



Australian Government  
Department of Agriculture,  
Water and the Environment

# Incoming Government Brief

## Volume 1 - Agriculture

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 the agriculture, fisheries and forestry industries and the Australian people. The department's diverse roles and functions include policy advice, world-class science and research, program administration, provision of client services, regulation, biosecurity capabilities and market access negotiation.

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 agriculture, fisheries and forestry industries over the next three years.

I look forward to working closely with you.

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

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# Contents

<b>1. Critical portfolio issues .....</b>	<b>1</b>
Overview .....	1
Biosecurity.....	5
Climate change and net zero .....	10
Opportunities emerging from the transition to net zero .....	11
Workforce .....	12
Trade and exports .....	15
Drought and agricultural resilience .....	19
Food and supply chains.....	22
Agricultural and veterinary chemicals review .....	24
Innovation and research.....	24
Forestry .....	26
Fisheries .....	27
<b>2. Budget outlook.....</b>	<b>29</b>
<b>3. Upcoming decisions.....</b>	<b>31</b>
<b>4. Election Commitment Implementation Plans .....</b>	<b>33</b>
National Reconstruction Fund – Agriculture, forestry & fisheries component .....	34
Bolstering Australia’s biosecurity system.....	35
Strengthening animal welfare - Live sheep export phase out.....	36
Strengthening animal welfare – Inspector-General of Animal Welfare.....	37
Strengthening animal welfare – renew the Animal Welfare Strategy .....	38
Accelerate adoption of wood processing innovation fund.....	39
Australia-wide National Institute for Forest Products Innovation .....	40
Regional Forestry Hubs.....	41
Analysis of national wood volume.....	42
Commercial opportunities from fire mitigation activities.....	43
Support for training and accreditation in forestry and forest products.....	44
Forest industry roundtable .....	45
Agri Tech Hub.....	46
Large Agriculture Events – Beef Australia .....	47
Developing sustainability codes for export markets through the Future Traceability Hub ..	48
Clearer labelling .....	49
Improve job security in the APS .....	50
Boost First Nations employment in the APS .....	51

5. Upcoming events and key early meetings ..... 53

# 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 on-going 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 will also provide you with incoming government briefs. We will talk with your office about the best timing for these briefs.





# 1. Critical portfolio issues

## Overview

### **Your portfolio is critical to our economy and wellbeing**

Welcome to the portfolio. Your role as Minister touches on the core wellbeing of Australian families and the food we consume, whether produced here or overseas. You can influence how Australia is cared for as a productive landscape as we tackle the biggest challenge of our generation, climate change. The success and sustainability of the sector drives vibrant regions and the communities they support.

### **You are an agriculture, trade, border, industry, climate and environment minister**

Your portfolio plays a key role in enabling the high quality of life that many Australians enjoy. Partnerships and regulation, though not always visible, play a key role in maintaining this quality of life. Farmers manage over half of our landscape and policies in your portfolio can influence their contribution to a healthy environment and tackling climate change. We play the predominant role in negotiating greater access for our agricultural products in overseas markets and ensuring trading partner requirements are met. Our officers at the border are focused on detecting biosecurity risks, pests and diseases and ensuring imported food meets safety requirements.

### **The strength of your partnerships will underpin regional Australia's success**

To deliver your policy platform for a better future for our regions, and address the challenges affecting farmers and regional communities, [s. 47C\(1\)](#)

While other portfolios have primary responsibility for labour, infrastructure, water, climate and environment issues, you have the relationships with key stakeholders – from small acreage farmers to large exporters to key multinationals – to influence a range of issues to achieve great outcomes for the sector. [s. 47C\(1\)](#)

### **Climate change and emissions are central issues for your portfolio**

Climate change is affecting all aspects of the portfolio, putting increased pressure on farm performance, our biosecurity system and water resources. Adaptation is a priority for the sector. Agriculture is also a significant contributor to Australia's national emissions. [s. 47C\(1\)](#)

## **We have seen record production but challenges remain that are out of your direct control**

In recent years, Australia's farmers, fishers and foresters have faced devastating floods, bushfires, drought, mouse plagues, COVID-19 pandemic and global trade disruptions. Despite these challenges, our primary industries have continued to grow and are forecast to be worth a record \$87 billion in 2021–22, including \$5.8 billion from fisheries and forestry. In 2021 the agriculture sector outperformed the rest of the economy on the back of a record crop harvest and high global prices, and despite supply chain disruptions and difficulty accessing workers.

The war in Ukraine has also led to pressure on what were already high grain prices, particularly for wheat. With favourable rainfall conditions, early indications are that farmers are planning to increase area planted to wheat to capitalise on higher global prices.

## **Your portfolio is heavily exposed to the constant risk of external events**

Instability in Europe; accelerating global inflation; rising interest rates; a slowdown in China and a more contested geopolitical environment are all broader factors that will influence the profitability of the sector. **s. 47C(1)** China remains our largest market, the destination for 22 per cent of our agricultural exports. **s. 47C(1)**

In an industry where one incident can close a multi-billion dollar export market, trade diversification is key to agricultural prosperity. Our access to international markets relies on our reputation of being free of many significant pests and diseases.

## **We are facing a testing time and new biosecurity age**

The detection of foot and mouth disease (FMD) in Indonesia, following lumpy skin disease, has suddenly increased and changed the dynamic of the imminent risk we face. We are vulnerable to biosecurity risks in our region from the north. 60 per cent of pathogens causing human disease cross-over from animals or wildlife, with Japanese encephalitis emerging this year. **s. 47C(1)**

Supply chain disruption is driving more complex trade pathways, with pests hitchhiking on previously low risk consumer goods, first brown marmorated stink bug then khapra beetle. A volatile climate and an ecosystem that is brittle from disasters is aiding the emergence and spread of disease and pests. As a result of the pandemic, public expectations and knowledge of biosecurity have increased, but people are becoming fatigued. The scale and number of concurrent biosecurity incidents and emerging threats translates to a challenging outlook.

**s. 47C(1)**

**Productive relationships with state and territory ministers are important****s. 47C(1)**

Aside from the impact of natural disasters like the recent floods, events that disrupt or destroy a season could include a workforce shortage, food safety issues, acute events such as mouse plagues, supply constraints on pesticides, and global shortages of critical input, such as ad-blue and glyphosate. The speed that agricultural businesses need to adapt business models to combat rising input costs and changing market dynamics is becoming more rapid.

**We see opportunities for genuine partnerships with First Nations people**

Activating the assets of First Nations Australians in food and agriculture supply chains will help industry to reach its goal of \$100 billion of output by 2030 whilst also strengthening First Nations economic opportunities and closing the gap. First Nations assets – rights and interests that cover over 51 per cent of Australia's land mass, two-thirds of the First Nations population in regional Australia, and traditional and cultural knowledge – can all contribute to delivering more and better high-quality food and agricultural products.

**We will support you to contribute to commitments to First Nations people**

The department is implementing an Indigenous Platform for Shared Benefits Realisation to create a cohesive approach to working with First Nations Australians that delivers on our shared purpose, and generates value, and sustained benefits. This includes developing an Indigenous Agricultural Industry Strategy for your consideration to foster business ownership and employment, including training and skills, as well as capturing opportunities from increased exports and growing a First Nations-led native foods and botanicals sector.

**Trade and market access are key levers to support the industry's 2030 goal**

The Government has indicated its support for industry's target to be a \$100 billion sector by 2030. Achieving this goal will require the current increased growth rate in gross value to continue, increased export market access and diversification and the maintenance of Australia's reputation for high quality and sustainable produce. **s. 47C(1)**

**We are delivering digital regulatory uplift for trade and biosecurity...**

The department is uplifting our capability as an integrated natural living resources agency and regulator to support your agenda. **s. 47C(1)**

### **... as well as fostering emerging markets and standards to meet consumer demands**

Globally, we are seeing a shift in the willingness to pay for sustainability by governments, businesses and consumers. **s. 47C(1)**

There is growing demand from consumers to understand the environmental footprint, ethics of production and origin of the foods they consume. Many Australian consumers are placing greater value on local products and sourcing native, ethically and sustainably produced foods. This creates a great opportunity for Australian producers to create markets and standards that facilitate consumer trust, veracity and value, to be captured from specific attributes. This stretches beyond the production of the product, to landscape management on farm, contributing to greater biodiversity and reduced carbon emissions. Improved traceability is key to generating higher prices, and will help with input costs.

### **Agriculture enables a larger, connected workforce in regional Australia**

Australian agriculture largely operates within rural and regional Australia. Prior to the pandemic, agriculture was facing a shrinking local workforce and growing competition with a steady rise in demand for professional, managerial and other service jobs. The pandemic has proven more jobs can be performed from anywhere, supporting people moving to regional locations and those already in the regions to stay. We recognise the benefits of having staff based across regional Australia, to create closer links to industry. This trend is also a game changer for agricultural businesses, with more vibrant regions creating a larger local workforce. Disruption from the pandemic has highlighted the importance of reliable access to overseas seasonal labour through the Pacific Australia Labour Mobility scheme. It is also important to continue to work across government and with industry and unions to address poor, and at times illegal employment practices.

### **Finding ways to unleash data and upskilling will drive increased productivity**

Digital agriculture's contribution to the next wave of productivity will be critical to meeting industry goals. There is untapped potential to capture and utilise data generated by the sector and throughout supply chains to get the most value out of the products we produce, certify the provenance, manage our biosecurity risks and reduce emissions. It's estimated that by 2030, one in three new jobs in the agriculture, fisheries and forestry industries will be technology related. However, there is a lack of skills in regional Australia including with producers; skills development will be critical to ensuring uptake of new technologies and ways of working.

## Biosecurity

### **Australia's biosecurity system is a world-leading, national asset**

Biosecurity is the largest regulatory system in the department and one of the most important in government. The Australian biosecurity system protects \$251.5 billion of assets each year, with an average return on investment of 30:1. It underpins our status as a trading nation, with robust biosecurity safeguarding access to export markets for our producers, and protects our natural capital assets and way of life. Biosecurity drives our competitive advantage in agriculture, but its importance to our economy and our environment is becoming more visible to business and the community as a result of the pandemic. Biosecurity risk accompanies economic activity and is driven by a range of factors. To continue as a world-leading system, biosecurity requires incremental, and innovative, improvements to maintain its effectiveness against changing threats.

The *Biosecurity Act 2015* underpins our work in the biosecurity system. The Act provides the authority for the science-based regulatory activities we undertake to reduce risk to a very low level – but not zero. Under the Act, the department is responsible for making regulatory decisions. As Minister, you shape the enabling legislative framework and available budget for activities. The Act gives you powers to respond in a major emergency (for example, if FMD was detected in Australia).

### **We regulate everything entering Australia**

We regulate people, cargo, containers, mail, vessels and aircraft entering Australia, using our own operational staff on the ground. We apply a risk-based approach to prevent pests and diseases entering Australia that are not established here. Managing risk offshore delivers the best return, but relies on partnerships with overseas governments and businesses to understand threats and apply conditions, such as treatments. Our border interventions, for example inspections, help ensure conditions to manage risk have been met.

### **Our frontline officers increasingly rely on better systems and technology**

While biosecurity officers at our ports, airports, mail centres and cargo terminals are an important part of the biosecurity system, [s. 47C\(1\)](#)

### **You are a key border minister**

You are an important decision maker in border policy. Poor biosecurity is a threat to our import and export trade, and national security. We operate interdependently with border and national security agencies in the traveller, maritime (both commercial and non-commercial) and cargo space. This ranges from operations to policy advice to government on how the border operates. Our regulatory functions are distinct and risks we manage (as well as the capabilities required) are very different from Australian Border Force (ABF) and other agencies. However, our close working relationships ensure effective management of shared risks across supply chains, well ahead of goods arriving into our country. Following our intervention at ports, airports and trusted logistics facilities, the responsibility for biosecurity transfers to the state jurisdiction and land managers.

## **Our officers also support detecting environmental and organised crime**

Everyday biosecurity enforcement officers work with Australian Federal Police, ABF, state and territory police and international agencies to disrupt and prosecute organised crime groups and entities that present serious animal trafficking and biosecurity risks to our nation. Biosecurity threats can include matters that have an environmental nexus, such as the importation of bush meat (monkey meat), or criminal networks with links to the importation of goods such as drugs and tobacco. Our Chief Environmental Biosecurity Officer is leading work to prioritise and plan for biosecurity risks that impact on the environment, ensuring that these considerations are comparable to those relating to human health and primary production.

## **Changes to pest and disease status dictate our regulatory efforts**

Our regulatory system is sophisticated, with risk-based decision making and settings grounded in science to support trade. We assess biosecurity risk, and when pest and disease risk changes, or new ones present, the volume of intervention activities often increases. In recent years risk changes have been mostly rapid step increases, placing significant pressure on operations. For an importer, biosecurity operations are most often the visible delay in clearing goods through the border. **s. 47C(1)**

We managed COVID-19 by redeploying biosecurity officers from airports to cargo and mail activities to handle increased volumes. As part of reopening the border following COVID-19 closures we are now moving staff back to the airports.

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

The recent detection of lumpy skin disease and now FMD in Indonesia is a significant change to pest and disease risk. **s. 47C(1)**

The Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) has estimated the impact of a large scale incursion at \$80 billion over ten years. The two key risk pathways are international travellers, and movement of people and goods through the Torres Strait. **s. 47C(1)**

We are using existing resourcing to implement immediate measures against lumpy skin disease and FMD, but will brief you in your first month as Minister seeking support for a funding proposal to bolster our preparedness. This would include additional funding for potential development of vaccines using technology such as mRNA and for aid funding to support Indonesia to manage the outbreak and prevent spread through Papua New Guinea to the Torres Strait and, in the case of lumpy skin disease, via vectors if the disease enters Timor Leste.

## **Climate change is a risk to the biosecurity system**

Climate change poses direct and indirect threats to the biosecurity outlook. It is already influencing the emergence, and spread, of pests and diseases. Projected conditions will be favourable to many pests and diseases, for example avian influenza and vector-borne diseases such as Japanese encephalitis.

Risk assessments are part of our biosecurity regulatory activities. When pest and disease status changes, the regulatory effort shifts. There is already evidence that climate change is driving rapid changes in risk. For example, the spread of the brown marmorated stink bug increased from two to over 30 countries in three years. **s. 47C(1)**

**Our partnerships with First Nations in the north are a critical line of defence**

Northern Australia is renowned globally for its pristine environmental assets and large biodiversity with unique flora and fauna. It is a landscape that is susceptible to the threat of exotic pests and diseases, via migrating birds, water currents, monsoon winds and the traditional movements of people and animals through the Torres Strait. The understanding of Country that First Nations people possess is an essential defence that protects Australia from some of the world's worst pests and diseases.

**Investment in northern biosecurity targets the animal disease threat**

The Northern Australia Quarantine Strategy has served Australia well for over 30 years, providing an early warning system for exotic pest, weed and disease detections across northern Australia and addressing unique biosecurity risks facing the region. We will work with Traditional Owners to deliver critical enhancements to biosecurity infrastructure, First Nations biosecurity officers, industry resilience and emerging diagnostic and surveillance technologies. Consistent with your policy platform this will help address the risk of lumpy skin disease and FMD, if they spread through Papua New Guinea and also deliver on a 2030 Northern Australia Biosecurity Strategy.

**Additional Indigenous Rangers can contribute to current capacity uplift**

The Indigenous Biosecurity Rangers Program currently provides economic opportunities for First Nations communities in northern Australia by increasing employment opportunities on Country through fee for service biosecurity activities as well as opportunities to up-skill through capability building. We will work with the National Indigenous Australians Agency to ensure the Government's commitment to double the number of rangers will assist with the early detection of exotic animal diseases, as part of bolstering Australia's biosecurity system.

**Current threats are jeopardising animal and human health and tourism**

Cross-over viruses from animals to humans are increasingly problematic. Four people have died from Japanese encephalitis, which is an acute mosquito borne viral disease that can also cause reproductive issues in pigs and neurological disease and death in horses. While pigs and horses cannot pass the virus to people, pigs are an amplifying host. Water birds in the environment are also a reservoir for the virus. While Japanese encephalitis is not a food safety concern, the virus has been detected in a number of piggeries in Qld, NSW, Vic and SA and will be difficult to eradicate. We are working with the Department of Health, jurisdictions and industry to respond to the outbreak and conducting surveillance in animals.

**s. 47C(1)**

Our biosecurity officers manage human health at the border on behalf of the Department of Health and improved processes have been put in place to support this. The next stage for reopening Australia's border is the resumption of international cruise vessel travel. Biosecurity legislation has proven essential during the pandemic. Amendments to address issues identified in handling the Ruby Princess did not pass prior to the election, **s. 47C(1)**



## s. 47C(1)

In addition to the pandemic response, we saw an increasing number of detections of the khapra beetle over 2020 and 2021. Khapra is the biggest threat to our grain industry, with estimated losses to production and export market access from an incursion of \$15 billion over 20 years. These detections were inside the border, in homes and businesses, and in consignments not typically associated with the pest (fridges and high chairs), with most traced back to contaminated shipping containers. While we are on track for eradication, a significant response that drew on the scientific and operational capabilities of our workforce was required. We are testing new diagnostic tools, container scanning technologies and data modelling and analysis to address this pest along with other hitchhiker pests as part of our regulatory uplift plan.

### **Your policy platform is key to enabling our regulatory uplift plan**

We developed a regulatory uplift plan for biosecurity last year, the Commonwealth Biosecurity Strategy 2030, setting out a roadmap of what is needed to deliver fit for purpose biosecurity arrangements at the Commonwealth level. It also forms part of our work underway to address independent reviews from the Inspector-General of Biosecurity and the Australian National Audit Office. s. 47C(1)

### **Cost recovery arrangements have remained largely unchanged since 2015**

It has been longstanding government policy to recover the cost of efforts to regulate imported food and for biosecurity risks in imported goods. Since the Act was introduced our regulatory system and the cost and nature of regulatory activities have evolved. Cargo volumes are increasing at significant rates. In 2021–22, this involved 4.3 million full import declarations (high value cargo), 2.6 million shipping containers, 75.4 million self-assessed clearances (largely low value cargo from online shopping), and 17,800 vessels into Australia.

This is compounded by the complexity of trade; global supply chain disruption; climate change; changing land use and pest and disease spread; geopolitical and economic events; trade from non-typical sources or origins; and efforts to illegally circumvent biosecurity controls. Changes to shipping and container logistics and consumer purchasing habits brought about by COVID-19 have only added to this dynamic. s. 47C(1)



## **We are developing a plan for you to address this complex issue**

The Government's commitment to *Bolstering Australia's biosecurity system* through long-term, sustainable funding can assist the department to respond to changing risks and effort levels. We will work with you to develop options to achieve this. Ts. 47C(1)

The national biosecurity system relies on strong and transparent relationships. The Commonwealth and jurisdictions, together with stakeholder input, have been developing the first national biosecurity strategy, setting out whole of system arrangements. s. 47C(1)

**All impacted land managers have a responsibility to manage pests and weeds**

Feral pests and weeds are a huge and growing problem for Australia and **s. 47C(1)**

**Climate change and net zero****Agriculture is feeling the effects of climate change, but farmers are adapting**

The Intergovernmental Panel on Climate Change, and more recently the World Meteorological Organization, have described climate changes already being experienced across the planet, 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.

This is a significant issue for agriculture given its dependence on climate conditions. ABARES estimates changed seasonal conditions between 2001 and 2020 (compared with 1950–2000) have reduced annual average farm profits by 23 per cent, or about \$29,200 per year.

Australian farmers are adapting to the changing conditions, which is helping to offset the impact.

**s. 47C(1)**

**s. 47C(1)**

**You can support industry efforts to improve emissions performance**

The sector contributes around 16 per cent of Australia's national emissions. As other parts of the economy move towards net zero, agriculture's contribution will come into sharper focus. Industry is responding to the challenge with different targets. The National Farmers' Federation supports an economy-wide net zero target by 2050. The red meat industry is aiming to be carbon neutral by 2030.

**s. 47C(1)**

There are ways that farmers can reduce emissions, with productivity and climate benefits. For example, the cropping sector can improve its use of inputs like fertiliser. Some intensive livestock producers (e.g. piggeries) can capture methane, and graziers can improve their herd management to increase growth rates, reducing emissions per unit of production. Uptake of these existing options needs further work, influenced by many factors at the industry and farm level.

Developing and implementing emission reduction options for the livestock sector is an opportunity and a challenge (methane from livestock makes up around 80 per cent of agriculture's emissions). Feed supplements, including seaweed, are a possibility for more intensive producers, like feedlots and dairies. **s. 47C(1)**

### **You have a veto power for certain projects in the Emissions Reduction Fund**

As Minister for Agriculture, Fisheries and Forestry, you have a veto power for certain projects under the Emissions Reduction Fund. The power relates to plantation forestry and human-induced regeneration projects. You can exercise the power where you consider there to be undesirable impacts on agricultural production and communities in the region. **s. 47C(1)**

### **Opportunities emerging from the transition to net zero**

The transition towards a net zero economy creates new opportunities for farmers as managers of land across Australia. **s. 47C(1)**

In February 2022, the previous Agriculture Minister introduced draft legislation into Parliament (the Agriculture Biodiversity Stewardship Market Bill) to support a voluntary market for biodiversity. The legislation aimed to enable the trade of biodiversity from improved land management. The legislation was not debated or referred to Committee.

Agriculture and environmental stakeholders will want to see the initiative continue in some form. Demand for co-benefits already exist in the carbon market, but buyers lack clear metrics and assurances around delivery of outcomes. There are also strong links between the creation of broader environmental markets and the recommendations of the Graeme Samuels' review into the *Environment Protection and Biodiversity Conservation Act 1999*.

Powering Australia commits to review the integrity of carbon credits including their biodiversity and other environmental co-benefits. **s. 47C(1)**

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

## **Workforce**

Agricultural workforce issues continue to be a significant concern of industry. Responding to these concerns is complex and cuts across multiple portfolios. Issues regarding access to education and skills, foreign labour supply, workers' rights and regional development, are led by ministers responsible for education, immigration, foreign affairs, employment and regional development. **s. 47C(1)**

**Access to a flexible and suitable workforce is the key to success**

The size, diversity and adaptability of the workforce is the backbone of the Australian agriculture sector. Farmers, meat processors and industry groups are vocal that inadequate access to a suitable workforce will inhibit the sector's ability to reach its goal of \$100 billion by 2030. This includes access to a large, flexible pool of low-skilled workers for seasonal work as well as workers for ongoing skilled and semi-skilled roles.

**s. 47C(1)****Attracting Australian workers is a challenge**

Workers employed on farms in permanent and skilled roles are typically Australians. Increasing the number of Australians in skilled agricultural roles is therefore important to ensure the sector is well prepared to perform more technology based roles over time, and will require access to accommodation and education and training opportunities in the regions.

Efforts in recent years to incentivise Australians have largely focused on the immediate challenges with seasonal work, for example by providing reimbursement for costs associated with relocating and early access to student payments to take up seasonal work. **s. 47C(1)**

Efforts are underway to attract Australians to work in agriculture, beyond in seasonal roles. The National Farmers' Federation are managing a pilot employment program to give young Australians the opportunity to try working in agriculture in a 'gap year'. **s. 47C(1)**

**Overseas workers will always have an important role in Australian agriculture**

While the majority of workers employed on farms in permanent and skilled roles are Australians, about half of peak harvest labour is generally foreign workers. **s. 47C(1)**

The sector can access a number of visa pathways to source overseas workers, but has historically relied on the Working Holiday Maker (WHM) program to fill low skilled roles. ABARES survey data indicates that the total number of workers used by Australian horticulture farms declined around 8 per cent or 11,100 workers from 2019–20 to 2020–21, mainly due to a reduction in the number of seasonal WHMs.

Since COVID-19 this has shifted to a reliance on the Pacific Australia Labour Mobility (PALM) Scheme, which is more structured and has greater protections for workers. While there are a broader range of pathways available through the skilled migration visa system, industry remains concerned these are unable to meet the needs of the sector. There will continue to be strong advocacy from industry for continued and reliable access to workers under the PALM Scheme and possibly to workers outside the Pacific. **s. 47C(1)**

**s. 47C(1)**

**Tax amendments will maintain the appeal of working in Australia for foreign resident workers**

The Treasury Law Amendment (Enhancing Tax Integrity and Supporting Business Investment) Bill 2022 sought to reduce the tax rate on certain income earned by foreign resident workers. Without amendments to taxation legislation, short-term/seasonal foreign resident workers will be taxed at 32.5 per cent, a rate that is higher proportionate to their earnings, and when compared with other similar visa programs. **s. 47C(1)**

**s. 47C(1)**

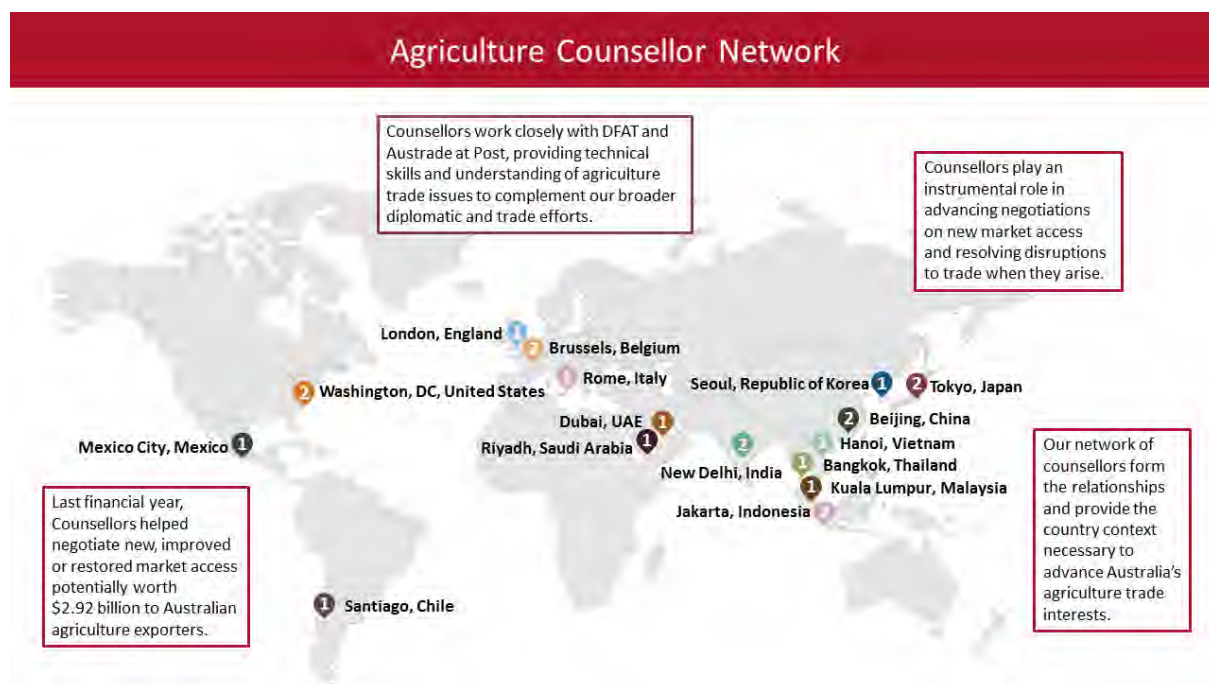
## Trade and exports

### Export market access is key to maintaining growth in the sector

International trade is fundamental to the success of Australian agriculture, fishery and forestry sectors, with around 70 per cent of what is produced being exported. Against the backdrop of recent and unprecedented international trade shocks (US-China trade war, COVID-19 pandemic) Australia's agricultural trade has held up well, reaching a record \$53 billion of exports in 2020–21.

The department plays an essential role in facilitating agriculture trade through leading market access negotiations with trading partners and resolving problems with market access as issues arise. We advocate for Australia's trade interests in key international standard setting bodies to support an open rules-based global trading system. This work is supported by 22 agriculture counsellors based in 16 key markets who provide on the ground intelligence and relationships with government and industry in our trading partners.

The department's regulatory function enables our exports to demonstrate compliance with importing country requirements. In 2021 alone, the department issued over 315,000 primary health certificates to accompany our exports. Our regulatory system also bolsters our reputation as a reliable exporter of premium, high quality agricultural products, ensuring high values for our export commodities.



s. 47C(1)

Russia's invasion of Ukraine has added uncertainty and disruptions to global supply chains already reeling from impacts of COVID-19. This has resulted in sharp rises in key agricultural inputs including fertiliser and energy and created real food security concerns in food importing countries, including in our region. **s. 47C(1)**

Maintaining and expanding existing markets, as well as investing in new market access is essential to the continued economic growth and prosperity of the sector. This includes advocating for Australia's trade interests internationally to support an open rules-based global trading system, engaging with international standard setting bodies and negotiating improved market access including via multilateral and bilateral trade agreements.

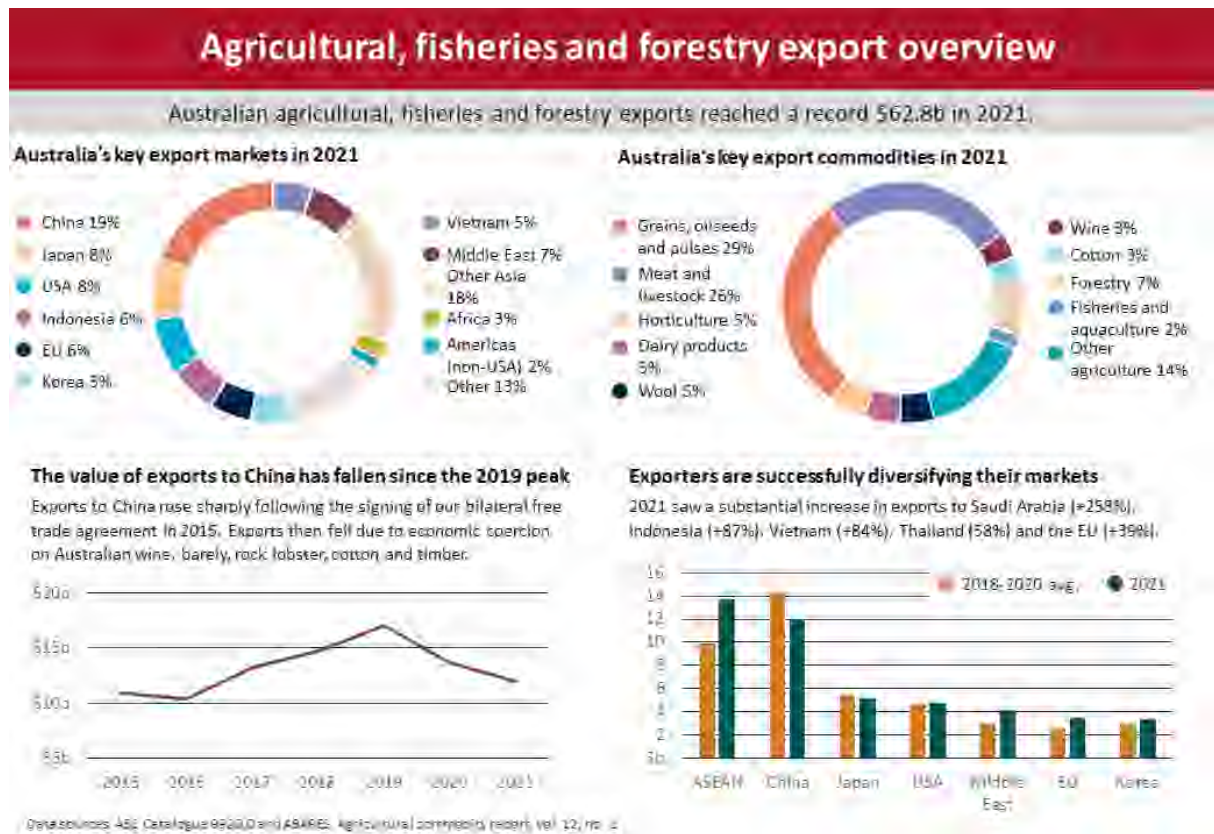
### **Trade diversification is key to managing export risk**

Strengthened collaboration between government, peak bodies and exporters has been critical in responding to global trade disruptions, in developing new market opportunities, and in capitalising on opportunities in existing export markets.

**s. 47C(1)**

A priority theme for your engagement with international ministerial counterparts is protecting and strengthening the rules and institutions that underpin free, fair and open agriculture trade. This is crucial not only for growing our agriculture exports, but also for addressing food security challenges in our region. **s. 47C(1)**





## Modernising our technology platforms and regulatory services is critical to unlocking opportunities for exporters

Australia has an international reputation for safe, reliable and quality agricultural produce. This access is reliant on our strong export regulatory system managed by the department that enables our exporters to demonstrate compliance with importing country requirements and provides access to premium export markets. The international export regulatory environment is increasingly complex; trading partners set additional requirements and our exporters must be agile and adapt to changing standards. This is in addition to any domestic requirements set by state and territory governments and retailers.

The number of products that importing countries want regulated is also on the rise, with some non-traditional agricultural products now requiring certification by the Australian Government prior to export. To keep up with the ever-evolving global trade environment and improve our ability to regulate, the department has commenced reform of our agricultural export regulatory systems. This investment will transition our existing paper-based systems online, provide a single export account for transactions, automate data collection, streamline processes and introduce risk-based regulation to provide lighter touch regulation to high performing exporters.

It will help Australian agricultural exporters retain market access, particularly to the premium export markets that deliver higher returns. [s. 47C\(1\)](#)

## s. 47C(1)

## s. 47C(1)

### **Drought and agricultural resilience**

#### **Australian farmers operate under volatile climate and market conditions, and this is getting worse with climate change**

This volatility has major impacts on production, people and regional communities, of which drought is the most obvious manifestation. For instance, the three years from 2017 to 2019 were the driest on record across the Murray–Darling Basin, with conditions worse than those experienced through the millennium drought. Prolonged dry conditions were also experienced across pockets of all remaining states. Across south-eastern Australia, broad acre farm income declined nearly \$70,000 (over 40 per cent) in 2018–19 and average farm business profit was the lowest in a decade.

#### **Successive governments have sought to increase focus on preparedness and self-reliance, with hardship support carefully targeted**

Managing drought, climate and other volatility in the agricultural sector has two strands:

- timely and targeted support when hard times hit
- proactively building resilience to reduce exposure to volatility.

Successive governments have increasingly recognised drought (and other volatility) as something that can and should be planned for, with hardship support limited to a carefully targeted safety net. The Rudd and Gillard Governments were seminal in this shift. The Rudd Government initiated a Productivity Commission review, removed drought “exceptional circumstances” payments, and developed an Intergovernmental Agreement on National Drought Program Reform that promised to prioritise preparedness and better target hardship support. This led to the current National Drought Agreement, which includes Commonwealth commitments to, among other things, a Future Drought Fund and targeted hardship support.

Coming out of the recent drought, the importance of this continued shift in focus has been affirmed by the 2021 Senate Rural and Regional Affairs Committee review of drought response, and by industry in the National Farmers’ Federation Drought Policy and 2022 Election Priorities.

**s. 47C(1)** Practical actions are in train with state and territory governments and industry to get better prepared before the next drought hits. In parallel, legislated policy review processes present an opportunity to shape a new National Drought Agreement and the next phase of the Future Drought Fund (FDF) – both of which must be in place by mid-2024.

While it is raining in many areas a lot now, this work is important because it is likely drought will hit at least some areas of Australia during this term of government. What we do now will influence how effectively this is managed.

### **An increased focus on preparedness is particularly important with the changing climate**

By supporting Australian agriculture to prepare for droughts, we are adapting to climate change.

**s. 47C(1)**

The 2018–19 drought demonstrated farmers’ and regional communities’ expectations for quick and effective federal government assistance. A public review of government support during the 2018–19 drought identified areas where government can do better and we are taking the following actions:

- A drought early warning system and decision-making framework is being developed to enable quick decisions on when and what support is needed
- A standing capability to enable rapid mobilisation of support for communities experiencing hardship during drought is being scoped.

**s. 47C(1)**

## **The Future Drought Fund is the key vehicle for shaping the agricultural resilience agenda**

The primary investment in agricultural resilience in the face of climate change is the FDF. It is a \$5 billion investment established by legislation and managed by the Future Fund, providing \$100 million in returns each year, for programs to build drought resilience, with no impact on the underlying cash balance. It is two years into operation, and halfway through its first four-year funding plan cycle. Achievements include:

- The establishment of eight Drought Resilience and Adoption Innovation Hubs
- 250 grants to support better land management, innovation and community projects focused on drought resilience
- New digital tools providing access to climate information
- Leadership and mentoring programs for regional communities
- Farm business and regional planning programs established with state and territory governments.

s. 47C(1)

A review of the FDF by the Productivity Commission must (legislatively) commence by February 2023, leading to a new funding plan by February 2024. s. 47C(1)

## **The FDF is part of a broader suite of programs that build the resilience of the agriculture sector**

This suite supports Australian agriculture to maintain production, exports and market access, despite volatility, and includes:

- Making concessional financing available through the Regional Investment Corporation to help farm businesses become more resilient and profitable
- Supporting Farm Management Deposits and providing tax concessions to help farmers manage financial risks and cash flow in the face of volatility.

s. 47C(1)

The

*Regional Investment Corporation Act 2018* must, legislatively, be reviewed by July 2024. s. 47C(1)

The FDF complements the Government's commitment to a Disaster Ready Fund that is focused on natural disasters (not drought) and prioritises infrastructure that builds resilience. The FDF is focused on the resilience of the agriculture sector and its programs are about better planning, practices and capability to deal with droughts and the changing climate. We will engage with the Disaster Ready Fund to ensure investments are well aligned.

## **Food and supply chains**

s. 47C(1)

## s. 47C(1)

### **Price increases for agricultural inputs can impact farm profitability**

Key agricultural inputs including fertilisers, pesticides, fuel, and availability of machinery and machine parts have all been the subject of increased cost pressures and some disruptions to supply since the outbreak of COVID-19. These price increases have the potential to impact farm profitability. The impact of increased input costs is partially being offset by higher commodity prices, but not necessarily across all operators or sectors. s. 47C(1)

Global disruptions to freight is in part contributing to inflationary pressure on agriculture inputs. However, production of fertilisers and pesticides globally, and particularly in China, has been impacted by energy shortages and rising costs. Very favourable seasons (Australia has had two years of record high harvests) have drawn down on nutrient supplies in the soil and as such fertiliser demand is expected to further increase over coming seasons to maintain the productive capacity in Australian cropping regions.

### **Supply chain disruptions are expected to take several years to recover**

Supply chains have experienced severe disruptions since the outbreak of COVID-19. Truck driver shortages and increased fuel costs in Australia and overseas have caused disruptions to road and rail freight lines. Driver shortages in Australia have been exacerbated by competition for these skills from the mining sector, and onerous COVID-19 restrictions which led some to leave the industry, removing capacity from the general road and rail freight system.

Additionally, there is a local shortage of shipping containers – particularly food grade ‘boxes’, due to more containers in transit because of increased freight volumes and shipping delays, and the preference for shipping lines to move these to more profitable markets. There is also an ongoing shortage of pallets and shortages of timber to manufacture more. Costs of shipping for exports is also of concern to industry. External factors like floods and other natural disasters that could be linked to climate change have also disrupted supply chains. These disruptions are being experienced now, and the direct costs of climate change to Australia through rising insurance costs, roads being washed away, and other infrastructure damage are significant. While these supply chain impacts have been affecting primary producers, manufacturers and farmers, the disruptions also have a very real impact on ensuring Australians get access to their food and goods.

Analysts in the shipping industry expect the existing disruptions to continue to be an issue through 2022 and into 2023. It may take up to three years for capacity shortfalls to be addressed as new ships and containers are built. s. 47C(1)

## **Agricultural and veterinary chemicals review**

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

A comprehensive independent review of the regulatory framework for agricultural and veterinary (agvet) chemicals was completed in June 2021 following consultation with 200 stakeholder groups. Its final report made 58 recommendations to government, which are intended to comprehensively modernise the regulation of agvet chemicals in Australia. The independent review was not responded to before the 2022 election.

The reforms recommended by the panel would significantly reduce unnecessary regulatory burden on both industry and the regulator, improve monitoring and surveillance to demonstrate the effectiveness of the regulatory system, improve safety and introduce a truly national harmonised system regulating both the supply and use of agvet chemicals within Australia. The reform package would also increase access to newer and safer agvet chemicals for users, in particular farmers, which would help them to maintain international competitiveness.

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

## **Innovation and research**

### **Increases in productivity are crucial to agriculture's ongoing growth**

For Australian agriculture to remain competitive, it will need to command high values for its products, and export to markets with consumers who are willing and able to pay for Australia's premium products.

Innovation-driven productivity and step change will be crucial to ensure that Australian producers can supply new markets and remain a producer of choice. **s. 47C(1)**



## **Together with industry, the Government invests in research and development to lift productivity**

There is a large investment in research, development and innovation across government, also funded by industry. Australia's rural Research and Development Corporations (RDCs) allow Australian Government and primary producers to co-invest in research and development to improve the profitability, productivity, competitiveness and long-term sustainability of Australia's primary industries. There are 15 RDCs which include the agricultural, fishing and forestry industries – five are Commonwealth statutory bodies and 10 are industry-owned companies.

The RDCs are funded primarily by statutory research and development and marketing levies (or charges) on various commodities, with matching funding from the Australian Government. The RDCs manage a portfolio of over \$800 million of industry levies and government matched funds.

The RDCs are required to undertake strategic and sustained cross-industry and cross-sectoral collaboration that addresses shared challenges as well as research and development related specifically to their levied industries. The RDCs can connect with world leading agricultural researchers and capitalise on commercialisation opportunities. **s. 47C(1)**

## **Innovation Hubs and their partners are focused on implementation**

The eight Drought Resilience and Innovation Hubs are located in regions covering major climatic and agricultural zones across Australia in order to support local primary producers obtain the outcomes of research, development, extension, adoption and commercialisation needed to support their businesses.

The Hubs had an initial focus on drought resilience, but also support delivery of the Regional Soils Coordinator Program, and work to support the uptake of digital agriculture technologies on farms.

The Hubs provide an opportunity to reconnect farmers with the outcomes of Australia's significant investment in research and development. The work of the Hubs to date has been focused on engaging with farmers and stakeholders to plan Hub activities. Activities are now getting underway and Hub "shopfronts" are opening.

To support stronger First Nations involvement, engagement began in January 2022 with Hub First Nations contacts to understand the research, development, extension, adoption and commercialisation needs of First Nations communities in their region. Hubs are working in parallel to explore barriers and opportunities for innovative drought resilience activities in rural and remote First Nations communities.

## Forestry

Australia is a net importer of wood with demand for forest products exceeding the productive capacity of Australia's current native and plantation forest estates. Domestic supply of wood and planned expansion to the plantation estate has been further reduced by bushfires (which impacted approximately 85,000 hectares of plantation forests or about 4.8 per cent of the national total and 2 million hectares of public native forests, about 20 per cent of the national total). Domestic shortages, together with global supply and demand issues, are contributing to current shortages being seen in the manufacturing and construction sectors.

s. 47C(1)

### **Investing in research and development will grow our domestic capability**

The Government has committed to provide funding to support a new Australia-wide National Institute for Forest Product Innovation and to extend the existing 11 regional forestry hubs. These commitments will work to build domestic research and development capability to bring Australia on a level playing field with many of our international competitors. s. 47C(1)

### **Plantations increase our independent timber supply**

Growing the plantation estate is key if we want to increase sovereign capability in wood supply. Industry has stressed the importance of progressing the goal of growing our timber plantation estate by one billion trees by 2030. Ts. 47C(1)

## s. 47C(1)

### Fisheries

Australia is a global leader in fisheries management, enabling Australian seafood to attract premium prices and enhancing our reputation for excellence in marine environmental stewardship. We regularly review our regulatory and policy framework to ensure it is fit for purpose to address current and future challenges facing Australia's Commonwealth fisheries. This includes consultation with key stakeholders to maintain a balance of social, cultural, economic, and community fishing interests.

## s. 47C(1)

### **Cooperative fisheries management is a key platform of work with our Pacific neighbours**

Fisheries are key to the economies and subsistence of many of our Pacific neighbours. The department and AFMA have strong relationships with our Pacific neighbours through our engagement in Pacific Regional Fisheries Management Organisations, and supporting action to address illegal, unregulated and unreported fishing across the Pacific.

## s. 47C(1)

### **Deepwater aquaculture trial in Tasmania key to informing national approach**

While there is limited opportunity for growth within wild-caught fisheries, the aquaculture sector is growing strongly, forecasted to be worth over \$2.1 billion nationally in 2021–22. A key opportunity for further growth is exploring expansion of aquaculture offshore – which may address community concerns that we have seen in onshore areas, particularly in Tasmania.

Ahead of any consideration of a national approach, a three-year research trial of aquaculture in the Commonwealth waters of the Bass Strait, supported by the Tasmanian Government is in the early, exploratory stages. s. 47C(1)

The trial will inform the feasibility of a national approach, including new technology and the potential environmental benefits of aquaculture in offshore, deeper waters.

### **Submission of AFMA's Annual Operational Plan**

AFMA is required by legislation (s77 of the *Fisheries Administration Act 1991*) to submit to the responsible Minister its Annual Operational Plan (AOP) for the upcoming financial year by 1 June each year. The AOP is a document that tells you what AFMA is planning to do each upcoming financial year.

The AOP 2022–23, in combination with AFMA's Corporate Plan 2022–2025, will be presented for your consideration and review very shortly. Although AFMA is required to submit the AOP by 1 June annually, your approval of the AOP is not required by then.

## 2. Budget outlook

The Government has committed to a budget strategy that makes smart, targeted investments that expand the capacity of the economy, and to improve the quality of spending to generate a budget position that will allow for debt reduction over time.

Your portfolio assists by maintaining its critical role in boosting the contribution of agriculture to Australia's economic growth and creating jobs through activities to protect our environment, water and natural resources.

### **The upcoming Budget will kick-start implementation of your commitments**

The Government has committed to delivering its first Budget in October 2022. **s. 47C(1)**



### 3. Upcoming decisions

s. 47C(1), s. 47F(1)

s. 47C(1), s. 47F(1)



## 4. Election Commitment Implementation Plans

### Election Commitments

Title
National Reconstruction Fund – Agriculture, forestry & fisheries component
Bolstering Australia's biosecurity system
Strengthening animal welfare - Live sheep export phase out
Strengthening animal welfare – Inspector-General of Animal Welfare
Strengthening animal welfare – renew the Animal Welfare Strategy
Accelerate adoption of wood processing innovation fund
Australia-wide National Institute for Forest Products Innovation
Regional Forestry Hubs
Analysis of national wood volume
Commercial opportunities from fire mitigation activities
Support for training and accreditation in forestry and forest products
Forest industry roundtable
Agri Tech Hub
Large agriculture events – Beef Australia
Developing sustainability codes for export markets through the Future Traceability Hub
Clearer labelling
Improve job security in the APS
Boost First Nations employment in the APS

## **National Reconstruction Fund – Agriculture, forestry & fisheries component**

\$500 million of the Government’s National Reconstruction Fund has been reserved for agriculture, forestry, fisheries, food and fibre, to encourage investment in value-adding for domestic and export markets.

### **Next steps**

**S. 47C(1)**

### **Key considerations**

**S. 47C(1)**

## **Bolstering Australia's biosecurity system**

The Government has committed to '*Bolstering Australia's biosecurity system*' through long-term, sustainable funding, addressing potential impacts of lumpy skin disease, adoption of livestock traceability reforms, reducing impact of pests and weeds, boosting funding for Indigenous Protected areas, including doubling Indigenous Rangers and providing additional biosecurity detector dogs and handlers.

### **Next steps**

S. 47C(1)

### **Key considerations**

S. 47C(1)

## **Strengthening animal welfare - Live sheep export phase out**

The Government has committed to phasing out the export of live sheep in consultation with the industry and the Western Australian Government, including consideration of the impacts for the entire value chain of the industry.

### **Next steps**

S. 47C(1)

### **Key considerations**

S. 47C(1)

## Strengthening animal welfare – Inspector-General of Animal Welfare

The Government has committed to establish an Inspector-General of Animal Welfare.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

## **Strengthening animal welfare – renew the Animal Welfare Strategy**

The Government has committed \$5 million over 4 years to renew the Animal Welfare Strategy (AWS).

### **Next steps**

**s. 47C(1)**

### **Key considerations**

**s. 47C(1), s. 47F(1)**

## **Accelerate adoption of wood processing innovation fund**

The Government has committed \$112.9 million towards a grants program to accelerate the adoption of new wood processing technologies.

### **Next steps**

S. 47C(1)

### **Key considerations**

S. 47C(1)

## Australia-wide National Institute for Forest Products Innovation

The Government has committed \$100 million to establish an Australia-wide National Institute for Forest Products Innovation (NIFPI), with a central hub in Launceston (at the University of Tasmania campus) and up to five NIFPI centres of excellence around Australia.

### Next steps

# s. 47C(1)

### Key considerations

# s. 47C(1)



## Regional Forestry Hubs

The Government has committed \$6.6 million to extend funding for the 11 Regional Forestry Hubs for two more years (from 2025–26 to 2026–27). Commencing in 2022–23, the Hub's remit will be expanded to include related extension services.

### Next steps

s. 47C(1)

### Key considerations

s. 47C(1)

## Analysis of national wood volume

The Government has committed to conducting an analysis of the national wood volume.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

## Commercial opportunities from fire mitigation activities

The Government has committed to analyse possible commercial opportunities for the use of forestry products created as the by-product of fire mitigation activities.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

## Support for training and accreditation in forestry and forest products

The Government will invest \$10 million to support programs which deliver qualifications, competencies and other credentials that meet the specific training and accreditation needs of the forest, wood products, pulp and paper and fibre sectors.

### Next steps

# S. 47C(1)

### Key considerations

# S. 47C(1)

## Forest industry roundtable

The Government has committed to holding a roundtable with the forestry sector, unions, states and territories to develop a Timber Fibre Strategy to ensure our existing forestry resources are being best utilised.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

## Agri Tech Hub

The Government has committed \$16.7 million towards establishing an Agri Tech Hub in Richmond, New South Wales.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

## Large Agriculture Events – Beef Australia

The Government has committed \$6 million to support the delivery of Beef Australia in Rockhampton, Queensland, supporting the regional economy and promoting Australia's beef industry to both domestic and international markets.

### Next steps

S. 47C(1)

### Key considerations

S. 47C(1)

## Developing sustainability codes for export markets through the Future Traceability Hub

The Government will support the agricultural sector to develop consistent codes around sustainability so it can access and grow global markets, with a focus on European import requirements.

### Next steps

s. 47C(1)

### Key considerations

s. 47C(1)



## **Clearer labelling**

To support meat and plant industries, the Government will improve existing regulations that deliver accurate and clear food labelling for products so that consumers have informed choice.

### **Next steps**

s. 47C(1)

### **Key considerations**

# s. 47C(1)

## 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)

## **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)



## 5. Upcoming events and key early meetings

s. 47C(1), s. 47F(1)

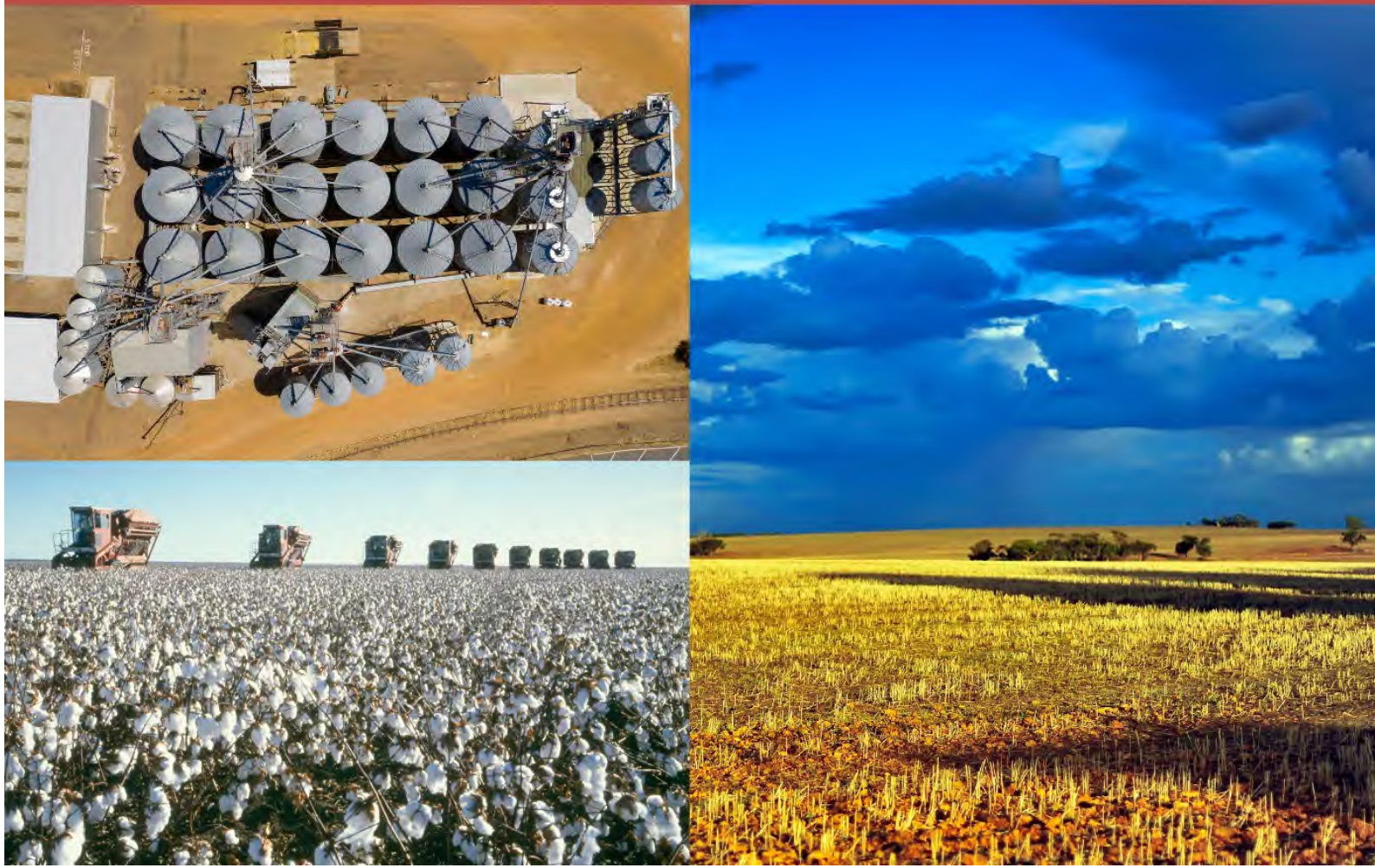
s. 47C(1), s. 47F(1)

s. 47C(1), s. 47F(1)

s. 47C(1), s. 47F(1)











Australian Government  
Department of Agriculture,  
Water and the Environment

# Incoming Government Brief

## Volume 2 - Ministerial and Governance

### Agriculture

Your department and how we support you





# Contents

<b>1. Departmental overview .....</b>	<b>1</b>
Your statutory role as minister.....	1
High level overview .....	1
Our work .....	2
Role and functions.....	3
Our people .....	4
Overseas engagement.....	6
Executive profiles .....	8
Divisional arrangements.....	13
Our response to COVID-19.....	15
Key current workforce considerations.....	16
<b>2. Ministerial support arrangements.....</b>	<b>23</b>
Introduction.....	23
Key governance contacts .....	24
Key executive contacts .....	25
Departmental support.....	26
Ministerial office support.....	26
Parliamentary business.....	32
Legislation .....	34
Communication and media services.....	34
<b>3. Budget and funding framework.....</b>	<b>37</b>
Financial position .....	37
Financial resources .....	37
Outline of the funding framework.....	39
Federal Budget.....	40
Overview of outcomes and programs .....	42
Administrative responsibilities for grants and funding .....	44
<b>4. Legislation and litigation.....</b>	<b>45</b>
Introduction – Agriculture .....	45
Legislation .....	46
Litigation .....	48
Administrative Arrangement Orders .....	52
<b>5. Portfolio, Statutory Bodies and Inspector-Generals.....</b>	<b>57</b>
Portfolio agencies .....	57
Research and Development Corporations.....	61

Inspector-Generals.....	68
<b>6. Appointments .....</b>	<b>73</b>
Portfolio ministerial appointments – Agriculture.....	73
<b>7. Key stakeholders .....</b>	<b>77</b>
<b>Reference documents .....</b>	<b>87</b>

# 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 Agriculture you are responsible for broad and diverse functions across the portfolio, including: trade industry policy, drought policy, and maintaining and improving open market access for agricultural exports; protecting Australia’s agricultural sector by maintaining our high biosecurity standards; and continuing to modernise Australia’s agricultural innovation systems to improve productivity growth and strengthen Australia’s trade competitiveness.

The department will support you in discharging your statutory roles and responsibilities. Under the Agriculture portfolio, 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 six 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**

### **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.

### **Environment & Heritage**

The department plays 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.

## **Water**

The department lead's the Government's water reforms across the country and promote the sustainable, efficient and productive management and use of our water resources. We develop policies and provide advice to help farmers and rural communities deal with drought.

## **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 content.

Australia operates four 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.

## **Role and functions**

Collaboration and partnerships with stakeholders and the community are necessary for achieving the department's objectives. Activities are grouped under five 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:

- Australian Government, and 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
- non-government organisations.

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

## Our people

The department has over 7500 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, information communication technology (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

### Agricultural 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 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 Australia's 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

## **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 the Department of Foreign Affairs and Trade (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 Department of Foreign Affairs and Trade'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 an officer at the Department of Foreign Affairs and Trade. James has been recalled to duty to lead Europe based advocacy efforts.

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.

## Executive profiles

### Andrew Metcalfe AO

Andrew Metcalfe is the Secretary of the Department of Agriculture, Water and the Environment since it 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 (APS), 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 eight 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)



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## **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.

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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**

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).



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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

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.



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## Chris Locke

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.



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## Lyn O’Connell PSM

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.



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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

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



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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)**

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.



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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**

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.



s. 47F(1)

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.

James is a very experienced leader who has extensive experience in Australian Government roles, areas of complex legal issues and regulation, and in international matters.

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

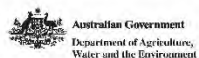
## Divisional arrangements

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 (Indigenous Australians)
Enabling Services	Legal People Corporate & Business Services Finance Digital Services

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






20 May 2022  
★ Acting in role    ● Taskforce



Secretary  
**Andrew Metcalfe AO**  
Chief of Staff  
Amanda Kingston  
Executive Assistant  
Rebecca Steffen

AGRICULTURE POLICY, RESEARCH & PORTFOLIO STRATEGY GROUP		AGRICULTURAL TRADE GROUP		WATER, CLIMATE ADAPTATION, NATURAL DISASTERS & ANTARCTIC GROUP		ENVIRONMENT & HERITAGE GROUP		MAJOR ENVIRONMENT REFORMS GROUP		BIOSECURITY & COMPLIANCE GROUP				ENABLING SERVICES GROUP			
Deputy Secretary Rosemary Deininger		Deputy Secretary David Hazlehurst		Deputy Secretary Lyn O'Connell PSM		Deputy Secretary Chris Locke		Deputy Secretary James Tregurtha +		Deputy Secretary Andrew Tongue PSM				Deputy Secretary Cindy Briscoe			
AGRICULTURAL POLICY	AGVET CHEMICALS, FISHERIES, FORESTRY & ENGAGEMENT	TRADE, MARKET ACCESS & INTERNATIONAL	PLANT & LIVE ANIMAL EXPORTS	WATER	DROUGHT & FARM RESILIENCE DIVISION	ENVIRONMENT APPROVALS	BIODIVERSITY CONSERVATION	PARKS AUSTRALIA	ENVIRONMENTAL PROTECTION REFORM	ENVIRONMENT PROTECTION	BIOSECURITY ANIMAL	COMPLIANCE & ENFORCEMENT	BIOSECURITY OPERATIONS	ENVIRONMENTAL BIOSECURITY OFFICE	LEGAL	CORPORATE & BUSINESS SERVICES	DIGITAL SERVICES
First Assistant Secretary Joanna Stanbury	First Assistant Secretary Emma Campbell	First Assistant Secretary Chris Tunning	First Assistant Secretary Tina Hutchison +	First Assistant Secretary Rachel Connell	First Assistant Secretary Kerren Crosthwaite	First Assistant Secretary Melissa Brown	First Assistant Secretary Cassandra Kennedy	Director Jody Swirepik PSM	First Assistant Secretary Melissa McEwen	First Assistant Secretary Kate Lynch	First Assistant Secretary Robyn Martin	First Assistant Secretary Peter Tinson	First Assistant Secretary Colin Hunter	Chief Executive Officer Remonette O'Brien Dr Robyn Cleland +	Chief Counsel Alice Linacre	First Assistant Secretary Lionel Riley	Chief Information Officer Mark Sawade
Levies Policy & Crops Alison Curran	Fisheries George Day	Agricultural Trade & Market Access Laura Timmins	Live Animal Export Joffrid Macksett +	Regional Program Delivery Paula Bertram	Future Drought Fund Travis Bover	Environment Assessments West (WA, SA, NT) Kylie Calhoun	Program Delivery Steve Costello	First Assistant Secretary Jason Mundy +	Environment Protection Reform Declan O'Connor-Cox	Waste Policy & Planning Roc Kirsling	Animal Biosecurity Peter Finnin	Biosecurity Compliance Holly Buckle	Border System & Planning John Gibbs	AUSTRALIAN CHIEF PLANT PROTECTION OFFICE Chief Plant Protection Officer Gabriella Vivian-Smith	Biosecurity, Exports & Compliance Legal Practice General Counsel Judd Sanson-Jones	Communication & Media Bronwen Jagers	Digital Products Stuart Givoni
Food & Supply Chain Paul Denny	Agvet Chemicals & Forestry Julie Gajda	International Organisations & Negotiations David Garner	Animal Welfare Carol Sheridan	Basins, Policy, Science & Indigenous Marcus Hohn	Financial Policy & Business Support Andrew O'Sullivan	Environment Assessments Queensland & Sea Dumping Andrew McEwan	Biodiversity Policy & Water Science Alison McEwen	Booderee & Business Services Adam Stankevicius	Bilaterals Agreement Maryann Quaghiat	Waste Regulation & Stewardship Chloe Bird	Animal & Biological Imports Wayne Impeira	Audit & Assurance Brett Loblich	National Maritime & Conveyances Jim Simpson	Chief Plant Protection Officer Gabriella Vivian-Smith	Information, Commercial, Agriculture & Water Legal Practice General Counsel Amy Nichol	Transformation Program Mark Simpson	Technology Infrastructure Nick Ross
Innovation & Consumers Christine Mulhearn	Ag2030, Covid-19 & Engagement Emma Gully	International Strategy & Engagement Malvina Taylor	Plant Export Operations David Impeira	Regulation & Governance Kirsty Burfield	Drought Policy Courtney Bryant	Protected Species & Communities Dr Ilona Stobutzki	Northern Territory Parks (Uluru-Kata-Tjuta National Park) Karl Dyson	Northern Territory Parks (Kakadu National Park) Kate Turner +	Atmosphere & Reporting Jackie Raynor	Chemicals Management Rachel Burgess +	Animal Health Policy Vivienne Clegg	Enforcement Anna Brazzo	Pathway Policy – Cargo & Conveyances Barbara Cooper	Plant Health Policy Borislav Hrnjicko	Governance & Parliamentary Business Troy Coalson	Digital Enabling Services Monique Vorgan +	
Markets & Competition Craig Rosser-Moore	PORTFOLIO STRATEGY First Assistant Secretary Nick Blong	TRADE REFORM First Assistant Secretary Matthew Koval	EXPORTS & VETERINARY SERVICES First Assistant Secretary Nicola Hinder PSM	Strategic Water Policy & Engagement Matthew Dadswell	AUSTRALIAN ANTARCTIC DIVISION First Assistant Secretary Kim Ellis	Environment Assessments (NSW, ACT) Kate Goodland +	Office of the Threatened Species Commissioner Fiona Fraser	COMMONWEALTH ENVIRONMENTAL WATER OFFICE RACHY WHI Hilton Taylor +	Environment Assessments (VIC, TAS) & Post Approvals Kim Farrant	Plant Sciences & Risk Assessment David Dall +	TBC Brent Smith	Environment Compliance Richard Chadwick	Pathway Policy – Travellers, Mail & Imported Food Vikki Fischer	AUSTRALIAN CHIEF VETERINARY OFFICE Australian Chief Veterinary Officer Mark Schipp	Environment, Employment & Litigation Legal Practice General Counsel Jane Temby	Property & Security Robert Towner	Client & Cyber Services Chif Vain Lohazeni
ABARES Executive Director Dr Jared Greenville	Policy & Portfolio Strategy Jessica Mitchell	Business Reform Andrew McDonald	DIGITAL TRADE INITIATIVES First Assistant Secretary Anna Somerville	CLIMATE ADAPTATION & RESILIENCE First Assistant Secretary Maya Stuart-Fox	Policy & International Gavin Peterson	Governance & Reform Therese Vithanage	Marine & Island Parks Branch Barbara Musso	Southern Water Use, Aquatic Science & Community Engagement Hilary Johnson	Asset Infrastructure Helen Budgett	Plant Import Operations Vivienne Collins	Plant Sciences & Risk Assessment David Dall +	Plant Import Operations Vivienne Collins	Plant Import Operations Vivienne Collins	Northern Australia & Deputy Chief Veterinary Officer Beth Cookson	Legislation Practice General Counsel Cassandra Ireland	Chief Human Officer Paul Pak Poy	Financial Operations Sophia Kermack
Agricultural Forecasting & Trade Kurt Hockey	Chief Data & Analytics Officer Cathryn Geiger	Export Standards Anna Somerville	Digital Clearance Service Caroline Martin	National Adaptation Policy Office Pete Curtis	Antarctic Operations & Safety Chaiton Clark	Heritage James Barter	Wetlands, Policy & Northern Water Use Michael Wraithall	Assets & Infrastructure Stuart Gibson +	Reef Paula Pizzoli	Plant Systems & Strategies Doreen Piss +	Plant Import Operations Vivienne Collins	Plant Import Operations Vivienne Collins	Plant Import Operations Vivienne Collins	NATIONAL ANIMAL DISEASE PREPAREDNESS COORDINATOR First Assistant Secretary Dr Chris Parlier	Safety, Antarctic & Parks Kylie Barber	Funding & Revenue Rachel Short +	Financial Management Tanya Howitt
Natural Resources David Galeano	Farm Performance, Biosecurity & Information Systems Peter Gooday	Meat Exports Jason Lucas	Residues & Food Tom Black	Natural Capital & Markets Anthony Bennie	Chief Scientist Prof Nicole Webster	Heritage James Barter	Wetlands, Policy & Northern Water Use Michael Wraithall	Assets & Infrastructure Stuart Gibson +	Reef Paula Pizzoli	Plant Systems & Strategies Doreen Piss +	Plant Import Operations Vivienne Collins	Plant Import Operations Vivienne Collins	Plant Import Operations Vivienne Collins	NATIONAL ANIMAL DISEASE PREPAREDNESS COORDINATOR First Assistant Secretary Dr Chris Parlier	People & Policy Emma Connell +		
INTERNATIONAL POSTS		INTERNATIONAL POSTS		INTERNATIONAL POSTS		INTERNATIONAL POSTS		INTERNATIONAL POSTS		INTERNATIONAL POSTS		INTERNATIONAL POSTS		INTERNATIONAL POSTS		INTERNATIONAL POSTS	
Brussels Jo Cranger		Washington Vatt Worrell		Beijing Deb Langford		Jakarta Don Merrials		Bureau of Meteorology CEO/Deputy CEO Dr Andrew Johnson		Murray-Darling Basin Authority CEO Andrew Reynolds +		Regional Investment Corporation CEO Paul Dowler +		Australian Climate Service Group Executive Vicki Woodburn		Great Barrier Reef Marine Park Authority CEO Josh Thomas	
Australian Fisheries Management Authority CEO Wez Norris		Australian Pesticides & Veterinary Medicines Authority CEO Lisa Croft		Director of National Parks Jody Swirepik PSM +		Office of the Science Convenor Science Convenor Dirk Weisford											

 **Switchboard**  
62/2 3933 (Marcus Clarke St)  
62/4 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.

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## 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 three 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 six months of the anniversary of their last pay increase.

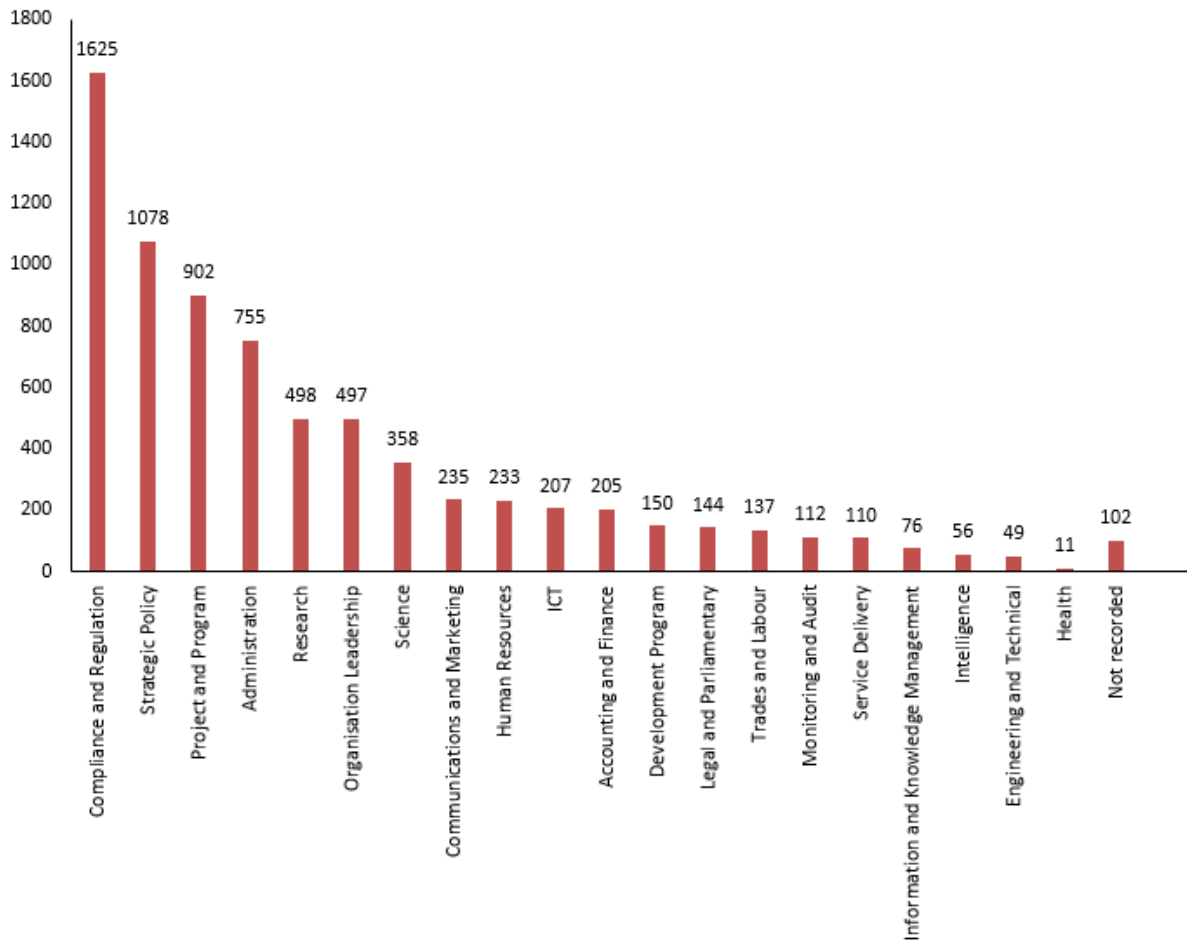


## Workforce analytics

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 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.

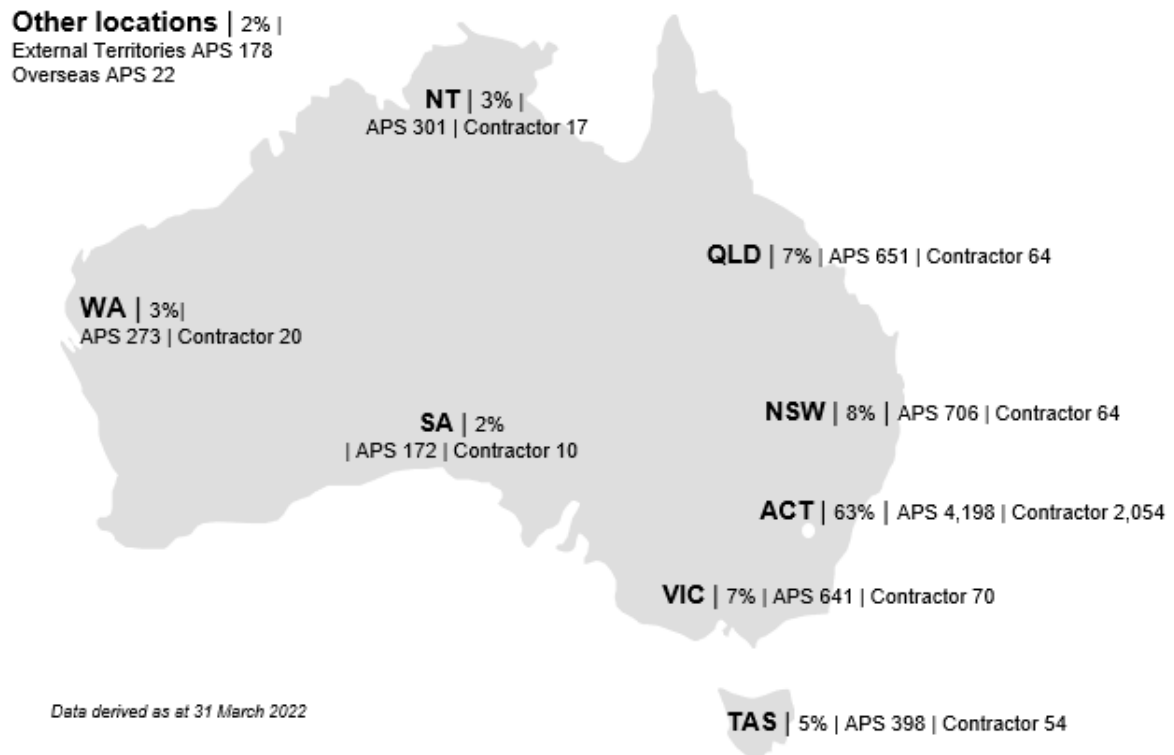
**Figure 1: Departmental workforce by Job Family as at 31 March 2022.**



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.

**Figure 2: Australian geographical workforce locations and staff distribution as at 31 March 2022.**



## 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 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 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 APS reforms.

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

We investigate allegations of wrongdoing, including suspected breaches of the APS 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 1000 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. 47F\(1\)](#) / 02 6271 6651).

## **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 Australian Government and state and territory-based legislation governing some of these high risk activities.

### **WHS Governance**

The department has agreed WHS 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 WHS Strategic Plan 2021–2024 outlines the key focus areas and the initiatives the department will implement over the next three 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 EAP 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 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)) 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). 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. 47F(1)

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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





## Key executive contacts

<b>Secretary</b>			s. 47F(1)
Secretary	Andrew Metcalfe	02 6272 4180	
Chief of Staff	Amanda Kingston	02 6272 4084	
Executive Assistant	Rebecca Steffan	02 6272 4182	
<b>Deputy Secretaries</b>			
Deputy Secretary	Cindy Briscoe	02 6272 3270	
Deputy Secretary	Andrew Tongue	02 6272 4710	
Deputy Secretary	James Tregurtha	02 6272 4699	
Deputy Secretary	Chris Locke	02 6272 4853	
Deputy Secretary	Lyn O'Connell	02 6272 5455	
Deputy Secretary	David Hazlehurst	02 6272 3300	
Deputy Secretary	Rosemary Deininger	02 6272 2100	
Deputy Secretary	Rosemary Deininger	02 6272 2100	
Deputy Secretary	James Larsen		
<b>Corporate and Business Services</b>			
First Assistant Secretary	Lionel Riley	02 6272 2220	
<b>Governance and Parliamentary Business Branch</b>			
Assistant Secretary	Troy Czabania	02 6272 4411	
Parliamentary Services	Eugenie Hickey	02 6274 1463	
Ministerial Services	Catherine Hunt	02 6271 6387	
PDMS and Minister's Office Support	Rachelle Lynch	02 6274 1080	
Portfolio Coordination Unit & Appointments	Nicole Williams	02 6274 5293	
<b>Communications and Media Branch</b>			
Assistant Secretary	Bronwen Jagers	02 6272 5964	
Media - Director	Rhett Somers	02 6272 5134	
<b>Legal Division</b>			
Chief Counsel	Alice Linacre	02 6272 2238	
<b>Finance Division</b>			
Chief Finance Officer	Paul Pak Poy	02 6272 5523	
<b>Digital Services Division</b>			
Chief Information Officer	Mark Sawade	02 6272 5564	
VIP Support	–	1800 457 828	

The Secretary and deputy secretaries' profiles are in [Chapter 1 – Departmental Overview](#)

## Departmental support

Ministerial entitlements are managed by the Department of Finance, parliamentary departments, and the department's Governance and Parliamentary Business Branch, who supports you and your office in portfolio, parliamentary, staffing, administrative and budgetary matters (not covered by the other departments).

The branch is the central link between our department and your office and also acts as the entry point for engagement with stakeholders on parliamentary matters. It works with other enabling services of the department and your Departmental Liaison Officer/s (DLO) to coordinate:

- Ministerial reporting that tracks progress against ministerial objectives, budget and election commitments
- briefs, reports and other written materials
- departmental liaison officers 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)).

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 to 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	The department (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	✓	–	–

Information Technology			
• Mobile phone - Apple iPhone 13	✓	–	–
• Laptop, docking solution, monitors, keyboard, mouse, and wireless headset	✓	–	–
• Internet services at minister's private residence	✓	–	–
Security			
• Security containers, safes, and shredders	✓	–	–
• Security briefings (DAWE and Attorney-General's Department)	✓	–	–

## Members of Parliament (MOPS) 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 and require ten days to process. Most visas also require a minimum of ten working days; **s. 47E(d)** or call **s. 47E(d)**

Departmental business areas involved with international matters can also assist in liaison with the relevant Department of Foreign Affairs and Trade 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 areas 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 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 Department of Prime Minister and Cabinet guidelines when presenting and receiving gifts.

Any gift received should be provided to the Department Liaison Officer (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)

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 *Members of Parliament (Staff) Act 1984*. 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 Protected Enclave (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 and 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 (PDMS)**

The department uses the 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 (Department of Prime Minister and Cabinet), 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 (QTBs)**

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 (QONs)**

The department prepares draft responses to all Parliamentary Questions on Notice (QONs) 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 Department of Prime Minister and Cabinet's 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 Officer 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 on 02 6272 2238.

## 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.

### **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 Finance Minister.

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>–</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 PGPA Act. <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 number 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 eight 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 Agriculture, 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. 42(1), s. 47F(1)



s.42(1), s. 47F(1)

s. 42(1), s. 47F(1)

s. 42(1), s. 47F(1)

## 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

- *Agricultural and Veterinary Chemical Products (Collection of Levy) Act 1994*
- *Agricultural and Veterinary Chemical Products Levy Imposition (Customs) Act 1994*
- *Agricultural and Veterinary Chemical Products Levy Imposition (Excise) Act 1994*
- *Agricultural and Veterinary Chemical Products Levy Imposition (General) Act 1994*
- *Agricultural and Veterinary Chemicals Act 1994*
- *Agricultural and Veterinary Chemicals (Administration) Act 1992*
- *Agricultural and Veterinary Chemicals Code Act 1994*
- *Agricultural and Veterinary Chemicals Legislation Amendment Act 2013*
- *Australian Animal Health Council (Live-stock Industries) Funding Act 1996*
- *Australian Meat and Live-stock Industry Act 1997*
- *Australian Meat and Live-stock Industry (Repeals and Consequential Provisions) Act 1997*
- *Biological Control Act 1984*
- *Biosecurity Act 2015*
- *Biosecurity Charges Imposition (Customs) Act 2015*
- *Biosecurity Charges Imposition (Excise) Act 2015*
- *Biosecurity Charges Imposition (General) Act 2015*
- *Biosecurity (Consequential Amendments and Transitional Provisions) Act 2015*
- *Dairy Adjustment Levy Termination Act 2008*
- *Dairy Industry Adjustment Act 2000*
- *Dairy Industry Service Reform Act 2003*
- *Dairy Produce Act 1986*
- *Egg Industry Service Provision Act 2002*
- *Egg Industry Service Provision (Transitional and Consequential Provisions) Act 2002*
- *Export Charges (Imposition - Customs) Act 2015*
- *Export Charges (Imposition - Excise) Act 2015*
- *Export Charges (Imposition - General) Act 2015*

- *Export Control Act 2020*
- *Export Control (Consequential Amendments and Transitional Provisions) Act 2020*
- *Farm Household Support Act 2014*
- *Farm Household Support Amendment (Additional Drought Assistance Measures) Act 2008*
- *Farm Household Support (Consequential and Transitional Provisions) Act 2014*
- *Fisheries Administration Act 1991*
- *Fisheries Agreements (Payments) Act 1991*
- *Fisheries Legislation Amendment (New Governance Arrangements for the Australian Fisheries Management Authority and Other Matters) Act 2008*
- *Fisheries Legislation (Consequential Provisions) Act 1991*
- *Fisheries Levy Act 1984*
- *Fisheries Management Act 1991*
- *Fisheries (Validation of Plans of Management) Act 2004*
- *Fishing Levy Act 1991*
- *Foreign Fishing Licences Levy Act 1991*
- *Forestry Marketing and Research and Development Services Act 2007*
- *Future Drought Fund Act 2019*
- *Grape and Wine Legislation Amendment (Australian Grape and Wine Authority) Act 2013*
- *Horse Disease Response Levy Act 2011*
- *Horse Disease Response Levy Collection Act 2011*
- *Horticulture Marketing and Research and Development Services Act 2000*
- *Horticulture Marketing and Research and Development Services (Repeals and Consequential Provisions) Act 2000*
- *Household Stimulus Package Act (No.2) 2009*
- *Illegal Logging Prohibition Act 2012*
- *Imported Food Charges (Collection) Act 2015*
- *Imported Food Charges (Imposition - Customs) Act 2015*

- *Imported Food Charges (Imposition - Excise) Act 2015*
- *Imported Food Charges (Imposition - General) Act 2015*
- *Imported Food Control Act 1992*
- *Inspector-General of Live Animal Exports Act 2019*
- *National Cattle Disease Eradication Account Act 1991*
- *National Residue Survey Administration Act 1992*
- *National Residue Survey (Consequential Provisions) Act 1992*
- *National Residue Survey (Customs) Levy Act 1998*
- *National Residue Survey (Excise) Levy Act 1998*
- *National Residue Survey Levies Regulations (Validation & Commencement of Amendments) Act 1999*
- *Natural Resources Management (Financial Assistance) Act 1992*
- *Pig Industry Act 2001*
- *Pig Industry (Transitional Provisions) Act 1986*
- *Plant Health Australia (Plant Industries) Funding Act 2002*
- *Primary Industries (Customs) Charges Act 1999*
- *Primary Industries (Excise) Levies Act 1999*
- *Primary Industries (Excise) Levies (GST Consequential Amendments) Act 2000*
- *Primary Industries Levies and Charges Collection Act 1991*
- *Primary Industries Research and Development Act 1989*
- *Regional Forest Agreements Act 2002*
- *Regional Investment Corporation Act 2018*
- *Rural Adjustment Act 1992*
- *Statutory Fishing Rights Charge Act 1991*
- *Sugar Research and Development Services Act 2013*
- *Torres Strait Fisheries Act 1984*
- *United Nations Food and Agriculture Organization Act 1944*

- *Wheat Export Marketing Amendment Act 2012*
- *Wine Australia Act 2013*
- *Wool International Act 1993*
- *Wool International Privatisation Act 1999*
- *Wool Services Privatisation Act 2000*



## 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.

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.

## Australian Fisheries Management Authority

**Agency head:** Mr Wez Norris



Wez has previously worked for Queensland Fisheries and at the Australian Fisheries Management Authority (AFMA) as the Manager of the Eastern Tuna and Billfish Fishery. He spent 10 years as the Deputy Director-General at the Pacific Islands Forum Fisheries Agency in the Solomon Islands and has worked on a number of significant fisheries reform projects including prawn trawl, hand-line and hand-collectable fisheries. Wez also held positions in the Torres Strait and in a ministerial office.

s. 47F(1)

Wez holds a Bachelor of Applied Science in Natural Systems and Wildlife Management from the University of Queensland.

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

### Role

AFMA is a non-corporate Commonwealth entity under the PGPA Act. It is the Australian Government agency responsible for the efficient management and sustainable use of Commonwealth fish resources on behalf of the Australian community.

AFMA has offices in Canberra, Darwin, Thursday Island, and Lakes Entrance. AFMA looks after commercial fisheries from 3 nautical miles out to the extent of the Australian Fishing Zone (AFZ). The states and the Northern Territory look after recreational, commercial coastal and inland fishing and aquaculture. AFMA provides fisheries management services to Joint Authorities of the Commonwealth and state governments, including the Torres Strait Protected Zone Joint Authority.

AFMA is also the lead agency in combatting illegal foreign fishing activity in the AFZ, participating in the Australian Government's civil maritime surveillance and response arrangements and engaging internationally to improve the management of fish stocks beyond the AFZ.

### Budget

Total budgeted expenses for 2022–23 are \$49.472 million.

### Staffing

Average staffing level for 2022–23 is 177.

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

## Australian Pesticides and Veterinary Medicines Authority

**Agency head:** Lisa Croft



s. 47F(1)

Lisa is the Chief Executive Officer of the Australian Pesticides and Veterinary Medicines Authority (APVMA), responsible for exercising its powers and functions under the *Public Service Act 1999* and Agvet legislation. The CEO is also responsible for the day-to-day decision-making of the APVMA and the legal body corporate that is a separate entity from the APVMA Board.

Before her appointment, Lisa served as the APVMA's Deputy Chief Executive Officer and held senior positions within the Department of the Prime Minister and Cabinet and the Department of Families, Community Services and Indigenous Affairs. Lisa spent almost a decade working in Indigenous Affairs and has also held a number of executive-level roles with the Australian Greenhouse Office.

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

### Role

The APVMA is the Australian Government regulator of agricultural and veterinary (agvet) chemical products, established in 1993 to centralise the registration of all agvet chemical products into the Australian marketplace.

Through its regulatory actions and decisions, the APVMA ensures the registration of agvet chemical products delivers appropriate protections for human health and safety, animals and the environment, and supports international trade.

### Budget

Total revenue is in the order of \$40 million per annum. The APVMA is fully cost recovered from industry fees and charges.

### Staffing

Budgeted average staffing level for 2022–23 is 180.

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

## Regional Investment Corporation

**Agency head:** Paul Dowler (acting Chief Executive Officer)

Paul is currently acting in the Chief Executive Officer role following the resignation of the substantive CEO Bruce King in January 2022. A recruitment process is underway for the CEO role.



s. 47F(1)

Paul has over 3 decades of experience in finance, predominantly in the education sector. He has been with the Regional Investment Corporation (RIC) since January 2021 in the role of Executive Director Corporate Services, responsible for Finance, Human Resources, Information Technology and Governance functions. Paul is also the RIC's Chief Financial Officer. Paul holds a master's degree in business administration and is a Certified Practising Accountant.

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

### Role

The RIC is a corporate Commonwealth entity established by the *Regional Investment Corporation Act 2018*. An independent Board oversees the RIC and is responsible for providing loans to eligible farm businesses, farm-related small businesses and forestry businesses.

Loans are targeted at farm businesses and farm-related small businesses impacted by drought and those that are in financial need that mainly supply, or intend to mainly supply, products into supply chains that are interstate or overseas. Loans are also targeted at forestry businesses to encourage new plantation developments and the replanting of bushfire damaged plantation areas.

The RIC's responsible ministers are the Minister for Agriculture and the Minister for Finance. The RIC Board also provides independent advice to the Minister for Agriculture on the making of individual grants or arrangements for projects and activities that build drought resilience to be funded by the Future Drought Fund.

### Budget

The RIC is budgeting for an approved \$4.5 million operating loss in 2022–23, with expenses (include employee and supplier expenses) budgeted at \$27.4 million representing expenditure funded from appropriations received in prior years.

The RIC has sufficient cash reserves to fund the operating loss without impacting on the financial viability of the RIC in the future.

### Staffing

Average staffing levels for 2022–23 are 57.

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

## Research and Development Corporations

The below five statutory Research and Development Corporations are statutory authorities that are established through the *Primary Industries Research and Development Act 1989* (PIRD Act) and must comply with the PGPA Act.

The corporations provide leadership and investment in research innovation and knowledge creation and transfer for their industries. Jointly funded by the Australian Government through levy matching arrangements they provide R&D services for the grains, cotton, grape and wine, fisheries and other rural industries. These five bodies are:

- Cotton Research and Development Corporation
- Fisheries Research and Development Corporation
- Grains Research and Development Corporation
- AgriFutures Australia
- Wine Australia.

## Cotton Research and Development Corporation

**Corporation head:** Dr Ian Taylor, Executive Director

Dr Taylor was appointed Executive Director on 7 March 2019. He was acting Executive Director from January to March 2019.



Prior to commencing this role, Dr Taylor was CRDC's General Manager of R&D Investments for five years, leading the development of the CRDC's Strategic research, development and extension (RD&E) Plan 2018–23.

s. 47F(1)

Dr Taylor has extensive experience across the cotton RD&E pipeline, having worked as a researcher specialising in integrated weed management before progressing to management positions within the cotton industry's extension CottonInfo and CRDC.

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

### Role

CRDC is a statutory authority that invests in RD&E for the Australian cotton industry, funded by levies paid by producers and matching funding from the Commonwealth. It is one of Australia's 15 Rural Research and Development Corporations (RDCs). CRDC's purpose is investing in world-leading RD&E to benefit Australia's dynamic cotton industry.

The chair and other directors are appointed on a part-time basis by the minister. The executive director is appointed by the corporation. CRDC has a skills-based board.

CRDC is based in Narrabri (NSW) and has satellite offices in Emerald, Toowoomba and Brisbane (all in Qld).

### Enabling legislation

CRDC is established under the Cotton Research and Development Corporation Regulations 1990, made under the PIRD Act and is classified as a corporate Commonwealth entity under the PGPA Act.

CRDC is accountable to the parliament through legislative obligations outlined in the PIRD Act and PGPA Act (including relevant rules made under the PGPA Act), and to the minister through the Statutory Funding Agreement 2020–2030.

CRDC is accountable to industry and levy payers through its declared industry representative organisation, Cotton Australia.

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

## Fisheries Research and Development Corporation

**Corporation head:** Dr Patrick Hone, Managing Director

Dr Patrick Hone is Managing Director of the Fisheries Research and Development Corporation (FRDC).



s. 47F(1)

He is also, a member of the:

- National Marine Science Committee
- Australian Fisheries Management Forum,
- Council of Rural Research and Development Corporations
- Australian Agrifood Data Exchange Advisory Council and
- Chair of the Seafood Industry Safety Initiative.

Dr Hone has held board positions on the Aquafin Cooperative Research Centre (CRC) and Seafood CRC. He has worked for more than 25 years at the FRDC, and has played a key role in the planning, management and funding of fishing and aquaculture related research, development and extension in Australia. Patrick has a PhD from Adelaide University and previously worked for South Australian Department of Fisheries and the South Australian Research and Development Institute.

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

### Role

FRDC is the statutory authority for the Australian fishing and aquaculture industries. The corporation's role is to plan and invest in fisheries research and development and extension activities in Australia.

FRDC provides both research and development and marketing services. FRDC is based in Canberra and has regional offices in Adelaide (South Australia) and Port Stephens (New South Wales). It has recently expanded its regional network and has appointed regional officers in South Australia, New South Wales, Western Australia, Victoria and the Northern Territory.

The chair and other board directors are appointed on a part-time basis by the minister. The managing director is appointed by the corporation. FRDC has a skills-based board.

### Enabling legislation

FRDC was established under the Fisheries Research and Development Corporation Regulations 1991, made under the PIRD Act and is classified as a corporate Commonwealth entity under the PGPA Act.

FRDC is accountable to the parliament through legislative obligations outlined in the PIRD Act and PGPA Act (including relevant rules made under the PGPA Act) and to the minister through the Statutory Funding Agreement 2020–30.

FRDC is accountable to industry and levy payers through its three declared industry representative organisations – Australian Recreational and Sport Fishing Industry Confederation Inc. (trading as Recfish Australia), Commonwealth Fisheries Association Inc. and Seafood Industry Australia.

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



## Grains Research and Development Corporation

**Corporation head:** Mr Nigel Hart, Managing Director



Mr Hart commenced as Managing Director on 4 April 2022. Prior to taking this position, Mr Hart spent more than 25 years working in executive and leadership positions in large scale infrastructure, port, warehousing and supply chains operations for the grains sector, both within Australian and internationally.

s. 47F(1)

He was previously Global Director (Ports) at Archer Daniels Midland where he led the development of a global port's growth and productivity strategy across Asia, Europe, South America and the USA.

Prior to this he spent 15 years at GrainCorp culminating in his position as Group General Manager – Storage and Logistics where he led the storage and logistics operations, grain accumulation and domestic customer management teams across the east coast of Australia.

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

### Role

The Grains Research and Development Corporation (GRDC) is the statutory authority that invests in research, development and extension (RD&E) for the Australian grains industry, funded by levies paid by producers and matching funding from the Commonwealth. It is one of Australia's 15 Rural Research and Development Corporations (RDCs). Its objective is to drive the discovery, development and delivery of world-class innovation to enhance the productivity, profitability and sustainability of Australian grains growers.

The chair and other directors are appointed on a part-time basis by the minister. The executive director (known as managing director) is appointed by the corporation. GRDC has a skills-based board.

GRDC has decentralised its operations, maintaining a central office in Canberra and established regional offices in Dulwich (SA), Toowoomba (Qld) and Bentley (WA), and satellite offices in Wagga Wagga (NSW) and Horsham (Vic).

### Enabling legislation

GRDC is established under the Grains Research and Development Corporation Regulations 1990, made under the PIRD Act and as a corporate Commonwealth entity is subject to the requirements of the PGPA Act.

GRDC is accountable to the parliament through legislative obligations outlined in the PIRD Act and, the PGPA Act (including relevant rules made under the PGPA Act), and to the minister through the Funding Agreement 2020–30.

GRDC is accountable to industry and levy payers through its two declared industry representative organisations—Grain Producers Australia and Grain Growers Limited.

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

## AgriFutures Australia

**Corporation head:** John Harvey, Managing Director



s. 47F(1)

John Harvey joined AgriFutures Australia in May 2016 as Managing Director. Prior to this appointment, Mr Harvey held various positions at the Grains Research and Development Corporation (GRDC) spanning 18 years, including five years as Managing Director. A graduate member of the Australian Institute of Company Directors, Mr Harvey was a Director of Australian Crop Accreditation System Limited and a Director of the Value Added Wheat Cooperative Research Centre. He has served on the boards of Pulse Breeding Australia, Barley Breeding Australia and the National Soybean Breeding Program. He was also a member of the Australian Winter Cereals Pre-Breeding Alliance and the CRC for Plant Based Management of Dryland Salinity.

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

### Role

AgriFutures Australia is the trading name for the Rural Industries Research and Development Corporation (RIRDC). AgriFutures Australia is a statutory authority for primary industries that do not have the scale to establish their own research and development corporation. It is one of Australia's 15 Rural Research and Development Corporations (RDCs). Its purpose is to increase knowledge that fosters sustainable, productive and profitable new and existing rural industries and furthers understanding of national rural issues through R&D in government-industry partnership.

AgriFutures Australia provides R&D services only.

The chair, deputy chair and other directors are part-time positions appointed by the minister.

The executive director (known as the managing director) is appointed by the corporation. AgriFutures has a skills-based board.

### Enabling legislation

AgriFutures Australia is established under the PIRD Act and is classified as a corporate Commonwealth entity under the PGPA Act.

AgriFutures Australia is accountable to the parliament through legislative obligations outlined in the PIRD Act, PGPA Act (including relevant rules made under the PGPA Act) and to the minister through the Funding Agreement 2020–30 for the expenditure of monies appropriated by parliament.

AgriFutures Australia is accountable to industry and levy payers through its two declared industry representative organisations—the National Farmers' Federation and the Australian Chicken Meat Federation.

## Wine Australia

**Agency head:** Dr Martin Cole

Martin commenced as CEO on 15 November 2021. Before taking up this position he was head of the School of Agriculture, Food and Wine at the University of Adelaide. Martin has held a range of senior management roles in research and in industry and has served an expert for various global organisations and committees.



s. 47F(1)

Martin is a graduate of the Australian Institute of Company Directors, a fellow and certified food scientist of the Australian Institute of Food Science and Technology, and a fellow of the Australian Academy of Technology and Engineering.

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

### Role

Wine Australia is a statutory authority established on 1 July 2014 under the *Wine Australia Act 2013*. It is also one of Australia's 15 Rural Research and Development Corporations (RDCs). It is funded through industry levies, some user-pays activities, as well as matched government funding for research and development. Wine Australia's role includes:

- coordinating or funding grape and wine research and development, and facilitating the dissemination, adoption and commercialisation of the results
- regulating the export of wine from Australia
- promoting the sale and consumption of wine, both in Australia and overseas
- administering the Wine Tourism and Cellar Door Grant program.

### Enabling legislation

Wine Australia is established under the *Wine Australian Act 2013* (Wine Act) and is classified as a corporate Commonwealth entity under the PGPA Act.

Wine Australia is accountable to the parliament through legislative obligations outlined in the Wine Act and the PGPA Act (including relevant rules made under the PGPA Act) and to the minister through the Funding Agreement 2020–30.

Wine Australia is accountable to industry and levy payers through the declared winemakers and wine grape growers industry representative organisation, Australian Grape and Wine Incorporated.

### Board of Management

Dr Michele Allan was appointed Chair of the Wine Australia Board on 3 July 2020. She has previously held chair positions with Meat and Livestock Australia and the Wheat Industry Advisory Taskforce and was a director of Wine Australia and the Grape and Wine Research and Development Corporation. Other prior board roles include Innovation and Science Australia, Forest and Wood Products Australia, William Angliss Institute, and Food Standards Australia and New Zealand. Michele has also held several executive roles including with Amcor Limited, Kraft Foods, Johnson and Johnson, and Nestle.

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.

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

## Inspector-General of Live Animal Exports

**Inspector-General:** Ross Carter



s. 47F(1)

Mr Ross Carter was appointed as the inaugural Inspector-General of Live Animal Exports, a position established as part of the government's response to the Moss Review and the associated McCarthy Review, the independent review of Australia's live animal exports arrangements.

Mr Carter is a regulatory expert with over 30 years of experience in the design and implementation of policy and regulation. His roles have ranged from field-based regulatory operations in rural and regional areas to senior executive positions at both state and national levels. His senior executive roles have included key leadership, governance and decision-making roles in significant independent regulatory institutions (for example as Executive Director Sydney Region with the New South Wales Environment Protection Authority and as Executive General Manager with the Australian Clean Energy Regulator). He was also a Commissioner with the New South Wales Independent Planning Commission for 6 years.

Mr Carter has extensive experience leading the development and maturation of regulatory capability and capacity including risk identification, treatment and control; compliance and enforcement strategy and reporting; and field-based operations. Mr Carter holds a Bachelor of Applied Science, a Graduate Diploma in Environmental Management, and a Master of Science with Distinction (for research into regulatory practice). He is a graduate of the Australian Institute of Company Directors, and is the Chairperson of Dam Safety NSW.

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

### Role

The Inspector-General of Live Animal Exports reviews the performance of functions and exercise of powers by the Department of Agriculture, Water and the Environment in regulating livestock exports under the *Export Control Act 2020* and the Export Control (Animals) Rules 2021.

The Inspector-General of Live Animal Exports review program is independent from internal audit and performance management programs of the department and completed reviews are publicly available on the Inspector-General of Live Animal Exports website. The Inspector-General has completed 4 reviews:

- Monitoring and reporting during livestock export voyages
- Implementation of Moss Review recommendations
- Review of the Exporter Supply Chain Assurance System
- Livestock export permit systems and processes.

Further information on the Inspector-General of Live Animal Exports is available at [iglae.gov.au](http://iglae.gov.au).

## Inspector-General of Biosecurity

**Outgoing Inspector-General:** Rob Delane (term finishes 24 July 2022)

The Minister for Agriculture appointed Mr Rob Delane as the Inspector-General of Biosecurity from 25 July 2019. This is a part-time position.

Mr Delane has over 20 years' experience in biosecurity (quarantine), and risk management strategies for the agriculture sector and natural resources in Australia.

Between 2008 and 2009, Mr Delane was the Deputy Secretary (Biosecurity Services Group) and Executive Director of Australia's Australian Quarantine and Inspection Service (AQIS) at the Australian Government Department of Agriculture, Fisheries and Forestry. He was Director General, Department of Agriculture and Food Western Australia during 2009–2016.

Mr Delane has an outstanding record of achievement in biosecurity management in Australia, having held a range of senior roles (involving both the public sector and industry), including as: a member of the Quarantine and Export Advisory Council (QEAC); founding board member of Plant Health Australia Ltd; Chair of the National Biosecurity Agreement working group; Co-Chair of the AQIS-Meat Industry Reform Taskforce; Western Australian Government Chief Agriculture Protection Officer; alternative Chair of the National Biosecurity Committee; and a member of the Australian Biosecurity Intelligence Network advisory board. His other roles have included: Chair of the Board of InvestWest Agribusiness Alliance; CEO of the Rural Business Development Corporation; Commissioner of the Forest Products Commission (WA) and Agricultural Produce Commission (WA).

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

**Incoming Inspector-General:** Lloyd Klumpp (commences 25 July 2022)

On 29 March 2022, Dr Lloyd Klumpp was appointed by the Minister for Agriculture and Northern Australia to succeed Mr Rob Delane as the Inspector-General of Biosecurity from 25 July 2022, for a 3-year term.

Presently, Dr Klumpp is an independent biosecurity consultant with qualifications in veterinary science and 40 years' experience in science-based work, including in biosecurity programs across animal and plant industries, and the natural environment.

Dr Klumpp currently holds the following positions:

- Chair, National Fruit Fly Council
- Chair, Tasmanian Marine Farming Planning Review Panel
- Independent Director, Strengthening Victoria's Biosecurity System Program
- Chair, Standards and Technical Committee, National Association for Sustainable Agriculture Australia.

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



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### **Role**

The *Biosecurity Act 2015* and Biosecurity Regulation 2016 define the role, authority and independent powers of review. This includes reviewing the Director of Biosecurity's performance of functions and exercise of powers. The Secretary of the Department of Agriculture, Water and the Environment is the Director of Biosecurity.

The Inspector-General makes recommendations for system improvements and provides an assurance framework for stakeholders.

If requested by stakeholders, the Inspector-General may also review the department's process for preparing draft biosecurity import risk assessments.

The Inspector-General provides reports to the Minister for Agriculture and publishes these on the Inspector-General of Biosecurity's website – unless they contain information that is considered prejudicial to the public interest.

### **Annual review program**

The Inspector-General of Biosecurity is independent of the Minister for Agriculture and the Director of Biosecurity.

The Inspector-General of Biosecurity's sets an annual review program in writing, in consultation with the Minister for Agriculture and the Director of Biosecurity. The annual review program is available on the Inspector-General of Biosecurity's website.

Further information on the Inspector-General of Biosecurity is available at [igb.gov.au](http://igb.gov.au).



## Inspector-General of Water Compliance

**Inspector-General:** Troy Grant



s. 47F(1)

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 – Agriculture

### 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 nominated directors of research and development corporations (RDCs) is specified in the PIRD Act. It is similar to the process for appointment of APS agency heads i.e. Australian Fisheries Management Authority (AFMA), Australian Pesticides and Veterinary Medicines Authority (APVMA), and 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 four to six 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 document.

## Appointments due by the end of 2022

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

Portfolio body	Position	Term end date
Biosecurity Futures Group	1 chairperson, 8 members	Vacant – current appointment terms ended 31 March 2022
Wine Australia	1 director	Vacant – current appointment term ended 30 September 2021
AgriFutures Australia (RDC) Selection Committee	1 presiding member	31 December 2022
Cotton RDC Selection Committee	1 presiding member	31 December 2022
Grains RDC Selection Committee	1 presiding member	31 December 2022

**RDC** Research and Development Corporation.

A detailed briefing 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 Agriculture portfolio, women held 57 of 116 board positions (49.1%) at 19 May 2022.

## Appointments 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 due to be made in 2023

Portfolio body	Position	Term end date
AgriFutures Australia (Rural Industries RDC) Selection Committee	1 presiding member and 4 members	31 December 2022
Cotton RDC Selection Committee	1 presiding member and 4 members	31 December 2022
Grains RDC Selection Committee	1 presiding member and 4 members	31 December 2022
Regional Investment Corporation	1 chairperson 1 member	24 March 2023 19 April 2023
Fisheries RDC	1 deputy chairperson	31 March 2023
Australian Fisheries Management Authority Commission	5 commissioners (including deputy chairperson)	30 June 2023
Drought Resilience Adoption and Innovation Hubs Advisory Committee	1 member	30 June 2023
National Fishing Advisory Council	1 chairperson and 13 members	30 June 2023
Wine Australia	1 chairperson	3 July 2023
Future Drought Fund Consultative Committee	1 chairperson and 4 members	18 September 2023
AgriFutures Australia (Rural Industries RDC)	6 directors (including deputy chairperson)	30 September 2023
Cotton RDC	6 directors (including deputy chairperson)	30 September 2023
Grains RDC	1 chairperson and 7 directors (including deputy chairperson)	30 September 2023
Fisheries RDC Selection Committee	1 presiding member and 4 members	30 November 2023
Wine Australia Selection Committee	1 presiding member and 4 members	30 November 2023

**RDC** Research and Development Corporation.



## 7. Key stakeholders

This section outlines the Agriculture, Water and the Environment portfolio's key agriculture 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.

Agriculture Minister's Forum (AGMIN) includes Australian, state and territory and New Zealand ministers. They work on national issues and last met 1 November 2021. State and territory agriculture ministers contact information can be found at the end of the below table.

Organisation	Names and roles of its representatives
Accord Australasia	S. 47F(1)
Agforce	
Agrifutures Australia (formerly Rural Industries Research and Development Corporation – RIRDC)	
Agriculture Innovation Australia (AIA)	
Animal Health Australia	
Animal Medicines Australia	
AUSMEAT	
Australian Chicken Meat Federation (ACMF)	

Organisation	Names and roles of its representatives
Australian Dairy Industry Council	
Australian Dairy Farmers Limited (ADF)	
Australian Dairy Products Federation (ADPF)	
Australian Fresh Produce Alliance	
Australian Food and Grocery Council	
Australian Forest Products Association (AFPA)	
Australian Hide, Skins, & Leather Exporters' Association Inc (AHSLEA)	
Australian Industry Group	
Australian Livestock and Rural Transporters Association	
Australian Livestock Export Corporation Ltd (LiveCorp)	
Australian Livestock Exporters' Council (ALEC)	
Australian Meat Industry Council (AMIC)	

S. 47F(1)

Organisation	Names and roles of its representatives
Australian Meat Processor Corporation (AMPC)	S. 47F(1)
Australian Pork Limited (APL)	
Australian Prawn Farmers Association (APFA)	
Australian Renderers Association Inc (ARA),	
Australian Skins Hides and Leather Exporters Association (AHSLEA)	
Australian Southern Bluefin Tuna Industry Association (ASBTIA)	
Australian Veterinary Association	
AUSVEG	

Organisation	Names and roles of its representatives
Biosecurity Futures group (reports to the Minister for Agriculture)	S. 47F(1)



Organisation	Names and roles of its representatives
Business Council of Australia	S. 47F(1)
Cattle Council of Australia (CCA)	
Centre of Excellence for Biosecurity Risk Analysis (CEBRA)	
Chemistry Australia	
Citrus Australia Limited	
Commonwealth Scientific and Industrial Research Organisation (CSIRO)	
Cotton Australia	
Cotton Research and Development Corporation (CRDC)	
Croplife Australia Ltd	
Dairy Australia Limited (DAL)	

Organisation	Names and roles of its representatives
Egg Farmers of Australia	S. 47F(1)
Export Council Australia	
Farmers for Climate Action	
Grain Growers Limited (GGL) – trading as GrainGrowers	
Grain Producers Australia (GPA)	
Grains Research and Development Corporation (GRDC)	
Horticulture Innovation Australia Ltd (HIAL)	
Inspector-General of Biosecurity	
Inspector-General of Live Animal Exports	
International Tropical Timber Organization	
LiveCorp	

Organisation	Names and roles of its representatives
Meat & Livestock Australia (MLA)	S. 47F(1)
National Farmers' Federation	
National Recovery and Resilience Agency	
Plant Health Australia (PHA)	
Red Meat Advisory Council	
Seafood Industry Australia (SIA)	
Sheep Producers Australia (SPA)	
Shipping Australia Limited	
Special Representative for Australian Agriculture	
Sugar Research Australia (SRA)	
The Council of Rural Research and Development Corporations	
Veterinary Schools of Australia and New Zealand	

Organisation	Names and roles of its representatives
Wildlife Health Australia	S. 47F(1)
Wine Australia	
Wool Industries Australia (WIA), (Formerly Federation of Australian Wool Organisation)	
WoolProducers Australia	
State Ministers	
New South Wales	The Hon. Dugald Saunders MP Minister for Agriculture; Minister for Western New South Wales p: 02 8574 5260 e: <a href="mailto:dubbo@parliament.nsw.gov.au">dubbo@parliament.nsw.gov.au</a> (Electorate Office - Dubbo)
Northern Territory	The Hon. Paul Andrew Kirby MLA Minister for Business, Jobs and Training Minister for Agribusiness and Fisheries Minister for Public Employment Minister for Major Events Minister for Veterans' Affairs p: 08 8936 5680 e: <a href="mailto:minister.kirby@nt.gov.au">minister.kirby@nt.gov.au</a>
Queensland	The Hon. Mark Furner MP Minister for Regional Development and Manufacturing and Minister for Water p: 07 3719 7420 e: <a href="mailto:agriculture@ministerial.qld.gov.au">agriculture@ministerial.qld.gov.au</a>
South Australia	The Hon. Clare Michele Scriven MLC Minister for Primary Industries and Regional Development; Minister for Forest Industries p: 08 8226 2931 e: <a href="mailto:Minister.Scriven@sa.gov.au">Minister.Scriven@sa.gov.au</a>
Tasmania	The Hon. Jo Palmer MLC Minister for Primary Industries and Water; Minister for Disability Services; Minister for Women p: 03 6324 2002 e: <a href="mailto:jo.palmer@parliament.tas.gov.au">jo.palmer@parliament.tas.gov.au</a>
Victoria	The Hon. Mary-Anne Thomas MP Minister for Agriculture; Minister for Regional Development p: 03 5428 2138 e: <a href="mailto:Mary-anne.Thomas@parliament.vic.gov.au">Mary-anne.Thomas@parliament.vic.gov.au</a>
Western Australia	The Hon. Alannah MacTiernan MLC Minister for Regional Development; Agriculture and Food; Hydrogen Industry

Organisation	Names and roles of its representatives
	p: 08 6552 6200 e: <a href="mailto:Minister.MacTiernan@dpc.wa.gov.au">Minister.MacTiernan@dpc.wa.gov.au</a>



# Reference documents

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





