and enhance the values of Commonwealth parks and gardens for the use and well-being of all Australians. Three performance criteria are nested under this purpose:

- Sustainable use and enjoyment of Commonwealth parks and gardens by the Australian and international community
- Opportunities and threats to natural and cultural values are effectively managed for all Australians
- Partnerships with Traditional Owners and/or other stakeholders enhance the management of Commonwealth parks and gardens for all Australians.

Booderee, Kakadu and Uluru-Kata Tjuta are on Aboriginal lands, and are leased to the Director by their Traditional Owners. These parks are jointly managed by the DNP and a Board of Management and are generously made available by their Traditional Owners to visitors and tour operators to enjoy and appreciate.

**Budget**

For the 2021–22 financial year, the DNP's forecasting operational spend is to be \$128.7671 million. For the 2022–23 financial year, the DNP's total operational appropriated funding for the 2022–23 financial year is \$107.1066 million, comprised of:

- \$38.8 million for operational baseline funding;

- \$34.0 million new policy proposals (NPPs);
- \$16.2 million one-off supplementation funding through “Supporting the Management of Commonwealth National Parks” measure; and
- \$18.1 million own source revenue, including park revenue and MOU revenue.

Capital and infrastructure budget: in 2020 the DNP received \$208.4 million over 3 years (\$56.7 million for 2022-23) of capital funding for urgent infrastructure upgrades and repairs. Of this, \$24.5 million has been spent as at the end of April 2022. The DNP is also delivering projects under a \$216 million capital funding commitment to Tourism In Kakadu provided in 2019.

The DNP is operating under structural funding shortfalls in its operational and capital budgets, which require early rectification; separate briefing in Volume 1 provides further details.

### **Staffing**

Parks Australia's Average staffing level as at 31 March 2022 is 305.99, which is below the approved cap of 327 for the 2021–22 financial year.

### **Boards of Management**

Booderee, Kakadu and Uluru-Kata Tjuta National Parks are managed jointly by the DNP and traditional Aboriginal owners in accordance with the EPBC Act. Each park has a board of management established under the Act, with a majority of Indigenous members who are nominated by the Aboriginal owners.

#### Kakadu Board of Management

There are currently 4 vacant positions on the Kakadu Board of Management, comprised of 2 Traditional Owner vacancies and one Member and Deputy Member from the Northern Territory Government. These vacancies are due to be finalised post-election.

#### Booderee Board of Management

No current vacancies.

#### Uluru-Kata Tjuta Board of Management

One vacancy for the Deputy Member for the Environment. This vacancy is expected to be finalised post-election.

A listing of all portfolio committees, memberships and membership terms is provided in the attached reference document.

**s. 22(1)(a)(ii)****Great Barrier Reef Marine Park Authority****Agency Head:** Mr Josh Thomas

Josh was appointed Chief Executive Officer of the Great Barrier Reef Marine Park Authority (Reef Authority) in 2019. Josh has 20 years' experience in the public and private sector in Australia and overseas and has worked in a number of senior public sector roles and across the environment, agriculture and finance portfolios, as well as in federal ministerial offices.

Josh's experience in marine conservation extends across the Reef and its catchments, migratory and endangered species, whaling matters, marine parks and Antarctica. Josh holds a Master of International Affairs, Bachelor of Science, and Bachelor of Arts (Honours).

Please scan the QR code for Josh's contact details.

**Role**

The Reef Authority is established under the *Great Barrier Reef Marine Park Act 1975* and is the Australian Government's statutory authority responsible for protecting and managing the environment, biodiversity, and heritage values of the Great Barrier Reef region. The Reef Authority reports to the Australian Government Minister for the Environment and advises the Minister on matters relevant to protecting and managing the Great Barrier Reef (the Reef). The CEO is responsible for the day-to-day operations of the Reef Authority. The Authority Board, led by the Chairperson, is responsible for the management of the Marine Park under the Act.

The Reef Authority is committed to the long-term protection, ecologically sustainable use, understanding and enjoyment of the Great Barrier Reef through:

- Enhancing Reef resilience by providing expert knowledge to advise key decision makers on managing, reducing or avoiding significant threats to the Reef
- Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence
- Enhancing Reef resilience through partnerships, collaboration and education
- Supporting a high-performing organisation.

The Reef Authority's work includes managing public use against a zoning plan, ensuring compliance out on the water, delivering plans and programs to protect biodiversity, running formal education programs, and synthesising knowledge to continually refine how the Reef is managed.

**Budget**

Total budget for 2022–23 is \$213.7 million.

**Staffing**

Average staffing level of 255 in 2022–23.

A listing of all portfolio committees, memberships and membership terms is provided in the attached reference document.

## s. 22(1)(a)(ii)

**Bureau of Meteorology**

**Agency head:** Dr Andrew Johnson FTSE FAICD

Andrew is CEO and Director of Meteorology at the Bureau of Meteorology (the Bureau). He joined the Bureau in late 2016 and in 2021 was reappointed to a further 5 year term. Andrew is Australia's permanent representative to the World Meteorological Organization and has held several non-executive directorships across a range of domains in the private, government owned corporation and not-for-profit sectors, both in Australia and internationally.

Andrew has a PhD from the University of Queensland and a master's degree from the Kennedy School at Harvard University where he was a Rotary Foundation scholar. He is a Fellow of the Australian Academy of Technology and Engineering and the Australian Institute of Company Directors.

Please scan the QR code for Andrew's contact details.

**Role**

The Bureau of Meteorology is an executive agency under the *Public Service Act 1999*, and a non-corporate entity under the *Public Governance, Performance and Accountability Act 2013*. It operates under the authority of the *Meteorology Act 1955* and the *Water Act 2007*. The *Meteorology Act 1955* requires the Bureau to fulfil Australia's international obligations under the Convention of the World Meteorological Organization and related international treaties and agreements.

The Bureau delivers services to support the emergency management, agriculture, aviation, international development, land and marine transport, energy and resources and water sectors as well as the general community. It works closely with all 3 levels of government, industry and academia as well as actively engaging with the international community to maximise Australian national interests.

The Bureau's purpose is defined by its mission to provide trusted, reliable and responsive weather, water, climate and ocean services for Australia – all day, every day. To deliver on this purpose, the Bureau:

- monitors and reports on current conditions
- provides forecasts, warnings and long-term outlooks
- analyses and explains trends
- fosters greater public understanding and use of the information we provide
- continues to extend our understanding of, and ability to forecast, Australian conditions.

The Bureau's observations network includes radars, automatic weather stations, rainfall stations, river height gauges, atmospheric sounding stations, satellite reception ground stations, and sea level stations.

**Budget**

Total appropriated funding for the 2022–23 financial year is \$528.5 million. This includes:

- \$328.4 million for operational funding inclusive of new policy proposals (NPPs)

- \$59.6 million for departmental capital budget
- \$140.5 million for equity funding (NPPs).

The Bureau has budgeted \$85.4 million for Section 74 (s74) revenues associated with various projects and activities.

**Staffing**

At 31 December 2021, the Bureau had:

- an average staffing level cap of 1,620.1
- a full-time equivalent staffing level of 1,564.4
- 444 contract/labour hire staff.

**s. 22(1)(a)(ii)****Commonwealth Environmental Water Holder**

**Commonwealth Environmental Water Holder:** Hilton Taylor

Hilton Taylor is currently in the role of Commonwealth Environmental Water Holder (CEWH). He has more than 25 years' experience in forestry, natural resource management and international development work, including periods in both the private and public sectors.

Hilton's position includes oversight of the Commonwealth's \$4 billion environmental water portfolio. Prior to joining the Commonwealth Environmental Water Office, Hilton has worked for State and Territory Governments, URS Consulting, and as a contractor for AusAID and the World Bank.

Please scan the QR code for Hilton's contact details.

**Role**

The CEWH is an independent statutory position established under the *Water Act 2007*. The CEWH leads, and is supported by, the Commonwealth Environmental Water Office (CEWO).

The Australian Government owns entitlements to water in the Murray-Darling Basin. This water is used to keep our rivers healthy, so they may continue to support communities for future generations. This water is referred to as water for the environment.

The CEWH provides water across the Basin to meet environmental priorities and targets set out under the Murray-Darling Basin Plan 2012. The Murray-Darling Basin Plan (the Basin Plan) sets the amount of water each year that can be used for irrigation and other uses, including environmental health.

The CEWH has statutory independence, but works to the Minister for the Environment, and has a strong working relationship with the Minister for Water.

The environmental water entitlements held under the Basin Plan on average yield almost 2,100 GL a year. This is approximately 15% of the water entitlements issued by states for use in the Basin.

There are more than 40 First Nations in the Basin with many distinct cultures, practices and governance systems. We work with First Nations to deliver water to support cultural values alongside environmental outcomes.

**Budget**

If given a similar budget to 2021–22, then the estimated budget for the 2022–23 financial year is \$9.47 million.

**Staffing**

Average staffing levels for 2022–23 are 67 FTE (approximately 80 staff).

# 6. Appointments

## Portfolio ministerial appointments – Environment

### Key information and action

- You are responsible for ministerial appointments to a number of portfolio bodies and agencies. The department will brief you on options, responsibilities and the process for appointments on a case-by-case basis.
- Gender balance is a key consideration for portfolio appointments.
- You and the department are required to provide regular reports about appointments throughout the year.

### Appointment process

The department manages appointment process on your behalf to ensure:

- they are undertaken in accordance with legislative requirements and government policies and procedures
- completion in a timely manner
- that you have the necessary information to make decisions about appointments and seek Prime Minister approval (where required) or recommended appointments to the Governor-General (also where required) for finalisation.

Management of appointments also feeds into broader government reporting requirements, including Senate Order 15 on departmental and agency appointments and gender balance on government boards.

The selection process for Australian Public Service agency heads i.e. Director of National Parks (DNP) and Great Barrier Reef Marine Park Authority (GBRMPA) requires a full selection process including the establishment of a panel, advertising the position, and providing you with a selection report and a proposed candidate for appointment. This is often the model used where a selection process is desired but not specified by legislation or terms of reference.

An appointment process can take between 4 and 6 months to complete. For each stage in the process, the department provides you with briefing to support your deliberations and progress the matter (e.g. to the Prime Minister).

Significant appointments are those where you must write to the Prime Minister seeking approval of the proposed appointment before it can be finalised. While most significant appointments will require Cabinet approval, the Prime Minister may determine this is not required and authorise the appointment(s). The majority of the portfolio's appointments are considered significant.

A detailed list of all board and significant appointments, including details of each board member, their board terms and term end dates, is included in the reference documents.

## Appointments due by the end of 2022

### Portfolio appointments due (or requiring action) by end 2022

Portfolio body	Position	Term end date
Kakadu National Park Board of Management	2 traditional owner members	Vacant – new positions agreed to on 12 May 2021
	1 member and 1 deputy member	Vacant – current appointment terms ended 31 March 2022
Uluru-Kata Tjuta National Park Board of Management	1 deputy member	Vacant – since 1 December 2021
Reef 2050 Independent Expert Panel	7 members	Vacant – current appointment terms ended 31 March 2022
Australian Antarctic Science Council	2 independent members	Vacant – current appointment terms ended 31 March 2022
Environment Assurance Commissioner	1 Commissioner	New position to be established.
Independent Expert Scientific Committee on Coal Seam Gas and Large Coal Mining Development (IESC)	2 members	30 June 2022
Indigenous Advisory Committee	1 chairperson and 6 members (including deputy chairperson)	30 June 2022
Sydney Harbour Federation Trust	1 member	10 September 2022
Threatened Species Scientific Committee	1 chairperson and 11 members	30 November 2022

A detailed briefing seeking decisions on positions or upcoming vacancies listed in the table above will be provided within the first 6 months, depending on when decisions are needed. Generally, the department will contact your office between 2-6 months, depending on the selection process involved, before an appointment needs to be finalised.

## Gender balance

There is a strong focus on gender balance on Australian Government boards. The most recent government gender diversity target, which commenced on 1 July 2016, is women holding 50% of government board positions overall, with at least 40% representation for women and 40% for men on individual boards.

For reporting purposes, boards are defined as bodies covered by the PGPA Act, ministerial advisory committees, Commonwealth statutory authorities and review committees where the appointments are made by a minister or the Governor-General.

The department is tracking well on achieving the government's gender balance target on portfolio boards. At 19 May 2022, women held 117 of 249 board positions (47.0%).

For the Environment portfolio, women held 40 of 84 board positions (47.6%) at 19 May 2022.

## Appointment reporting

### Reporting requirements for appointments

Report	Timing	Body	Details
Senate orders	7 days prior to Senate Estimates	Senate tabling office	Briefing provided by the department and tabled by you. Includes details of appointments made within a defined period and current vacancies.
Gender balance	At 31 December and 30 June	Office for Women, Department of the Prime Minister and Cabinet	Provided by the department. Includes percentage of women holding board positions. Also includes a breakdown of women holding chair and deputy chair positions.

## Appointments forward plan

### Portfolio appointments to be made in 2023

Portfolio body	Position	Term end date
Australian Heritage Council	2 members	2 January 2023
Director of National Parks	1 director of national parks	31 March 2023
Great Barrier Reef Marine Park Authority	1 chairperson	28 April 2023
Alligator Rivers Region Technical Committee	1 member 1 member	30 April 2023 1 August 2023
Independent Expert Scientific Committee on Coal Seam Gas and Large Coal Mining Development (IESC)	1 chairperson and 2 members 1 member	30 June 2023 31 December 2023
Sydney Harbour Federation Trust	1 chairperson and 2 members	30 June 2023
Reef 2050 Plan Independent Expert Panel (IEP)	1 chairperson	31 July 2023
Sydney Harbour Federation Trust	1 member	15 November 2023
Booderee National Park Board of Management	1 chairperson	17 December 2023



## 7. Key stakeholders

This section outlines the Agriculture, Water and the Environment portfolio's key environmental stakeholders including peak industry organisations, lobby groups, and other relevant groups. These are people or organisations that you or your office are likely to be in contact with during day-to-day business.

The Environment Ministers Meeting (EMM) is an intergovernmental forum in which national environmental issues are progressed and a forum to discuss strategic issues and agree cross-government actions to improve Australia's environment. EMM comprises the commonwealth minister for the environment, and the environment minister from each Australian state and territory. State and territory environment ministers contact details can be found in the below table. EMM last met on 15 April 2021.

A more extensive stakeholder's list including all industry bodies, foreign governments and embassies, and industry stakeholders can be provided on request from the department.

Organisation	Names and roles of its representatives
Atlas of Living Australia	s. 22(1)(a)(ii)
Australian Conservation Foundation	
Australian Council of Recycling	
Australian Food and Grocery Council (AFGC)	
Australian Heritage Council	
Australian Local Government Association (ALGA)	
Australian Marine Conservation Society (AMCS)	
Australian Organics Recycling Association (AORA)	
Australian Packaging Covenant Association	

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# s. 22(1)(a)(ii)

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Australian Petroleum Production & Exploration Association Limited (APPEA)

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Business Council of Australia

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Farmers for Climate Action

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First Nations Heritage Protection Alliance

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Green Building Council of Australia

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Great Barrier Reef Foundation

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Great Barrier Reef Marine Park Authority (Australian Government – portfolio agency)

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Humane Society International

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Infrastructure Sustainability Council

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Minerals Council of Australia

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National Farmers Federation

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National Waste Recycling Industry Council

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Places You Love Alliance

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# s. 22(1)(a)(ii)

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PlanetArk

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Property Council of Australia

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Reef 2050 Advisory Committee

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Reef 2050 Plan Independent Expert Panel

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Waste Management and Resource Recovery Association  
Australia

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World Wide Fund for Nature

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(UNESCO) World Heritage Centre

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## State Ministers

South Australian Minister for Climate, Environment and Water	The Hon. Dr Susan Close p: 08 8226 8520 e: <a href="mailto:OfficeoftheDeputyPremier@sa.gov.au">OfficeoftheDeputyPremier@sa.gov.au</a> a: GPO Box 2343, Adelaide SA 5001
Tasmanian Minister for Environment and Climate Change	The Hon. Roger Jaensch p: 03 6165 7670 e: <a href="mailto:roger.jaensch@parliament.tas.gov.au">roger.jaensch@parliament.tas.gov.au</a> a: 80B Wilson Street, Burnie Tas 7320
New South Wales Minister for Environment and Heritage	The Hon. James Griffin p: 02 8574 5240 e: <a href="mailto:manly@parliament.nsw.gov.au">manly@parliament.nsw.gov.au</a> a: GPO Box 5341, Sydney NSW 2001
Northern Territory Minister for Environment	The Hon. Eva Lawler p: 08 8936 5566 e: <a href="mailto:minister.lawler@nt.gov.au">minister.lawler@nt.gov.au</a> a: GPO Box 3146, Darwin NT 0801
Western Australian Minister for Environment; Climate Action	The Hon. Reece Whitby p: 08 6552 6300 e: <a href="mailto:Minister.Whitby@dpc.wa.gov.au">Minister.Whitby@dpc.wa.gov.au</a> a: 7th Floor, Dumas House, 2 Havelock Street, West Perth WA 6005
Queensland Minister for the Environment and the Great Barrier Reef	The Hon. Meaghan Scanlon p: 07 3719 7140 e: <a href="mailto:environment@ministerial.qld.gov.au">environment@ministerial.qld.gov.au</a> a: 1 William Street, Brisbane Qld 4000

# Reference documents

- Ministerial appointments – term dates and term ends
- Group placemats

