



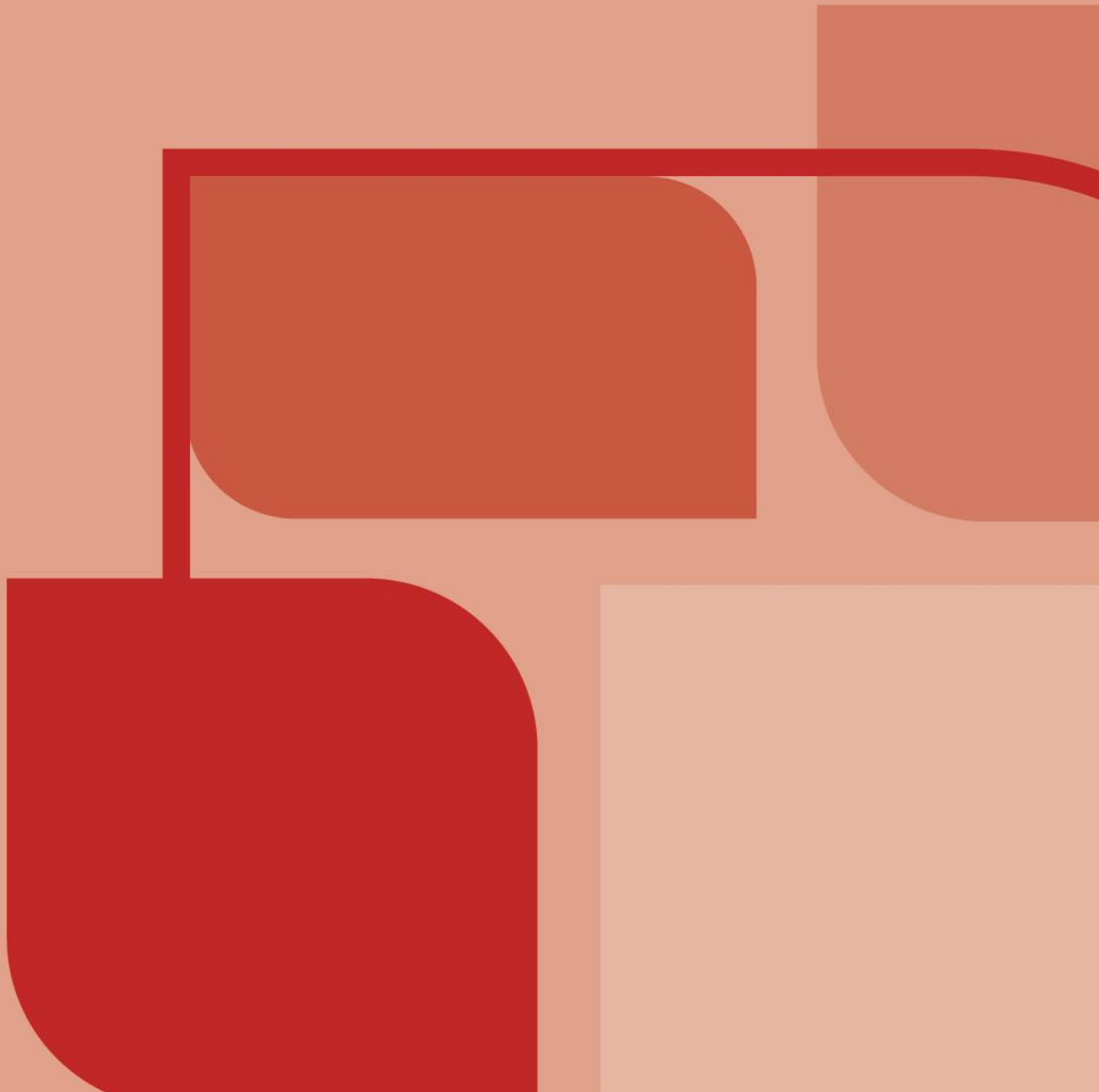
Australian Government
Department of Agriculture,
Fisheries and Forestry

Incoming Government Brief



Volume 1

Policy and strategy



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Secretary's Overview

Congratulations on your re-appointment as Minister for Agriculture, Fisheries and Forestry (title subject to title under Admin orders).

We are delighted that we can continue to support you and your staff over the next three years to deliver the government's clear, second term policy agenda. We have closely monitored the commitments you made during the election campaign and we're ready to work with you and your staff to prioritise and implement these and the government's existing priorities, including delivery of a new national food security strategy: *Feeding Australia*, delivery of *Support for Regional Trade Events* and full implementation of the phase out of the export of live sheep by sea.

DAFF will continue our delivery of core functions consistent with the department's vision to grow a more sustainable and prosperous Australia through biosecurity, production and trade. We will deliver your priorities in line with the department's strategic objectives:

- Sector growth – Support Australia's agricultural sector, including the food and fibre industries, to be increasingly prosperous and internationally competitive in an ever-changing world.
- Sector resilience and sustainability – Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.
- National biosecurity – Strengthen our national biosecurity system to provide a risk-based approach and an appropriate level of protection to Australia's people, our environment and economy.

Volume 1 of the Incoming Government Brief contains preliminary implementation plans for each of your portfolio election commitments; urgent business and decisions for your consideration in the coming weeks and months; a strategic sector outlook; upcoming meetings, events, opportunities for announcements and key stakeholder contacts. Volume 2 contains information about the department, its governance and key people, as well as important information about the ministerial services we will provide to ensure you, and your staff are well supported.

I would welcome the opportunity to meet with you at your earliest convenience to discuss your priorities and how we can best support you. I can be contacted at any time by you or your office on s. 47F(1) or adam.fennessy@aff.gov.au.

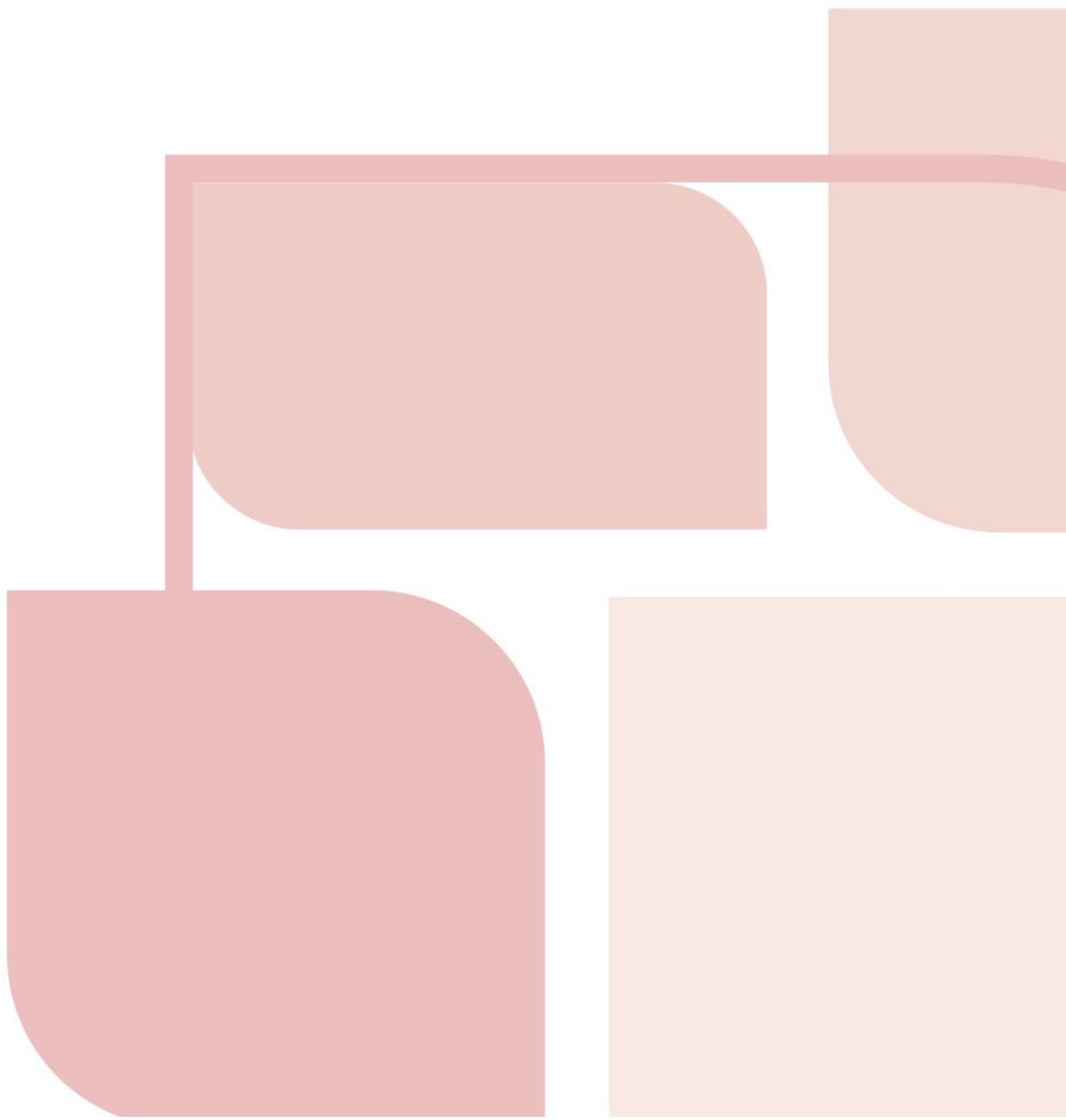
Our Chief Operating Officer Ms Tess Bishop is leading the incoming government process, including the provision of logistical support for the establishment of your office, and can be contacted on s. 47F(1) , or tess.bishop@aff.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Adam Fennessy', followed by a long horizontal wavy line and a period.

Adam Fennessy PSM

Urgent business



Upcoming decisions

There are a number of decisions requiring your attention listed below.

	Decision	SES Contact
First week	s 33(a)(iii), 47C, 47F(1)	
	s 33(a)(iii), 47C, 47F(1)	
	<p>Approval: Biosecurity Cost Recovery Statement 2025–26</p> <p>Your approval is required for the 2025–26 Biosecurity Cost Recovery Implementation Statement and associated changes to cost recovery charges. This must be submitted to the Federal Executive Council for legislative amendments for 1 July 2025 commencement.</p> <p>The amendments will be progressed through a policy approval brief (by the SES contact listed) followed by an Approval of Text brief (by the Legal Division).</p>	<p>Finance and Investment Division</p> <p>Matthew Geysen s. 47F(1)</p>
First fortnight	<p>Approval: Appointment of Animal Health Australia and Plant Health Australia representatives</p> <p>Your approval is required to appoint Commonwealth representatives to Animal Health Australia and Plant Health Australia. Commonwealth representation will be required at Plant Health Australia's Annual General Meeting on 21 May 2025.</p>	<p>Biosecurity Strategy and Reform Division</p> <p>Christie Sawczuk s. 47F(1)</p>
	<p>Approval: Decision on update to Australian food standards</p> <p>On 30 May 2025, at the Food Ministers' Meeting, you will need to consider the Food Standards Australia New Zealand Board's decision to approve Application A1269 – Cultured Quail as a Novel Food, Proposal P1049.</p> <p>This is likely to be a sensitive issue for agriculture stakeholders and the broader community as it will be the first time that cell-cultured food is approved for sale in Australia. The Assistant Minister for Health is the Lead Minister for the meeting.</p>	<p>Agricultural Policy Division</p> <p>Joanna Stanion s. 47F(1)</p>

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	Decision	SES Contact
First fortnight	<p>Approval: Departmental approach to 2025–26 MYEFO</p> <p>Your approval is sought for the department’s approach to the 2025–26 MYEFO, including the packages you are seeking authority to bring forward (election commitments etc), along with timing for the Portfolio Budget Submission (PBS). As referenced elsewhere, some funding in the Department terminates on 31 December 2025 and an early consideration of the Agriculture PBS will enable the Department to best prepare for Government decisions regarding the second half of the 2025–26 financial year.</p>	<p>Finance and Investment Division</p> <p>Matt Geysen s. 47F(1)</p>
	<p>Approval: Future Drought Fund (FDF) investments</p> <p>With drying conditions and calls for Australian Government assistance in several jurisdictions, your approval is required to make FDF funds available in line with publicly announced timing to enable critical drought preparedness activities.</p>	<p>Farm Resilience Division</p> <p>Mel Brown s. 47F(1)</p>
First month	<p>Approval: legislative bids for Winter parliamentary sittings</p> <p>Your consideration and approval of proposed legislative bids will be required for portfolio bills to be drafted during the 2025 Winter parliamentary sittings. This will include both bills for drafting only and any bills for introduction during the upcoming sittings period.</p>	<p>Legal Division</p> <p>Cassandra Ireland s. 47F(1)</p>
	<p>Approval: Primary Industries Legislative Instruments text</p> <p>Approval of a legislation package comprised of four instruments, including regulations for consideration in June 2025 by the Federal Executive Council. The instruments are to ensure the new agricultural levies and charges framework operates as intended for key commodities that become subject to it from 1 July 2025. The instruments include Minister’s rules amending the <i>Primary Industries (Consequential Amendments and Transitional Provisions) Rules 2024</i> and the <i>Primary Industries Levies and Charges Disbursement Rules 2024</i>, and Regulations for consideration by the Governor-General, acting on the advice of the Minister, amending the <i>Primary Industries (Excise) Levies Regulations 2024</i> and the <i>Primary Industries (Customs) Charges Regulations 2024</i>.</p>	<p>Legal Division</p> <p>Cassandra Ireland s. 47F(1)</p>
	<p>Approval: Grant opportunity guidelines for Supporting Communities to Manage Pest Animals and Weeds Program</p> <p>Your approval of the grant opportunity guidelines is required to deliver the <i>Supporting Communities to Manage Pest Animals and Weeds Program</i> in 2025–26. Approval will allow funded activities and initiatives to commence on 1 July 2025.</p>	<p>Plant Protection and Environmental Biosecurity Division</p> <p>Dr Gabrielle Vivian-Smith s. 47F(1)</p>

	Decision	SES Contact
First month	Approval: Chair of the Cotton Research & Development Corporation Your approval is required to commence the process to appoint the Cotton Research and Development Corporation Chair by 30 May 2025, ahead of the current term ending 28 August 2025.	Agricultural Policy Division Joanna Stanion s. 47F(1)
	s. 47F(1), s. 47C(1)	
	Approval: Grant opportunity guidelines for the Australian Wine Industry Technical Conference Your approval of grant opportunity guidelines is required to sponsor the Australian Wine Industry Technical Conference, 20-23 July 2025. This is delivered through the <i>Showcasing Australian Agriculture: Support for Regional Trade Events</i> initiative.	Agricultural Policy Division Joanna Stanion s. 47F(1)
	Approval: Improving Consistency of On-Farm Emissions Estimates Your decision is required by 6 June 2025 to approve a grantee under the <i>Improving Consistency of On-Farm Emissions Estimates</i> program to progress an initial payment in this financial year.	Sustainability, Climate and Strategy Division Nick Blong s. 47F(1)
	s 47C, 47F(1)	

	Decision	SES Contact
First month	s 47C, 47F(1)	
	s 33(a)(iii), 47C, 47F(1)	
	s 47C, 47F(1)	

	Decision	SES Contact
	s 47C, 47F(1)	
	<p>Approval: Grants for Natural Heritage Trust Capacity Building Round 2</p> <p>Your approval is required to determine successful grantees in June 2025. There are considerable expectations from stakeholders to access this funding promptly to undertake on-ground natural resource management projects.</p>	<p>Sustainability, Climate and Strategy Division</p> <p>Nick Blong s. 47F(1)</p>
	s 47C, 47F(1)	
First 15 days of Parliament	<p>Legislative Requirement: Report to Parliament on Livestock Exports by Sea for the period 1 July to 31 December 2024</p> <p>You are required under Section 424 of the <i>Export Control Act 2020</i> to table a report that includes livestock mortalities on every sea voyage that completed final discharge during the reporting period.</p>	<p>Plant and Live Animal Exports, Welfare and Regulation Division</p> <p>Andrew McDonald s. 47F(1)</p>

Upcoming meetings, events, announcement opportunities and contacts

There are a number of key meetings, events and announcement opportunities requiring your early attention.

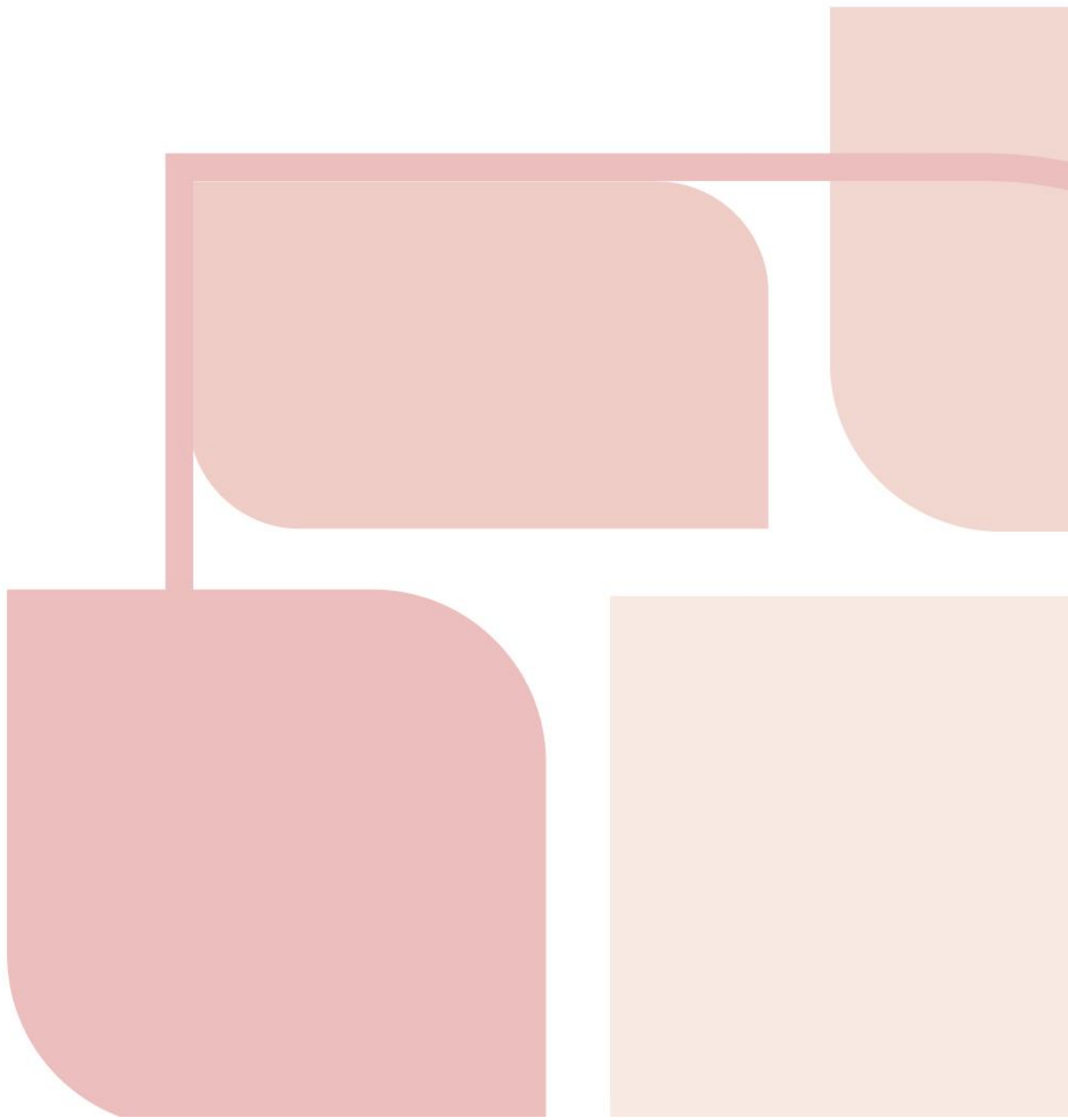
Description	Date	SES Contact
s 33(a)(iii), 47C, 47F(1)		
Engagement: Respond to South Australian Government and Victorian Government on Australian Government's support for drought conditions You may wish to consider a visit to drought-affected regions within the first month of your re-appointment. Your South Australian counterpart, Minister Clare Scriven, has written to highlight the drought conditions and seek further Australian Government support. We will support you in responding to this request.	First month	Farm Resilience Division Mel Brown s. 47F(1)

s 33(a)(iii), 47C, 47F(1)

s 33(a)(iii), 47C, 47F(1)

Description	Date	SES Contact
s 33(a)(iii), 47C, 47F(1)		
Engagement: Council of Research and Development Corporations You may wish to attend the Council of Research and Development Corporations meeting in June. This is an early opportunity to build relationships and convey key priorities to these stakeholders.	3 June	Agricultural Policy Division Joanna Stanion s. 47F(1)
Engagement: AusAgritech Investor Showcase and Awards You may wish to attend the AusAgritech Investor Showcase and Gala being held in Brisbane. This event is sponsored under the <i>Support Regional Trade Events</i> measure.	3 June	Agricultural Policy Division Joanna Stanion s. 47F(1)
Engagement: Hort Connections 2025 You may wish to attend Hort Connections in Brisbane. This annual event is one of Australia's leading agricultural gatherings and the largest assembly of horticulture representatives in the southern hemisphere.	4-6 June 2025	Biosecurity Plant and Science Services Division Peter Finnin s. 47F(1)
Engagement: Election commitment – <i>Feeding Australia</i> You may wish to meet with interested stakeholders from across the food supply chain to discuss the approach to the development of the <i>Feeding Australia</i> strategy and appointment of the <i>National Food Council</i> .	By 30 June	Agricultural Policy Division Joanna Stanion s. 47F(1)
Announcement: <i>Natural Heritage Trust Regional Landscape Priority Projects</i> Around \$70 million in projects have been contracted with Regional Delivery Partners under the <i>Natural Heritage Trust Regional Landscape Priority Projects</i> . These projects are currently under embargo awaiting ministerial announcement.	TBC, to be discussed with your office	Sustainability, Climate and Strategy Division Nick Blong s. 47F(1)

Strategic outlook



Your portfolio is critical to Australia's prosperity and food security

As Minister, you directly impact Australia's health and economic prosperity.

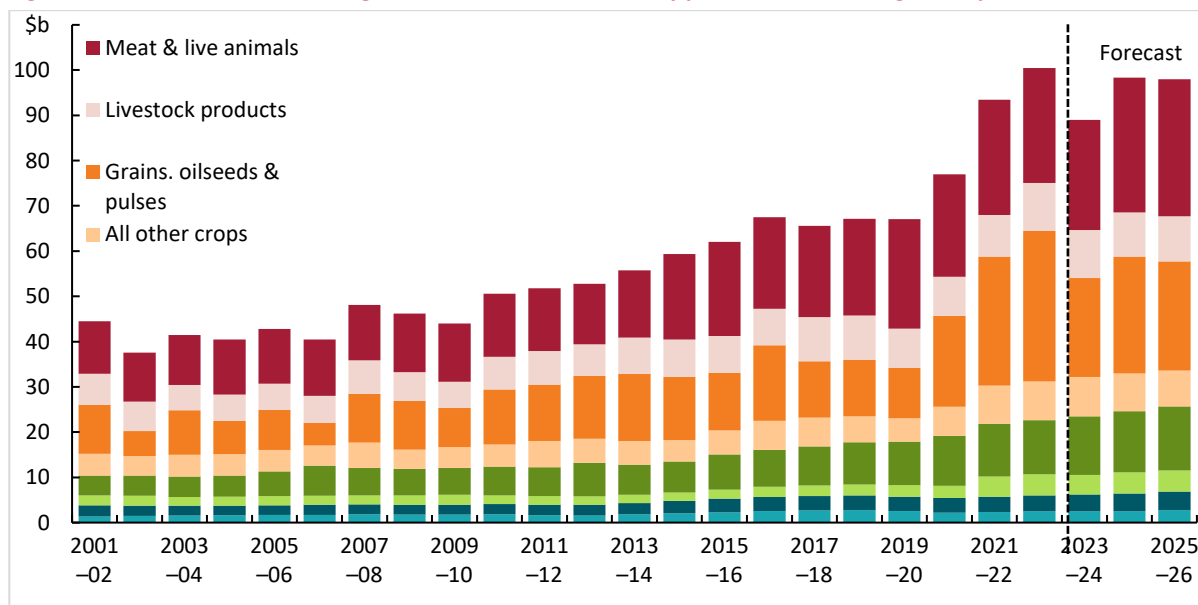
You have pivotal roles that impact industry and trade; international relations; biosecurity; national security; the climate; and the environment. You play a critical role in ensuring government policies increase food security, while balancing competing economic, social and environmental objectives.

Food is an important component of national security. Your portfolio ensures Australian consumers have a range of safe, nutritious and affordable food. Your department will lead the *Feeding Australia* strategy you announced on 4 March 2025. This will deliver a unified national food security ecosystem and identify opportunities to improve supply chain resilience. This will be supported by your Government's commitment to ban supermarket price gouging and the introduction of a *Food and Grocery Code of Conduct*. You also lead the sector's contribution to Australia's net zero goals, which will support a climate-smart, sustainable sector and transform Australia into a food superpower.

The short-term future is bright, but compounding challenges are threatening the sector's resilience and sustainability

Past growth has been impressive, and the short-term future is bright. After three record-breaking years, the 2024–25 forecast for the gross value of agricultural, fisheries and forestry production is expected to reach \$98 billion, the second highest on record. Australian producers are world-leading and are among the least subsidised in the world. They know their business, operations and supply chains best and are well placed to make decisions to prepare for, adapt to and respond to changing conditions. However, past success does not guarantee future results. **You will be overseeing the sector during a period of significant global volatility and uncertainty driven by factors that are beyond the capacity of our industries to manage alone.**

Figure 1 Gross value of Australian agriculture, fisheries and forestry production has risen gradually



Source: ABARES

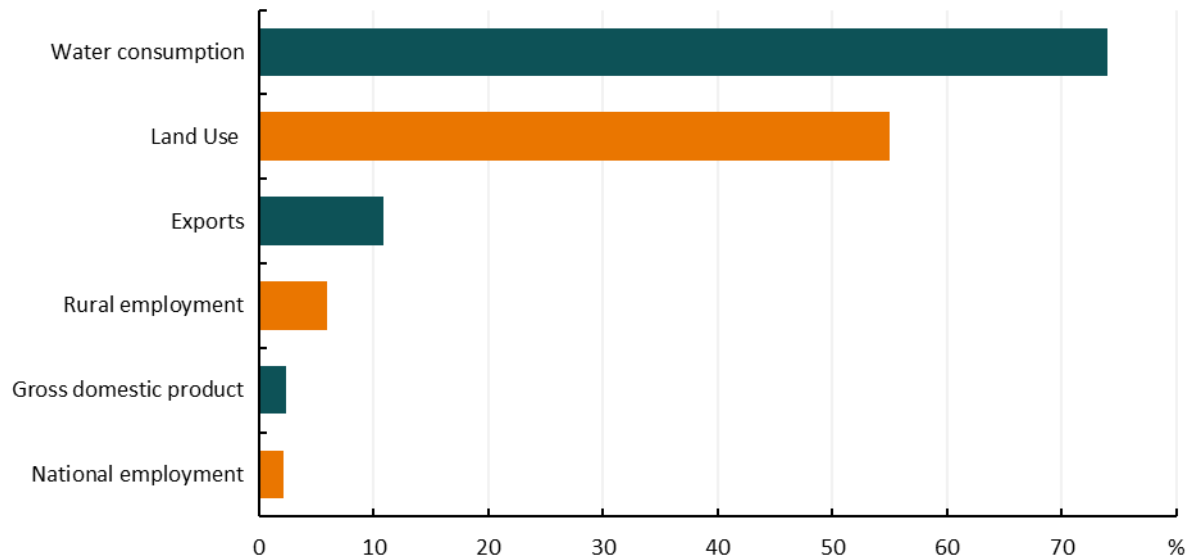
Your work supports regional and First Nations communities

Alongside your ministerial colleagues in the regional development, industry and employment portfolios, you play an important role in supporting the Government to deliver on its economic and regional development goals. Agriculture and forestry accounts for over half of Australia's land use and

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over 70% of its water use. Over 80% of Australia's agricultural workforce live and work in regional areas. Together with fisheries and forestry, the sector is a key regional employer and economic driver.

Figure 2 Agriculture is the biggest user of Australia's land and water



Source: ABARES

This also extends to First Nations people, who are critical to the future of the sector. First Nations rights and interests cover over 70% of Australia's land mass, with two-thirds of the First Nations population in regional Australia. Traditional and cultural knowledge spans the entire country, and contributes to delivering a diverse range of food and fibre products in a sustainable way. The *National Statement on First Nations in Agriculture, Fisheries and Forestry* is a key next step in growing First Nations participation in the sector.

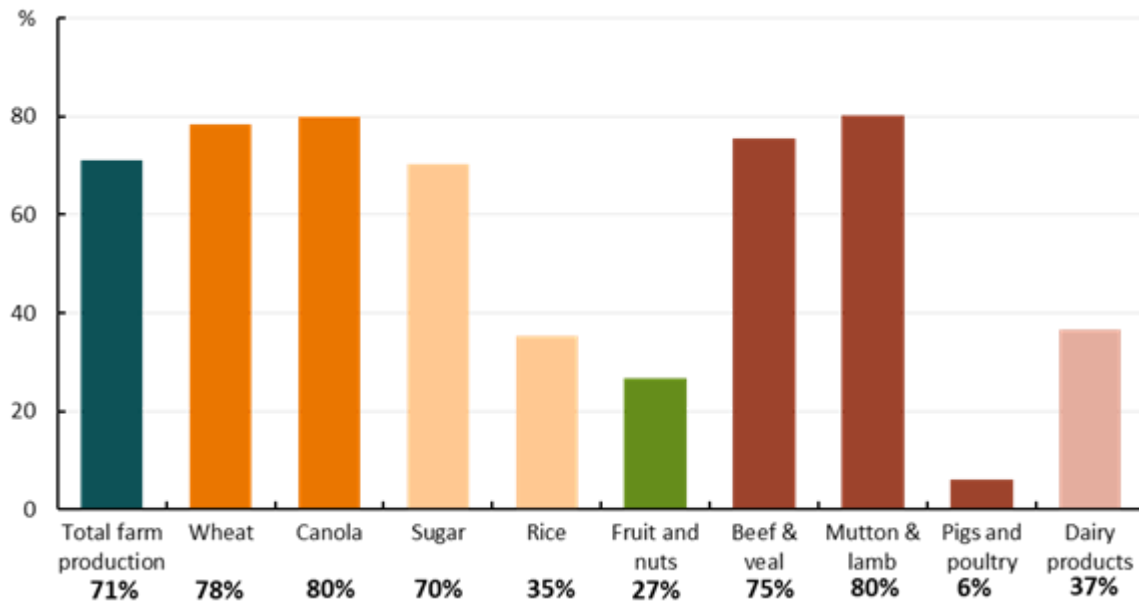
The industry's success is grounded in trade

Trade is underpinned by our reputation for quality products and robust regulation

The sector is focused on international opportunities, with over 70% of production exported to 168 markets, with a total value of \$76 billion. Agricultural, fisheries and forestry products have their own unique system of trade rules and expectations that require government-to-government agreements and your portfolio's trade *regulations* and functions. The regulatory interventions and assurance provided by your portfolio are critical to maintaining Australia's reputation as a reliable exporter of clean, green and high-quality produce. Our role is distinct from that of DFAT (which sets the broader frameworks for trade) and Austrade (which facilitates business-to-business linkages).

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Figure 3 Proportion of produce exported by industry

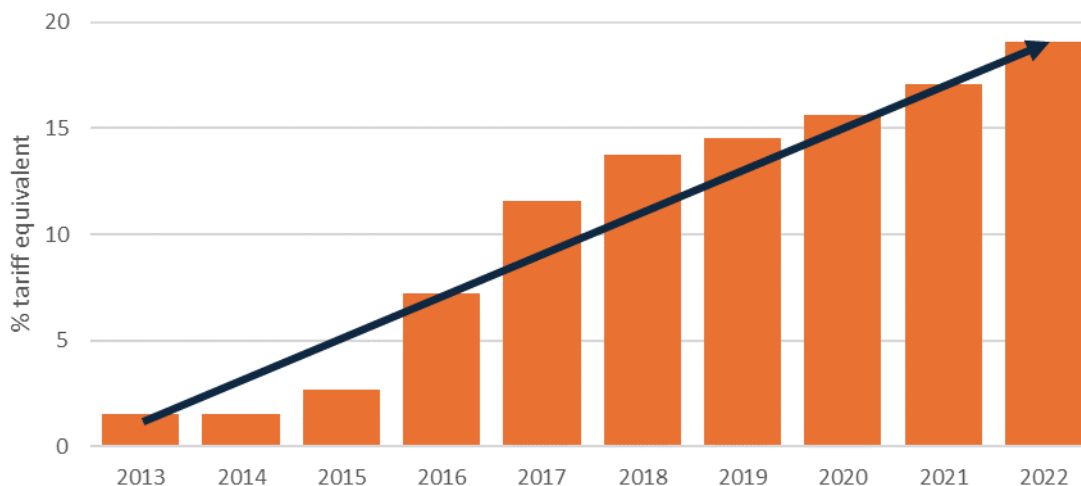


Source: ABARES

...but the trading environment is rapidly and unpredictably changing

The era of trade liberalisation and the rules-based order is under unprecedented threat, making it increasingly difficult to anticipate and respond to disruptions. Non-tariff barriers have been increasing over the past decade, and tariffs are also *back on the table*, s 33(a)(iii), 47C

Figure 4 The burden of non-tariff barriers on producers has increased over the past decade



Source: ABARES

We must evolve to remain a supplier of choice

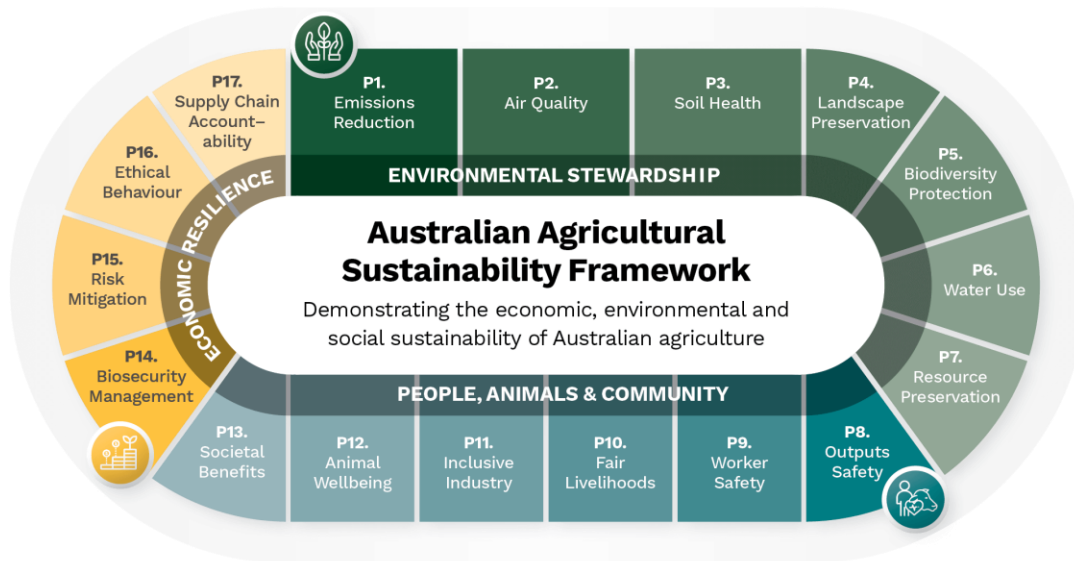
We are facing an increasingly contested trading environment and have seen our market share erode as other countries have improved their market access, competitiveness, provenance and sustainability credentials.

Improving provenance and sustainability credentials will improve our reputation as a global and regional supplier of choice. Enhancing the readiness of exporters to capitalise on new opportunities is essential. The \$1 billion in interest-free loans announced on 3 April 2025 to support exporters seeking

alternative markets announced by your Government will help producers and exporters achieve this. Prioritising the agriculture, fisheries and forestry industries is important due to their trade exposure.

Australia's first *National Agricultural Traceability Strategy* also set the groundwork for the agricultural sector to demonstrate broader sustainability and provenance credentials, and is supporting industry's *Australian Agricultural Sustainability Framework*. Led by the National Farmers' Federation, the Framework intends to help the sector meet rising environmental, social and governance principles and finance sector demands. The final phase of this work is due to conclude in 2026. s 47C

Figure 5 Australian Agricultural Sustainability Framework



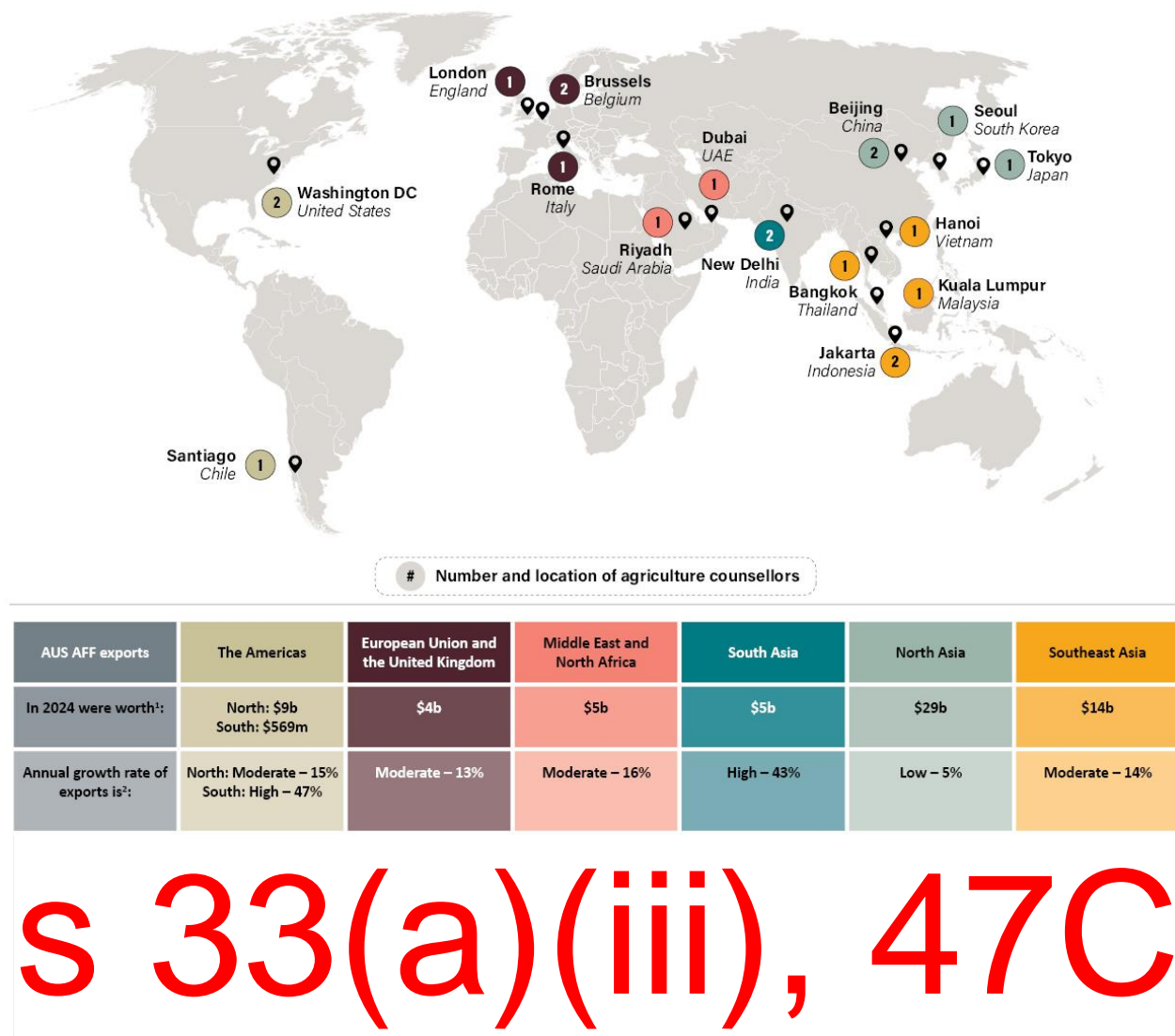
Source: NFF

Relationships are important...

Continued investment in our trade systems and intelligence is critical to growing and maintaining market access. This cannot be achieved without strong and sustained relationships – s 33(a)(iii), 47C

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Figure 6 Australia's Overseas Counsellor Network operates to enhance access to priority export markets

¹Source: Australian Bureau of Statistics (2025) with analysis by DAFF²Compound Annual Growth Rate between 2020 and 2024

s 33(a)(iii), 47C

Trade can benefit First Nations people

The involvement of First Nations people in food and fibre trade will strengthen connections to culture and Country while providing economic and employment opportunities. Emphasising economic opportunities for First Nations businesses and agricultural practices can pave the way for innovative ventures. This can benefit the broader supply chain while contributing to food security and environmental sustainability. The launch of the *Indigenous Agriculture Product Framework* will support these outcomes.

**Key actions
underway**

s 47C

Opportunities

s 33(a)(iii), 47C

s 33(a)(iii), 47C

s 33(a)(iii), 47C

s 47C

The \$1 billion *Economic Resilience Program* will provide zero interest loans to firms looking to capitalise on new export opportunities.

You are a key border minister

As the minister responsible for biosecurity, you directly regulate the movement of goods across our national border and are critical to our security. You operate interdependently with border and national security ministries regarding travellers, maritime, cargo and across the health and environment ministries as part of the OneHealth approach. However, your portfolio's regulatory functions, risks and capabilities are distinct.

The strength of Australia's biosecurity system is globally recognised, delivering proactive preparedness, secure borders and effective responses to biosecurity incursions. Our national biosecurity system is a multilayered network of people, critical infrastructure and technology, partnerships, processes and regulatory activities that function cohesively at our border, across pathways into Australia and within Australia to protect our national interests.

Biosecurity protects Australia's industries, environment and cultural heritage...

The National Biosecurity system is a national asset that underpins our producers' preferential market access and price premiums. Our biosecurity system has saved agriculture an estimated \$210 billion in avoided damages over 50 years and ensures Australians have access to essential produce. It also protects environmental assets valued at more than \$5.7 trillion.

...but our biosecurity system is facing unprecedented threats...

Climate change and increasing environmental stress are undermining natural barriers to pests and diseases. At the same time, passenger movements, cargo volumes and the complexity of supply chains are increasing. This situation is leading to new and increasingly complex pathways for pests and diseases. The spread of high-risk diseases, such as lumpy skin disease, H5 high pathogenicity avian influenza (HPAI) and foot and mouth disease throughout our northern neighbours, and recent detections of white spot syndrome virus, tomato brown rugose fruit virus and H7 HPAI highlight the imminent risks we face. The department is strengthening our national and regional biosecurity by supporting neighbouring countries to build animal and plant health capacity, improve disease surveillance and advance biosecurity risk management.

The frequency, complexity and cost of national biosecurity incursions is increasing, which is putting pressure on the resilience and stability of the national biosecurity system.

Sustainable funding is critical to ensuring the biosecurity system remains resilient and retains stakeholders' confidence. Your Government has already made significant improvements to biosecurity funding during its first term, the over \$1 billion ongoing 2023–24 *Sustainable Funding for a Strong Biosecurity System* package, \$100 million to prepare for H5 avian influenza, the introduction of a new cost

recovery charge on low-value imports and annual indexation of regulatory fees and charges. Your direction will be required to progress work on options and next steps for ensuring sustainable Commonwealth biosecurity funding.

...that require innovative solutions

These pressures amplify the need for a future-proof biosecurity posture through better environmental scanning to identify risks, stronger partnerships with industry, leveraging innovation and more agile responses to emerging threats. Investment priorities need to focus on improved data analytics, intelligence, technological innovation (eDNA, drones, machine learning and artificial intelligence) and enhancing partnerships and capacity building. For example, the *Northern Australia People Capacity and Response Network* is enhancing surveillance, engagement and diagnostic capabilities across government, industry and First Nations people in northern Australia.

s 47C

Key actions underway

Taking a collaborative and strategic approach to strengthening Australia's biosecurity system through the *National Biosecurity Strategy Action Plan 2024* and the *Department of Agriculture, Fisheries and Forestry Biosecurity 2030 Roadmap*.

Increasing our biosecurity capacity and expertise in the north through the *Northern Australia Quarantine Strategy* and *Indigenous Rangers* programs.

Collaborating with regional neighbours and key trading partners to keep risks offshore.

Opportunities

s 47C

The operating environment has fundamentally changed, but the sector is agile and resilient

We have solid foundations...

Consistent reform over many decades has increased exposure to market signals and resulted in an agile sector that can take advantage of trends and changing consumer preferences. **Government and industry's shared focus on productivity and sustainability means that Australian producers are at the forefront of climate adaptation, innovation, and harnessing new technologies and practices.**

This shared focus is underpinned by agricultural Research and Development (R&D) investment of over \$2 billion per annum in partnership with the private sector and flagship programs such as the Future Drought Fund and the Natural Heritage Trust (NHT). s 47C

...but productivity growth is slowing...

Since 2000, the average annual growth rate for broadacre farm productivity has slowed to 0.7% compared to 2.8% from 1980 to 2000. Changing climate, rising input and regulatory costs, fewer transformative technological developments and limited options for new market-based reforms are likely contributors to this fall.

Figure 7 Broadacre productivity growth has slowed since the 2000s



Source: ABARES

This situation has been masked by the impressive growth in the value of production over the last few years, which has been driven by good prices and favourable seasonal conditions. **This situation will not continue indefinitely. Our R&D extension and adoption system is critical to delivering the next generation of commercially viable farming methods and technologies.** [s 47C](#)

Supporting accelerated adoption of improved management practices and technology will help grow sustainable, resilient, profitable farm businesses. [s 47C](#)

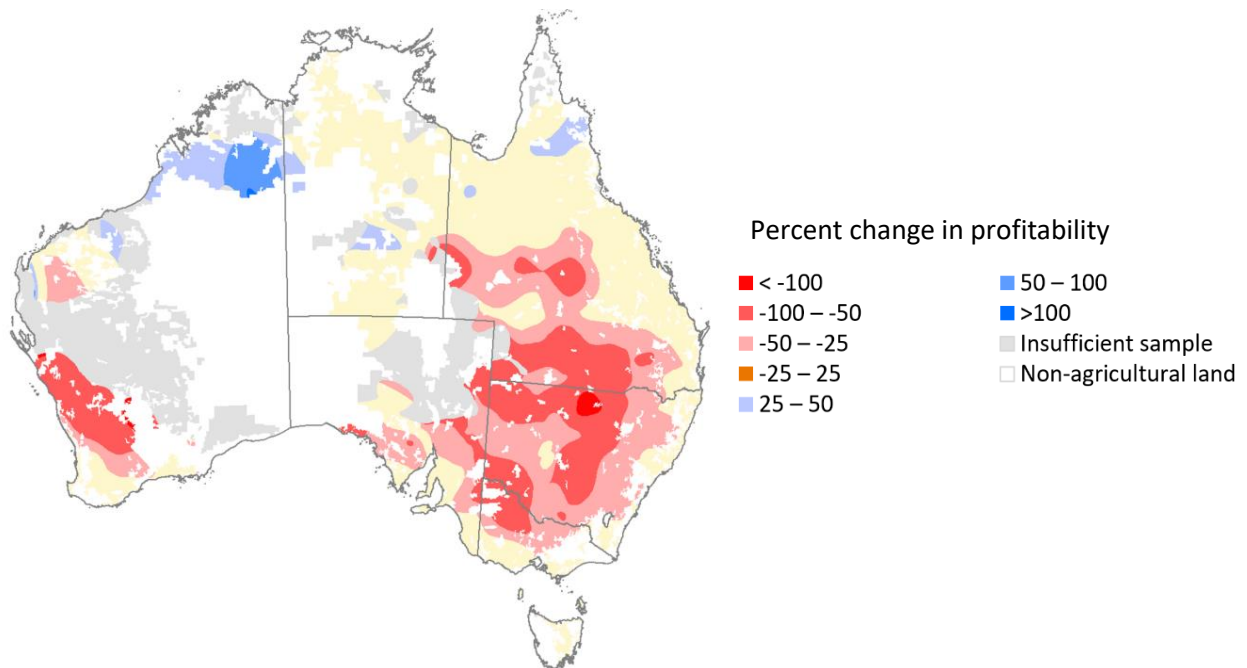
...the climate is changing...

Your sector is at the frontline of climate change. Adaptation has already begun, however, meeting the scale of the climate challenge will require fundamental shifts in many production systems. **You are leading the *Agriculture and Land Sector Plan* together with the ministers for climate change and the environment.** This Plan will set the strategic direction for reducing emissions and increasing carbon storage in the land sector and is broadly supported by industry. It will build on \$63 million already allocated to support initial emissions reduction efforts across the agricultural sector, and reinforce work underway with industry to enhance productivity, including investments in Research and Development Corporations (RDCs), the *Future Drought Fund* and the *Climate-Smart Agriculture* package under the NHT.

Climate change is also driving an increase in climate variability and natural disasters. [s 47C](#)

There are whole of government frameworks for managing drought conditions, but building industry resilience is the best way to mitigate impacts and minimise costs to industry and taxpayers.

Figure 8. Changes in seasonal conditions over the past 20 years have reduced average annual broadacre farm profitability



...competition for resources is intensifying...

Australia faces major challenges to ensure our scarce water resources are equitably shared between agriculture, the environment and communities, which are only being compounded by climate change and the growing demand for water. As the largest user of water in Australia, agriculture is central to this ongoing challenge. Your Government's commitment to fully implementing the *Murray-Darling Basin Plan* will support the agricultural sector and benefit all Australians over the longer term. [s 47C](#)

Carbon and natural capital markets, biodiversity and energy interests also have the potential to impact the availability of land for agriculture and forestry. They also provide increasing opportunities for diversified income streams and multiple benefits, including a more resilient, productive and biodiverse landscape. You will continue to work closely with relevant ministerial colleagues to ensure these benefits are realised, communicated and accessible for the sector. **The National Farmers' Federation has also recently called for a refreshed approach to this issue, acknowledging that farmers are at the "forefront of emissions reduction, biodiversity protection and land stewardship" and calling for a practical, partnership-based approach with the incoming Government.**

...heightened public scrutiny is impacting social licence...

Social licence is an increasing concern for the sector. Animal welfare and sustainability concerns and increased visibility and scrutiny of industry activities have at times created negative community views. The renewed *Australian Animal Welfare Strategy* will be finalised in 2027 and will provide a framework for a national approach to animal welfare and bring key stakeholders together on animal welfare issues.

[s 47C](#)

...and resource certainty remains a key priority for the fisheries and forestry sectors

Certainty of supply and resource access is an important foundation for sustainable and productive fisheries and forestry businesses. For forestry, growing the plantation estate and getting investment settings right will enable more opportunities for value adding in timber processing and domestic manufacturing. This intersects with a number of portfolios and priorities including environment, net zero and housing affordability and will benefit from a cross-portfolio approach.

For fisheries, a balanced approach will be needed to support resource certainty alongside other competing demands on the marine estate. As we are also now seeing the longer-term implications of climate change for fish stocks, an improved understanding of, and policy responses to, the impacts of climate change will also be an important priority for this term, as will the sustainable development of aquaculture. Close engagement with industry will ensure possible responses, such as improved harvesting and ocean-wide monitoring, are appropriately tailored and aligned. Innovative approaches to market development also provide opportunities to improve certainty for the sector.

**Key actions
underway**

Investment in the research and development system through rural Research and Development Corporations, the Future Drought Fund and the Natural Heritage Trust.

The *Agriculture and Land Sector Plan* will set the strategic direction for reducing emissions and increasing carbon storage in the land sector.

Supporting the forestry sector to expand, modernise, research and innovate through the *Support Plantation Establishment Program*, the *Accelerate Adoption of Wood Processing Innovation Program*, *Forestry Workforce Training Program* and through Australian Forest and Wood Innovations.

Offshore aquaculture is being trialled in the Bass Strait. This could create opportunities to balance environmental sustainability with the expectations of regional communities.

Opportunities

s 47C

The department will continue to improve its operations

Prior to your Government, the Department's financial sustainability had been eroded over many years through decisions not to fully recover the cost of delivering regulatory services to industry, lack of capital investment in core business infrastructure and multiple machinery of government changes. These challenges culminated in a \$127 million cash injection being required in June 2023 to ensure the continued operation of the Department. Given the significance of these challenges, a review into our financial practices was commissioned by the Department of Finance, followed by a review of our departmental capability as part of the pilot APS Capability Review program.

In the first term, your Government made a series of critical decisions that, in parallel to the work being performed inside our Department in response to the aforementioned reviews, significantly stabilised our budget. This included your Government's decisions to invest over \$1 billion to strengthen Australia's biosecurity system and to increase biosecurity cost recovery fees for the first time since 2015 to reflect the full cost of providing the regulatory services. Your Government has also provided short-term funding to supplement cost recovery deficits in export arrangements while a forward-looking strategy is developed.

These decisions of your Government have been accompanied by a targeted effort by our Department over the past two years to improve our financial capability and organisational hygiene. We established a Transformation Action Plan which identifies the immediate and longer-term actions being taken to uplift our leadership and culture, collaboration, delivery, people and resourcing and risk capabilities. Against this plan, we have successfully redesigned our financial operating model to uplift financial maturity across the organisation, reformed budgeting practices which have strengthened financial decision making and re-established appropriate levels of cash reserves, established a 10-year digital sustainment investment roadmap and developed a strategic workforce framework that will support the attraction, development and retention of staff with critical skills.

While significant steps have been taken by both Government and the Department, some longer-term financial challenges still remain, in particular the sustainability of funding for export services including cost recovered from industry. [s 47C](#)

Your influence will be critical

Influencing policy settings outside your portfolio will be critical to delivering on your government's agenda. Whether it is delivering your flagship *Feeding Australia* strategy or maximising the benefits of the Government's broader agenda, you will continue to work closely with your ministerial colleagues and jurisdictions to ensure that the sectors' needs are understood and balanced with other priorities. You sit on a number of Commonwealth-state and territory ministerial forums that support this, including Agricultural Ministers' Meetings, Fisheries Ministers' Meetings and Forestry Ministers' Meetings.

[s 33\(a\)\(iii\), 47C](#)

Your leadership for Australian agriculture, fisheries and forestry is key

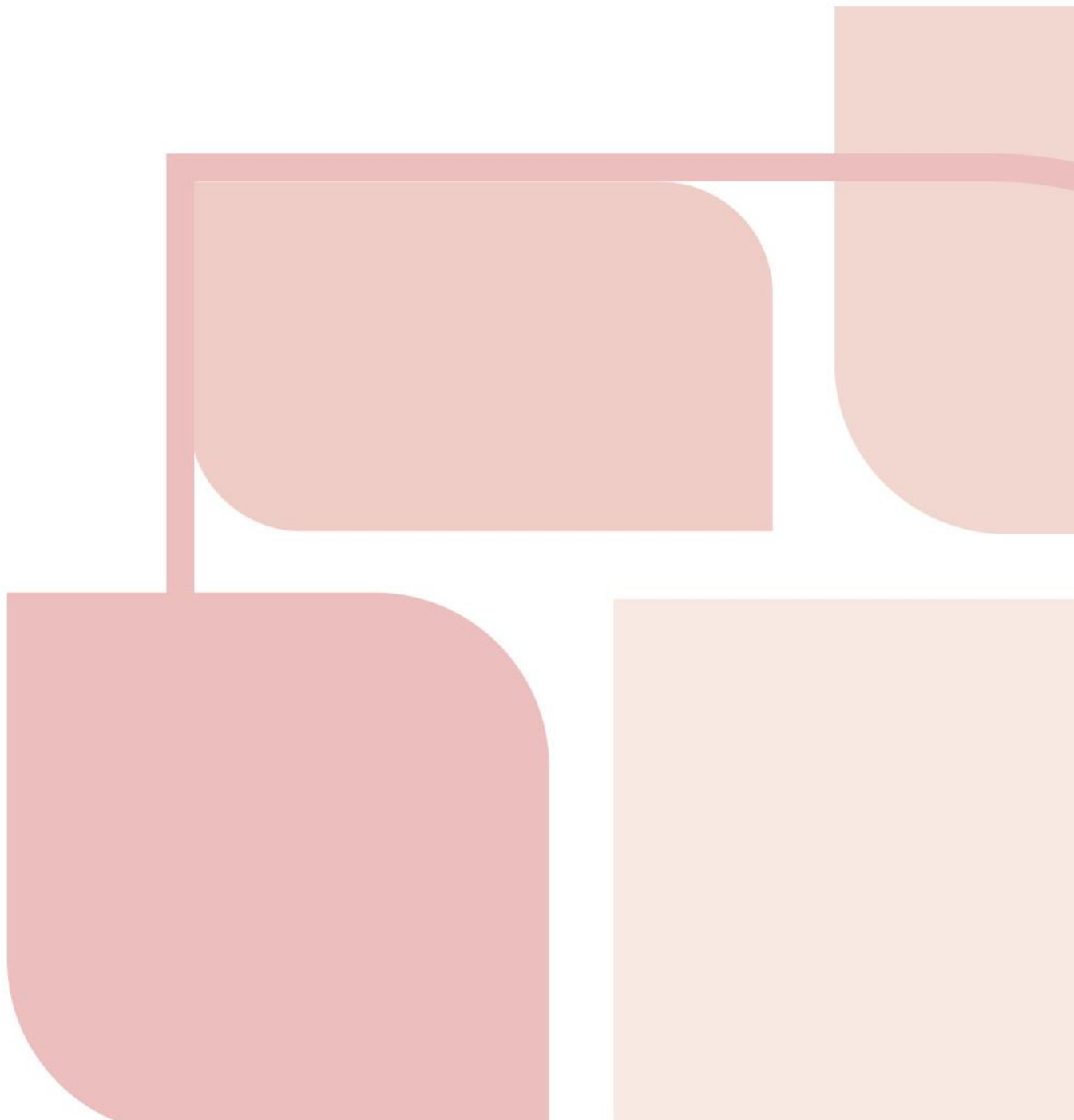
Your portfolio is dynamic, diverse and of strong public interest across Australia. The sector's resilience and focus on innovation will underpin future productivity. **Your challenge is how to protect Australia**

against the entry and spread of diseases, while defending our trade advantages and supporting the sector to adapt and grow in the context of challenges facing the sector.

Australian agriculture, fisheries and forestry will succeed in the 21st century if it can show itself to be a cutting edge, sophisticated, best-in-class sector that is focused on markets, has the best trained people, and is just as much at home in value adding, traceability, business management and capability development as it is in traditional primary production.

The next three years are going to be unpredictable and volatile. However, there is a wealth of expertise within industry, the research community and your portfolio. This will help you to continue to navigate this transition successfully and help secure Australia's place in the world for the benefit of our sector and the wider Australian community.

Election commitment implementation plans



Incoming Government Brief

This section outlines the department's proposed approach to the delivery of your election commitments.

The following table includes both your election commitments and relevant election commitments from other portfolios that may have significant implications for the sector, including a departmental contact to discuss the implications for agriculture, fisheries and forestry.

DAFF election commitments	SES contact
<i>Feeding Australia</i> : National Food Security Strategy	Agricultural Policy Division Joanna Stanion s. 47F(1)
Support for regional trade events – \$12 million to Beef Australia and \$2 million to LambEx	Agricultural Policy Division Joanna Stanion s. 47F(1)
\$2.5 million over three years for Farm Safety	Agricultural Policy Division Joanna Stanion s. 47F(1)
Other related election commitments	SES contact
Crackdown on supermarket price-gouging	Agricultural Policy Division Joanna Stanion s. 47F(1)
\$1 billion Economic Resilience Program – allocation of \$1 billion from the <i>National Reconstruction Fund</i> (NRF) to provide zero interest loans to companies	Agricultural Policy Division Joanna Stanion s. 47F(1)
\$50 million to Sectors Affected by US tariffs, particularly through peak bodies like the National Farmers' Federation and the Business Council of Australia.	Trade and International Division Chris McDonald s. 47F(1)
\$20 million for the Australian Made campaign which will launch a new campaign to promote the benefits of buying Australian; support local businesses to get Australian Made certification; and to improve the Made in Australia directory.	Agricultural Policy Division Joanna Stanion s. 47F(1)



Australian Government
Department of Agriculture,
Fisheries and Forestry

Election commitment

\$3.5 million over 2 years from 2025–26 to help secure Australia's food future with the development of a new national food security strategy: *Feeding Australia*.

Proposed approach

s 47C

[Redacted text block for Proposed approach]

Next steps

s 47C

[Redacted text block for Next steps]

Risks and mitigations

s 47C

[Redacted text block for Risks and mitigations]

Opportunities

- s 47C

[Redacted text block for Opportunities]

Dependencies

s 47C


[Redacted text block for Dependencies]

FAS: Jonna Stanion Phone: s. 47F(1)
Email: Joanna.stanion@aff.gov.au Division: APD

Cost estimate
s 47C

Legislation required?
s 47C

s 47C

 <div>Australian Government Department of Agriculture, Fisheries and Forestry</div>		<h1>Election commitment</h1>	
Support for Regional Trade Events			
Proposed approach		Next steps	
s 47C [Redacted]		s 47C [Redacted]	
Risks and mitigations		Opportunities	
s 47C [Redacted]		s 47C [Redacted]	
Dependencies			
[Redacted]		s 47C [Redacted]	
FAS: Joanna Stanion Phone: s. 47F(1) Email: joanna.stanion@aff.gov.au Division: APD		Cost estimate s 47C	Legislation required? s 47C
<h1>s 47C</h1>			



Election commitment

Supporting Farmsafe Australia

Proposed Approach

s 47C

[Redacted text block for Proposed Approach]

Next steps

s 47C

[Redacted text block for Next steps]

Risks and mitigations

s 47C

[Redacted text block for Risks and mitigations]

Opportunities

s 47C

[Redacted text block for Opportunities]

Dependencies

s 47C

[Redacted text block for Dependencies]

FAS: Joanna Stanion

Phone: s. 47F(1)

Email: Joanna.stanion@aff.gov.au

Division: APD

Cost estimate

s 47C

Legislation required?

s 47C

s 47C

Note from the Department of the Prime Minister and Cabinet

Law-making is a lengthy process and requires a number of steps by a range of stakeholders with finite resources that service the whole Commonwealth.

The delivery of election commitments or new initiatives in your portfolio may require new primary legislation for introduction into the Parliament.

Not all new policy will, however, require new legislation. There will also be circumstances where an election commitment or new initiative can be implemented administratively within the existing legislative framework, including through the use of subordinate legislation (such as regulations or a determination).

Good law requires thorough policy analysis and scrutiny, both of which require time. Consultation, such as with states and territories, industry stakeholders or other ministers and departments, may be required before you are ready to settle the specifics of the policy and its implementation to a level of detail necessary to progress to drafting a bill.

Every measure included in legislation for introduction into the Parliament must have policy approval at the appropriate level. Measures with significant policy implications are considered by the Cabinet. Measures with minor policy significance are considered by the Prime Minister.

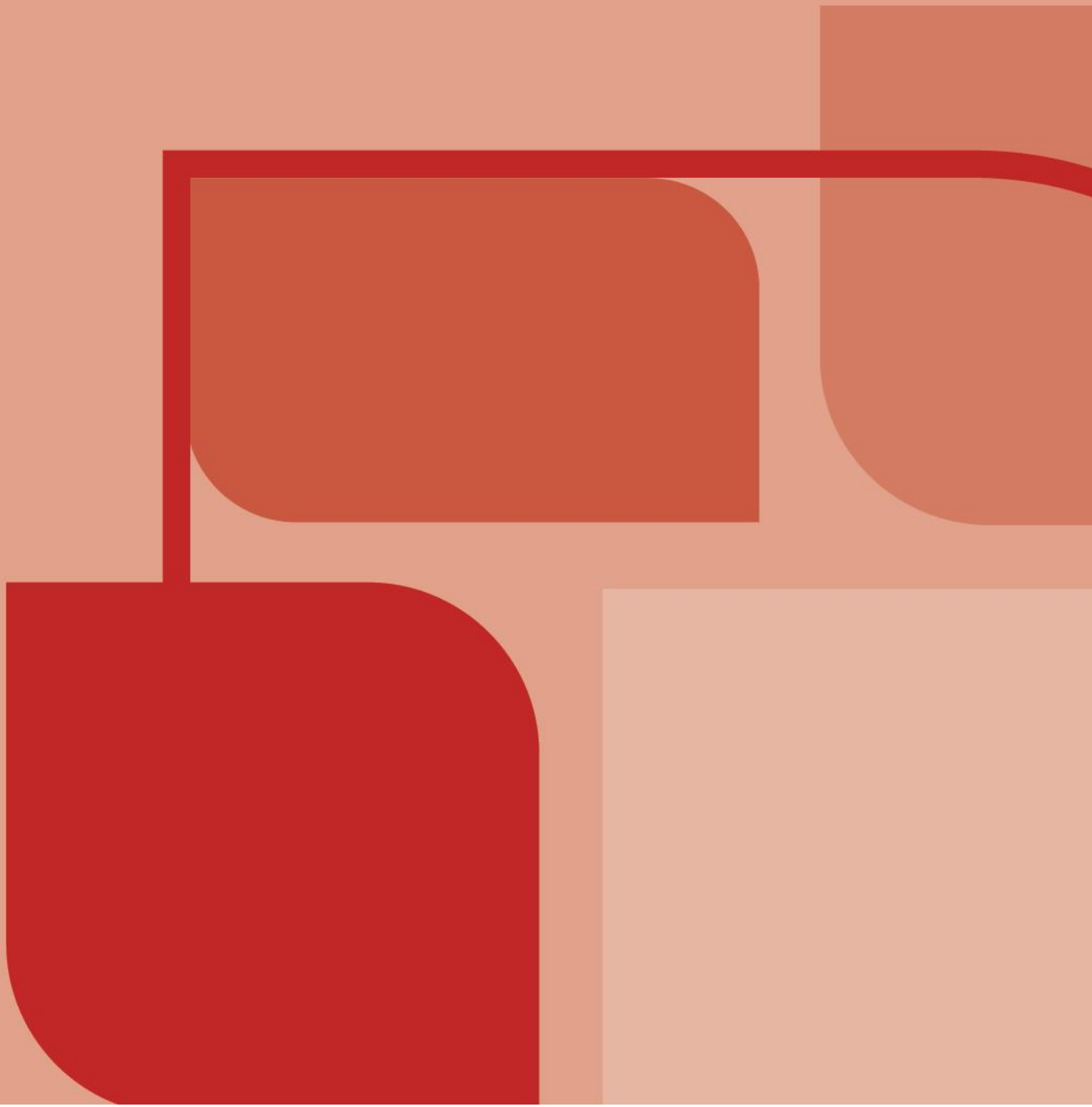
The Parliamentary Business Committee of Cabinet (PBC) is responsible for setting the government's legislation program ahead of each sitting period to determine the order in which projects can access drafting resources.

You cannot publicly commit the Government to timeframes for introduction or passage of legislation. All government bills are drafted by the Office of Parliamentary Counsel (OPC), on instructions provided by the relevant department. The drafting portion of the legislation process for a Bill of small/medium size and moderate complexity will take 6 to 12 months and a Bill of large size and moderate to high complexity will take 12 to 30 months.

If you are consulting on versions of the bill, you will need to allow an additional 2 months for consultation to be undertaken.

Volume 2

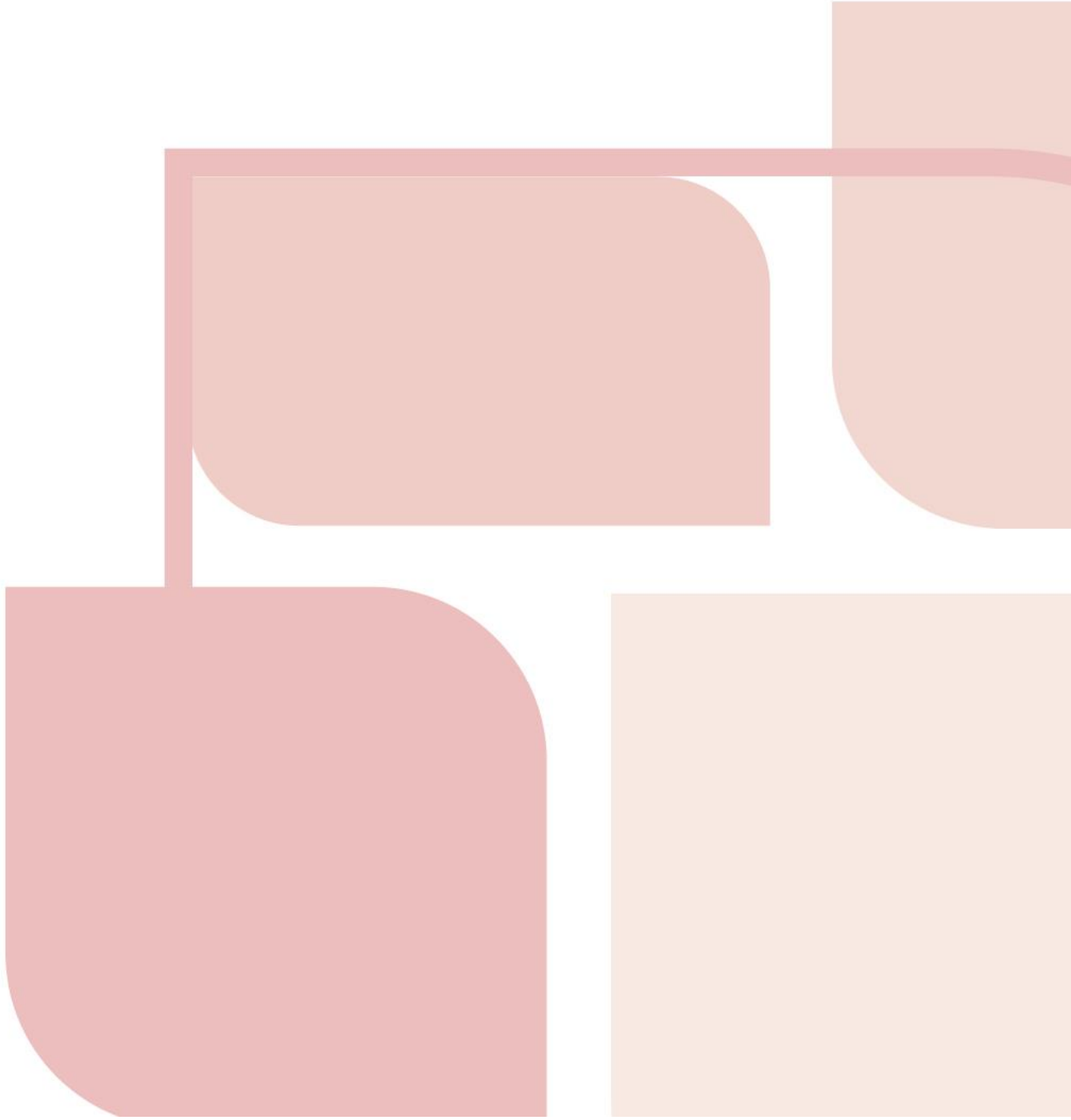
Ministerial and governance



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Overview



This volume provides information about the department's current arrangements and its portfolio agencies.

You will find:

- commencement arrangements for you and your office, so we can help you set up quickly
- information on departmental and portfolio structure, governance, people, budget and legal matters
- information about the department's support services for you and your office.

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

About your department

The Department of Agriculture, Fisheries and Forestry is the Australian Government agency responsible for supporting and enhancing Australia's agricultural, fisheries and forestry industries, helping to make them more productive and sustainable.

Your statutory role as minister

As the Minister for Agriculture, Fisheries and Forestry you are responsible for diverse functions across the portfolio, including:

- agricultural 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
- continuing to modernise Australia's agricultural innovation systems to improve productivity growth and strengthen Australia's trade competitiveness.

Under the agriculture portfolio, you are responsible for a number of Acts (see [Legislation that you administer](#)). You are also responsible for several grants programs that have been provided with statutory authority through non-portfolio legislation – primarily the Financial Framework (Supplementary Powers) Regulations 1997 (see [Budget and funding framework](#)).

The department administers two key regulatory Acts:

- *Biosecurity Act 2015* – which is about managing diseases and pests that may cause harm to human, animal or plant health or the environment (with the Health portfolio managing the human health aspects).
- *Export Control Act 2020* – which creates a framework for regulating the export of goods, including agricultural products and food, from Australian territory.

The department also administers taxation legislation that establishes a framework for primary industry levies, as well as a range of other Acts relating to agriculture, fisheries and forestry.

Our department's roles and functions

The department deals with the following matters, as set out in the Administrative Arrangements Order (subject to change in AAOs):

- Agricultural, pastoral, fishing, food and forest industries
- Soils and other natural resources

Incoming Government Brief

- 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 programmes
- Biosecurity, in relation to animals and plants

Our vision

A more sustainable and prosperous Australia through biosecurity, production and trade.

Our purpose

Working together to safeguard and grow sustainable agriculture, fisheries and forestry for all Australians.

Our strategic objectives

To achieve our purpose, we focus on 3 strategic objectives:

- 1) Sector growth – Support Australia’s agricultural sector, including the food and fibre industries, to be increasingly prosperous and internationally competitive in an ever-changing world.
- 2) Sector resilience and sustainability – Increase the contribution agriculture, fisheries and forestry make to a healthy, sustainable and low-emissions environment.
- 3) National biosecurity – Strengthen our national biosecurity system to provide a risk-based approach and an appropriate level of protection to Australia’s people, our environment and economy.

Together, our role, purpose and strategic objectives form our ‘purposes’ as defined in the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), Public Governance, Performance and Accountability Rule 2014 and the Department of Finance’s (DoF’s) resource management guides.

Further detail on the department’s strategic priorities, risks and capability priorities is provided in our Corporate Plan 2024–25.

Statement of Strategic Intent

The Statement of Strategic Intent is an externally facing document that sets out the vision, purpose and strategic objectives for the Department of Agriculture, Fisheries and Forestry. We published our first Statement of Strategic Intent on 30 August 2024, which aligns with and complements our Corporate Plan 2024–25.

The Statement acknowledges the department’s domestic and international partnerships, with Australian Government agencies, state, territory and local governments, private and philanthropic sectors, research and academic entities, First Nations Peoples and communities, particularly in rural and regional Australia.

Incoming Government Brief

The Statement commits to empowering First Nations economic self-determination across Australia's agricultural, fisheries and forestry industries, and to embedding the priority reforms and supporting the achievement of outcomes under the National Agreement on Closing the Gap.

The Statement is one of the 4 pillars of the Integrated Transformation Program, and it intersects with and complements the other 3 pillars – the Transformation Action Plan, the Organisation Design, and Culture.

Incoming Government Brief

We work with stakeholders across the community to deliver on 8 key priorities:

- 1) Support sector productivity, resilience and growth through science, policy and partnership.
- 2) Maintain and expand exports and access to international markets.
- 3) Streamline export regulations and compliance arrangements.
- 4) Effectively prepare for the management of biosecurity risk through pragmatic policy, fit-for-purpose regulation and mature preparedness.
- 5) Effectively detect biosecurity risk through intelligence-led targeting, technology-supported inspections and efficient detection methods.
- 6) Minimise the impact of biosecurity incursions through appropriate post-biosecurity and post-border measures.
- 7) Promote the sustainable management of Australian and regional fisheries and a sustainable fishing industry.
- 8) Increase the contribution that agriculture makes to a healthy, sustainable environment.

The department's stakeholders include:

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

Administrative responsibilities for grants and funding

As the Minister for Agriculture, Fisheries and Forestry, you may be required to provide:

- approval for grant opportunities guidelines and grant awards for grant programs and one-off ad hoc grants
- other grant administration related approvals (i.e. variations, milestone payments etc.)
- a supporting letter seeking the finance minister's agreement for an agreed medium risk rating (where available mitigation to a lower risk rating is not intended to be implemented) or agreed high-risk rating, or where a risk rating cannot be agreed to release a grant opportunity guideline(s)
- a supporting letter seeking the finance minister's agreement to release a grant opportunity guideline(s), which was not developed using the Whole-of-Australian Government grant opportunity templates
- a supporting letter seeking the finance minister's agreement to release a grant opportunity guideline(s), which the Department of Finance deemed requires the finance minister's consideration for other issues

Incoming Government Brief

- a request letter seeking the Expenditure Review Committee's or the Prime Minister's approval for any grant programs' deferral or exemptions from grant delivery through one of the grant administration hubs
- delegations to departmental officials or other departmental representatives (i.e. the Business Grants Hub and the Community Grants Hub) as required

Please note that

- For each existing grant program, the relevant policy area will brief you on its status in due course
- The Finance and Investment Division will brief you on your obligations under the Commonwealth Grants Rules and Principles 2024 in due course, if requested

Our executive team



Adam Fennessy PSM, Secretary of the Department of Agriculture, Fisheries and Forestry

Phone: s. 47F(1)

Email: Adam.Fennessy@aff.gov.au

Adam Fennessy PSM commenced as the Secretary in September 2023.

Adam has over 25 years of public sector experience at state and federal levels. His former roles have included Secretary of the Victorian Department of Environment and Primary Industries, Secretary of the Victorian Department of Environment, Land, Water & Planning, the

Victorian Public Sector Commissioner and Dean and CEO of the Australia and New Zealand School of Government (ANZSOG). Adam has worked in the private sector as a partner with global advisory firm EY.

Adam holds a Bachelor of Economics (Honours in Political Science) and a Bachelor of Laws from Monash University and is a National Fellow of the Institute of Public Administration Australia.

The Secretary's Office consists of:

- Chief of Staff – Jason Preece
- Executive Officer – s. 22(1)(a)(ii)
- Executive Assistant – s. 22(1)(a)(ii)

Profiles for each of these senior officials are below.



Tess Bishop, Chief Operating Officer and Deputy Secretary of the Strategy, Enterprise and Engagement Group

Phone: s. 47F(1)

Email: Tess.Bishop@aff.gov.au

Tess is a highly esteemed senior leader, bringing extensive expertise in public administration, strategic leadership, and organisational reform. Since 2017, she has served as a Deputy Secretary at state and federal levels, where she has successfully led large-scale transformation initiatives including for the Department of the Prime Minister and Cabinet. Her experience is complemented by her role as a seasoned

non-executive director, currently serving on the Council of the Institute of Public Administration Australia (ACT).

She holds a Master of International Relations, a Graduate Certificate in Business Management, and a Bachelor of Arts in Political Science and Public Policy. Tess is also a graduate of the Australian Institute of Company Directors and the ANZSOG Executive Fellows Program.

Incoming Government Brief

*Justine Saunders APM, Deputy Secretary, Biosecurity Operations and Compliance Group*

Phone: s. 47F(1)

Email: Justine.Saunders@aff.gov.au

Justine joined the department in February 2024 following an accomplished career at the Department of Home Affairs and Australian Border Force. She held various Deputy Secretary/Deputy Commissioner roles, including Chief Operating Officer, where she led corporate and assurance functions and Australia's COVID Border Measures Group.

Justine played a key role establishing the National Emergency Management Agency in 2022 and serving as Coordinator-General of the National Recovery and Resilience Agency. She also held senior roles with the Australian Federal Police, including Chief Police Officer for the ACT, and contributed to counter-terrorism, strategic policy, and represented Australia as Police Adviser to the United Nations in New York.

Justine holds a Master of Leadership and Management, a Bachelor of Social Science with Distinction, a Graduate Certificate in Applied Management, and is a Graduate of the Australian Institute of Company Directors. Outside the public sector, she serves as a patron and non-executive director in the not-for-profit sector and on a customer-owned mutual bank.

*Tina Hutchison, Deputy Secretary, Agricultural Trade and Regulation Group*

Phone: s. 47F(1)

Email: Tina.Hutchison@aff.gov.au

Tina has been with the department for over 25 years. She brings her extensive experience and expertise to the group, including a focus on people, engagement, and regulation, leading more than 1800 staff across Australia and in 15 countries.

Tina most recently served as First Assistant Secretary, Biosecurity Operations, where she has led regulatory, operations and policy staff located around Australia.

Tina holds a Bachelor of Agricultural Science and an Executive Master of Public Administration.

*Matt Lowe, Deputy Secretary, Agriculture, Fisheries and Forestry Policy Group*

Phone: s. 47F(1)

Email: Matt.Lowe@aff.gov.au

Matt joined the department from the Victorian Government where he was the Chief Executive of Agriculture Victoria and the Deputy Secretary of Agriculture in the Department of Energy, Environment and Climate Action. There he led responses to support the agriculture sector through avian influenza, floods, COVID-19 and the development of the Victorian Government's 10-year Agriculture Strategy.

With over 20 years of public sector experience, Matt has worked in senior roles spanning infrastructure, economic and social policy in central agency and professional services firm EY.

Matt holds a Bachelor of Engineering (Hons) and Science from the University of Melbourne.

Our people

Group arrangements

Our activities are delivered by 4 groups, each led by a deputy secretary, and internal divisions each led by a first assistant secretary.

Groups	Divisions
Strategy, Enterprise and Engagement Group	<ul style="list-style-type: none"> Digital Services Finance and Investment Legal People, Property and Security Strategy, Performance and Engagement
Biosecurity Operations and Compliance	<ul style="list-style-type: none"> Australian Chief Veterinary Office Biosecurity Animal Biosecurity Operations Biosecurity Plant and Science Services Biosecurity Strategy and Reform Biosecurity Compliance and Enforcement Biosecurity Reporting Working Group Plant Protection and Environmental Biosecurity
Agricultural Trade and Regulation	<ul style="list-style-type: none"> Digital Business Exports and Veterinary Services Plant and Live Animal Exports, Animal Welfare and Regulation Trade and International
Agriculture Fisheries and Forestry Policy	<ul style="list-style-type: none"> Agricultural Policy Agvet Chemicals, Fisheries and Forestry Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) Farm Resilience Sustainability, Climate and Strategy

Workforce analytics

As at 31 December 2024, we employed **6,365** (APS) people. **882** employees work part-time, and **322** full-time employees work compressed hours (that is working longer days, to allow a shorter day or a rostered day off).

We have one of the most unique workforces in the APS that includes inspectors, policy and assessment officers, program administrators, Indigenous rangers, biosecurity and enforcement officers, investigators, veterinarians, scientists, researchers, economists, accountants, legal advisers, ICT specialists, data analysts and auditors.

We work in diverse settings, including in 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.

Incoming Government Brief

Currently we have 58 detector dogs, and 53 trained handlers engaged across 7 airports undertaking screening activity for biosecurity risk material. Detector dogs are also deployed in other locations including mail centres. An additional 11 handlers will be engaged by June 2025.

Our workforce supports government program and policy delivery across 177 locations, including 15 overseas cities and a number of small islands off the coast of northern Queensland, New South Wales, and Western Australia.

The terms and conditions of employment for non-Senior Executive Service (SES) staff in the department are provided under the Department of Agriculture, Fisheries and Forestry Enterprise Agreement 2024-2027, which commenced on 4 April 2024 and has a nominal expiry date of 28 February 2027.

Figure 8 Australian workforce locations and staff distribution, at 31 December 2024

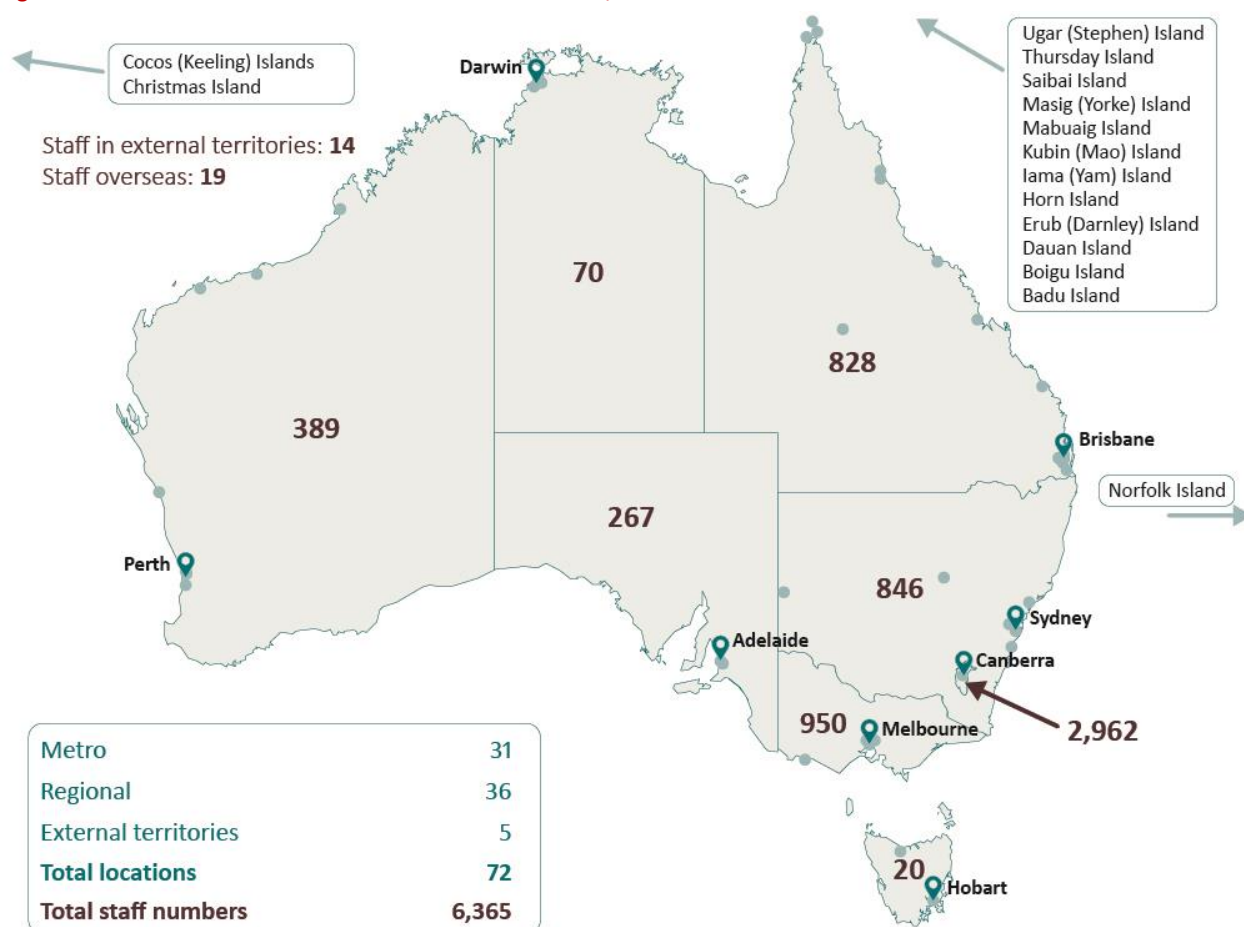


Table 1 Departmental workforce (APS and contractors), at 31 December 2024

Staff category	Number of staff
APS	6,365
Contractors	991
Grand Total	7,356

Workforce Strategy 2024–2027

Our Workforce Strategy, released in December 2024, details our comprehensive approach to attracting, developing and retaining the talent necessary to achieve our department's goals.

The strategy outlines our enterprise workforce priorities, risks and initiatives and how they will be addressed across a 3-year horizon.

Incoming Government Brief

The strategy contains 4 key themes to achieve the department's strategic vision:

- Identify the future workforce
- Proactively attract, develop and retain our workforce
- Adopt a resilient and adaptive workforce design
- Cultivate an inclusive One DAFF workforce.

Integrity, fraud and corruption

We have 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. The framework provides the tools our people need to navigate integrity and personnel security risks in a simple and transparent way. The approach reinforces strong integrity practice through clear policies, supported by contemporary governance and engagement.

We investigate allegations of wrongdoing, including suspected breaches of the APS Code of Conduct and fraudulent and corrupt activity by departmental employees. We also work closely with law enforcement partners, including the Australian Federal Police, Home Affairs and the National Anti-Corruption Commission to detect and investigate corruption within our workforce.

Our Overseas Counsellor Network

Agricultural Counsellors

DAFF's Overseas Counsellor Network plays an important role in advancing Australia's trade and market access priorities by promoting Australia's agricultural interests and building strong connections with government and industry stakeholders in key international markets. Posted to 15 international locations, the network's agricultural counsellors have specialised technical expertise. Our agricultural counsellors work with the department's biosecurity, exports, and trade and market access areas to develop new market openings for Australian farmers and exporters, improve technical market access opportunities, resolve in-market issues, and represent Australia at key international meetings and events.

In 2024 the department recorded 83 technical market access achievements to open, improve, maintain and restore trade. This included 35 achievements to protect existing markets worth \$2 billion. Technical market access achievements relate to non-tariff requirements, including biosecurity and food safety measures. According to ABARES modelling in [Non-tariff barriers: a billion-dollar burden](#), these barriers are equivalent to a 19% tariff and place a billion-dollar burden on Australian agricultural exports.

In 2024 Australian agricultural exports remained diversified, with 23% destined for China, 19% to ASEAN, 11% to the United States and 8% to Japan.

The network has agricultural counsellors in fifteen locations around the globe.

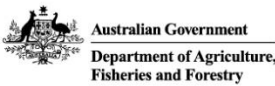
Table 2 Agricultural counsellor locations

Geopolitical region	City
South and South East Asia	Bangkok
	Hanoi
	Jakarta
	Kuala Lumpur
	New Delhi
North Asia	Beijing
	Seoul
	Tokyo

Incoming Government Brief

Geopolitical region	City
Americas	Santiago Washington, D.C.
Europe	Brussels (also covers the OECD) London Rome (FAO)
The Middle East	Dubai Riyadh

Organisation chart



MAY 2025



Executive Officer
s 22(1)(a)(ii)

Executive Assistant
s 22(1)(a)(ii)

AGRICULTURE, FISHERIES AND FORESTRY POLICY GROUP					AGRICULTURAL TRADE AND REGULATION GROUP				BIOSECURITY, OPERATIONS AND COMPLIANCE GROUP						STRATEGY, ENTERPRISE, AND ENGAGEMENT GROUP				
<div><div></div><div>Deputy Secretary Matt Lowe Executive Assistant s 22(1)(a)(ii)</div></div> <div><div>Executive Officer s 22(1)(a)(ii)</div></div>					<div><div></div><div>Deputy Secretary Tina Hutchison Executive Assistant s 22(1)(a)(ii)</div></div> <div><div>Executive Officer s 22(1)(a)(ii)</div></div>				<div><div></div><div>Deputy Secretary Justine Saunders APM Executive Assistant s 22(1)(a)(ii)</div></div> <div><div>Executive Officer s 22(1)(a)(ii)</div></div>						<div><div></div><div>Deputy Secretary, Chief Operating Officer, Chief Security Officer Tess Bishop Executive Assistant s 22(1)(a)(ii)</div></div> <div><div>Executive Officer s 22(1)(a)(ii)</div></div>				
AGRICULTURAL POLICY	AGVET CHEMICALS, FISHERIES AND FORESTRY	SUSTAINABILITY, CLIMATE AND STRATEGY	ABARES	FARM RESILIENCE	TRADE AND INTERNATIONAL	EXPORTS AND VETERINARY SERVICES	DIGITAL BUSINESS	PLANT AND LIVE ANIMAL EXPORTS, WELFARE AND REGULATION	BIOSECURITY ANIMAL	BIOSECURITY PLANT AND SCIENCE SERVICES	BIOSECURITY STRATEGY AND REFORM	COMPLIANCE AND ENFORCEMENT	BIOSECURITY OPERATIONS	AUSTRALIAN CHIEF VETERINARY OFFICE	LEGAL	DIGITAL SERVICES	PEOPLE, PROPERTY AND SECURITY	FINANCE AND INVESTMENT	STRATEGY, PERFORMANCE AND ENGAGEMENT
First Assistant Secretary Joanna Stanion s 22(1)(a)(ii)	First Assistant Secretary Sarah-Jane McCormack s 22(1)(a)(ii)	First Assistant Secretary Nick Blong s 22(1)(a)(ii)	Executive Director Dr Jared Greenville s 22(1)(a)(ii)	First Assistant Secretary Melissa Brown s 22(1)(a)(ii)	First Assistant Secretary Alistair Campbell PSM* s 22(1)(a)(ii)	First Assistant Secretary Tom Black s 22(1)(a)(ii)	Chief Digital Business Officer Caroline Martin* s 22(1)(a)(ii)	First Assistant Secretary Andrew McDonald s 22(1)(a)(ii)	First Assistant Secretary and National Animal Disease Preparedness Coordinator Dr Brant Smith s 22(1)(a)(ii)	First Assistant Secretary (inc. PEQ) Dr. Peter Finnin* s 22(1)(a)(ii)	First Assistant Secretary Christie Sawczuk s 47E(d) s 22(1)(a)(ii)	First Assistant Secretary Anna Brezzo* s 22(1)(a)(ii)	First Assistant Secretary Monica Collins s 22(1)(a)(ii)	Australian Chief Veterinary Officer Dr Beth Cookson s 22(1)(a)(ii)	Chief Counsel Cassandra Ireland PSM* s 22(1)(a)(ii)	Chief Information Officer Chui Yong* s 22(1)(a)(ii)	Chief People Officer Tim Simpson s 22(1)(a)(ii)	Chief Finance Officer Matthew Geysen s 22(1)(a)(ii)	First Assistant Secretary Michelle Wellington PSM s 22(1)(a)(ii)
Food Policy Paul Denny s 22(1)(a)(ii)	Agvet Chemicals and Forestry Guy Bursle* s 22(1)(a)(ii)	Sustainable Agriculture Jessica Mitchell s 22(1)(a)(ii)	Agricultural Forecasting and Trade Kurt Hockey s 22(1)(a)(ii)	Drought Policy Courtney Bryant s 22(1)(a)(ii)	Agricultural Trade and Market Access Deb Langford s 22(1)(a)(ii)	Export Standards Dr Anna Somerville s 22(1)(a)(ii)	Digital Clearance Service Ingrid Massa-Ward* s 22(1)(a)(ii)	Animal Welfare Leanne Mundy* s 22(1)(a)(ii)	Animal Biosecurity Dr. Rochelle Prattley* s 22(1)(a)(ii)	Plant Import Operations David Ironside s 22(1)(a)(ii)	Biosecurity Response and Reform David Gavin s 22(1)(a)(ii)	Audit and Assurance Martin Moseley s 22(1)(a)(ii)	Mail Policy and Operations and Finance Julie Lowe* s 22(1)(a)(ii)	Deputy Chief Veterinary Officer Sam Hamilton s 22(1)(a)(ii)	Information, Litigation, Employment and Commercial Legal Annabelle Alexander s 22(1)(a)(ii)	Digital Enabling Services Wendie Boyd s 22(1)(a)(ii)	Security, Integrity and Assurance Shane Lyons-Smith s 22(1)(a)(ii)	Financial Management and Investment Paul Howe s 22(1)(a)(ii)	Communication and Media Carmel Curran s 22(1)(a)(ii)
Levies, Innovation and Livestock Alison Curran s 22(1)(a)(ii)	Fisheries George Day s 22(1)(a)(ii)	Climate Policy Heather McGilvray* s 22(1)(a)(ii)	Farm Performance, Biosecurity and Information Andrea Willis s 22(1)(a)(ii)	Financial Policy and Business Support Chris Toyne* s 22(1)(a)(ii)	International Organisations and Negotiations David Garner s 22(1)(a)(ii)	Meat Exports Christine Mulhearn s 22(1)(a)(ii)	Biosecurity Digital Reform Ben Di Lorenzo* s 22(1)(a)(ii)	Live Animal Export Rossana Carr s 22(1)(a)(ii)	Animal and Biological Imports Kristin Sykes s 22(1)(a)(ii)	Plant Sciences and Risk Assessment Allison Jones s 22(1)(a)(ii)	Risk, Intelligence and Strategy Rachel Granton-Smith s 22(1)(a)(ii)	Investigations Nick Medway* s 22(1)(a)(ii)	Maritime Operations and Regulatory Capability Jim Simpson s 22(1)(a)(ii)	PLANT PROTECTION AND ENVIRONMENTAL BIOSECURITY Australian Chief Plant Protection Officer Dr Gabrielle Vivian-Smith s 22(1)(a)(ii)	Advising, Regulatory and Compliance Legal Jadd Sanson-Fisher s 22(1)(a)(ii)	Digital Platforms and Products Cliff Van Lohuizen s 22(1)(a)(ii)	Property Services Robert Towner s 47E(d) s 22(1)(a)(ii)	Financial Operations Sophia Farmakis s 22(1)(a)(ii)	Governance and Media Lucy Vincent s 22(1)(a)(ii) TBA
Workforce and Engagement Craig Rosner-Moore s 22(1)(a)(ii)	Strategic Policy Nigel Evans* s 22(1)(a)(ii)	Industry Transition Britt Spyrrou* s 22(1)(a)(ii)	Natural Resources David Galeano s 22(1)(a)(ii)	FDF Strategy and Delivery Kim Farrant s 22(1)(a)(ii)	International Strategy and Engagement Jo Grainger s 22(1)(a)(ii)	Residues and Food Joffrid Mackett s 22(1)(a)(ii)		Plant Exports Jemma Martin s 22(1)(a)(ii)	Animal Health Policy Dr. Narelle Clegg s 22(1)(a)(ii) TBA	Plant Systems and Strategies Dr Sarah Bruce s 22(1)(a)(ii)	Biosecurity Sustainable Funding Julia Wells s 22(1)(a)(ii)	Operational Intelligence and Coordination Brett Liebich s 22(1)(a)(ii)	Cargo and Conveyance Policy and Detection Capability Josephine Laduzko s 22(1)(a)(ii)		Legislation and Training Legal Adelle Trommestad* s 22(1)(a)(ii)	Cyber Security and Desktop Services James Zapasnik* s 22(1)(a)(ii)	People Strategy and Safety Sophie Nelson s 22(1)(a)(ii) TBA	Funding and Revenue Maria Loymann s 22(1)(a)(ii)	Crisis and Emergency Management Chris Ipkendanz s 22(1)(a)(ii)
Partnerships and Productivity Sarah Burr s 22(1)(a)(ii)			ABARES Projects Julie Gaglia s 22(1)(a)(ii)		Agricultural Traceability Emma Cully s 22(1)(a)(ii)	Veterinary and Export Meat Dennis Way s 22(1)(a)(ii)	INTERNATIONAL POSTS		Animal Strategy and Coordination Luke Osborne s 22(1)(a)(ii)	Science and Surveillance Wayne See Kee PSM s 22(1)(a)(ii)			Traveller Policy and Operations, Human Health, and Response Victoria Fischer s 22(1)(a)(ii)	Australian Chief Environmental Biosecurity Officer Dr Bertie Hennecke s 22(1)(a)(ii)		Technology Infrastructure and Cloud Services Mick Roses s 22(1)(a)(ii)	People and Policy Bryce McNicol s 22(1)(a)(ii)	Ministerial and Budget Strategy Sam Wells s 22(1)(a)(ii)	
					Sustainable Trade Funding Chris McDonald s 22(1)(a)(ii)		Brussels Minister Counsellor Peter Creaser s 47E(d)	Further counsellor locations - Beijing - Brussels - Santiago - Rome - Jakarta - Tokyo - Kuala Lumpur - London - New Delhi - Riyadh - Seoul - Bangkok - Dubai - Washington DC - Hanoi		HPAI Taskforce Louise Palfreyman* s 22(1)(a)(ii)				Cargo Operations (NSW, QLD, NT, ACT) and Regulatory Assurance Andrew Patterson s 22(1)(a)(ii)					
							Jakarta Minister Counsellor Andrew O'Sullivan s 47E(d)							Cargo Operations (VIC, SA, WA, TAS) Holly Buckle s 22(1)(a)(ii)					
Australian Fisheries Management Authority CEO, Wez Norris									INDEPENDENT INSPECTORS-GENERAL										
Australian Pesticides and Veterinary Medicines Authority CEO, Scott Hansen									Inspector-General of Biosecurity Dr Lloyd Klumpp										
Regional Investment Corporation CEO, John Howard									Inspector-General of Animal Welfare and Live Animal Exports Dr Katherine Clift										
								SPECIAL REPRESENTATIVE FOR AUSTRALIAN AGRICULTURE Su McCluskey											

- Statutory Research and Development Corporations
- Wine Australia
CEO, Dr Martin Cole
- Cotton Research and Development Corporation
Executive Director, Allan Williams
- Fisheries Research and Development Corporation
Managing Director, Dr Patrick Hone
- Grains Research and Development Corporation
Managing Director, Nigel Hart
- Rural Industries Research and Development Corporation (trading as AgriFutures Australia)
Managing Director, John Harvey

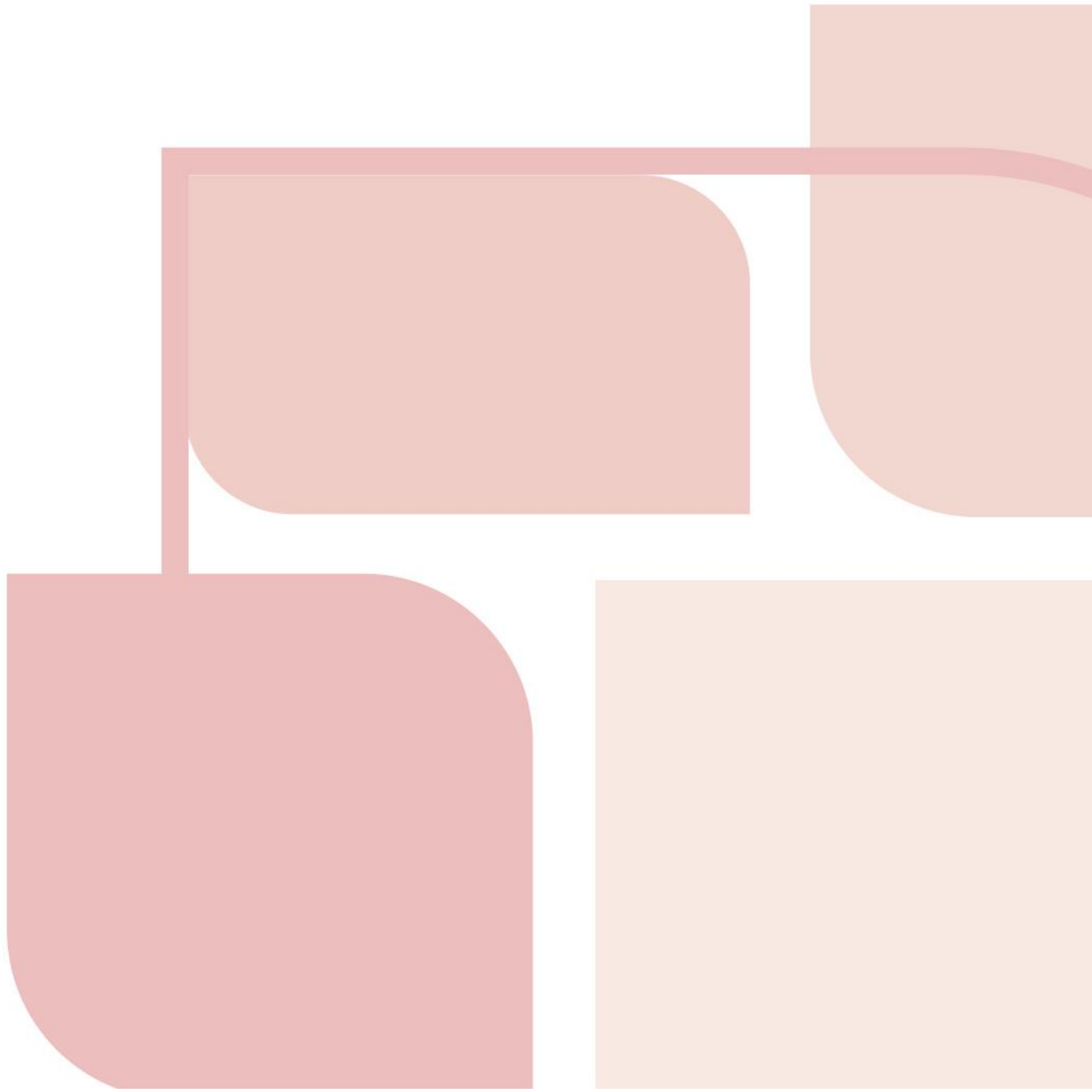
Key:

**Temporary

★ Acting in role



Budget and funding framework



The Department's Executive Board and the Finance and Performance Committee, monitor budget allocations and forecasted financial results closely to achieve our outcomes within available resources.

Portfolio Budget Statements and Portfolio Additional Estimates Statements

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

Budget costings overview – \$6.4 billion in savings

Your Government has committed to \$6.4 billion in spending reductions from external consultants, contractors and labour hire, and non-wage related expenses like travel, hospitality, property and continuing similar measures committed in previous budgets. Agencies are encouraged to achieve these savings through whole-of-government purchasing arrangements and productivity gains from new technologies and flexible work. Our department is constantly reprioritising its operating budget and the Executive Board will work with the Department of Finance to confirm our approach to the application of the saving over the coming weeks. Importantly, the calculation and application of the saving to the department should exempt cost recovered expenditure, where the department recovers the full cost of a regulatory activity from industry.

Overview of outcomes and programs

Outcomes, outputs and divisions

We deliver programs to achieve 2 outcomes. Current programs are described in the PBS 2025–26.

Outcome 1

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 PBS 2025–26, the 13 programs supporting this outcome are:

- Agricultural Adaptation
- 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 2

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 PBS 2025–26, the 2 programs supporting this outcome are:

- Biosecurity and Export Services
- Plant and Animal Health.

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). We also generate funding through our own receipts under section 74 of the *Public Governance Performance and Accountability (PGPA) Act*.

There are several components to our funding:

- Departmental appropriations – provided to meet costs over which the department has control. They typically include employee expenses, supplier expenses and other operational expenses, and departmental capital.
- Administered appropriations – the department administers these funds on behalf of the government. This funding normally relates 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 matched 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:
 - the Agriculture Future Drought Resilience Special 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 (e.g. *Biosecurity Act 2015* and the *Export Control Act 2020*)
 - the National Residue Survey (NRS) is departmental revenue for the cost of managing the risk of chemical residues and environmental contaminants in Australian animal and plant products. Funds are held in the NRS special account.

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.

2025–26 Supply Bills

These Bills were introduced into the parliament on Budget night, as per standard practice for delivering a Budget during an election period. These Bills will provide the department with 5/12^{ths} (representing the first 5 months of the new financial year) of the 2025–26 annual appropriation but do not include appropriations for any new measures or estimates variations reported in the 2025–26 Budget. Funding associated with the Supply Bills is expected to be made available to entities on 1 July 2025, with the remainder of 2025–26 funding (including for new measures) to be provided through residual Annual Appropriation Bills (the timing of which is unknown but expected before the end of November 2025).

Additional appropriations

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

Additional Appropriation Bills may be introduced during the year should unforeseen situations arise.

Cost recovery

We recover the costs of many of the regulatory functions we undertake – **currently around 40% of the department's expenses are cost recovered**. 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 our 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.

We administer 8 cost recovery arrangements set out in CRISs that cover biosecurity and imported food and agricultural export certification.

We are reviewing regulatory programs and associated charging regimes, including the development of a sustainable funding model for agricultural exports and the introduction of charging for low-value consignments.

In 2025, we will be undertaking a portfolio charging review in accordance with the published schedule set by the Department of Finance. The outcomes from the review will be brought forward in the 2026-27 Budget.

Incoming Government Brief

The current CRISs are:

- **Export certification:**
 - dairy
 - fish and egg
 - meat
 - non-prescribed goods
 - horticulture
 - grain and plant product
 - live animals
- **Import biosecurity:**
 - importers
 - conveyance operators
 - approved arrangement participants
 - post-entry quarantine users
 - passengers

Financial resources

2025–26 Budget

In 2025–26 we had total resourcing of **\$3,305.9 million**:

- departmental resourcing of \$1,779.4 million, including a departmental capital budget of \$68.1 million. Of this, \$613.9 million is derived from cost recovery (fee-for-service) activities.
- administered resourcing of \$1,526.5 million.

Our ASL for 2025–26 reflects the investment to resource the department to respond to demand for new and expanded government services, policy and regulatory responses. Since the last Budget, the department's ASL cap increased from 6,307 to 6,373. The increase has been driven mainly by budget decisions to increase resourcing for frontline services, including:

- 52.5 ASL for new and redeveloping ports (frontline biosecurity services)
- 6 ASL to support a stronger and more sustainable agriculture sector
- 5.4 ASL for border services at Broome and Hobart international airports.

Resourcing for the department excludes Specific Purpose Payments (SPP) under the Federal Financial Relations Framework, which are managed by the department but appropriated to the Department of the Treasury.

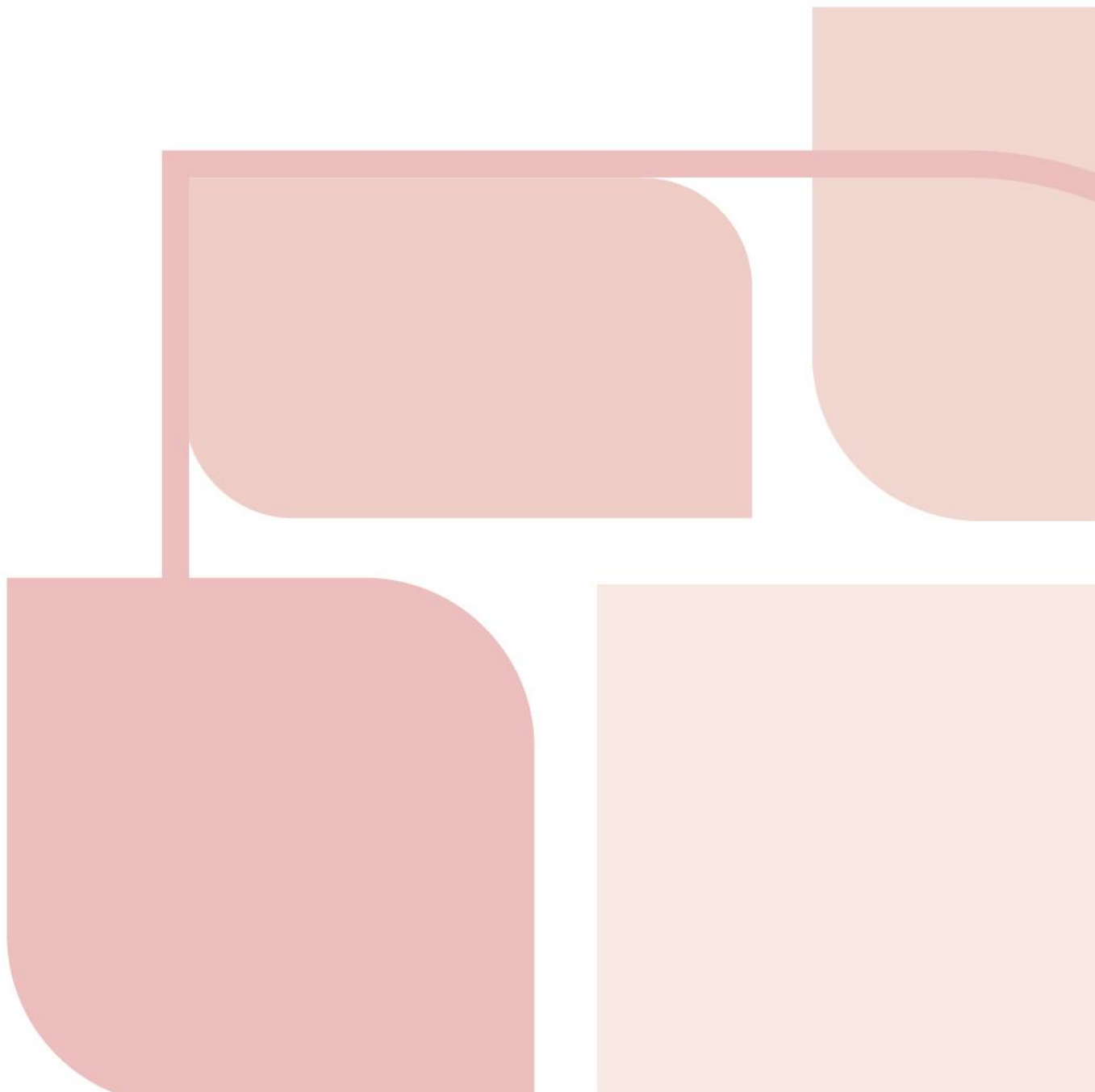
Payments to states under the Federal Financial Relation Framework (2024–25 to 2028–29)

Our 2025–26 asset base is projected to be valued at \$821.5 million, which is the total of land and buildings; leasehold improvements; property, plant and equipment; and computer software. The asset base is typical for a department of our size.

For 2025–26 we are managing estimated administered assets of \$4,611.6 million on behalf of the Australian Government. This is driven by \$3,433.2 million in loan receivables related to accounting for concessional farm loans through the Regional Investment Corporation and states and territories, and \$942.9 million in investments in portfolio entities.

For details, see Budget Paper No. 3 Federal Financial Relations.

Statutory and portfolio bodies



Incoming Government Brief

Portfolio agencies

The portfolio has 8 portfolio agencies that work closely with the department to enhance Australia's agriculture, fisheries and forestry. Each portfolio agency operates under its own legislation and head of agency. Under the PGPA Act, the following statutory bodies are required to submit an Agency Budget Statement within the department's PBS.

Department



Portfolio Agencies

Australian Fisheries Management Authority



Australian Pesticides and Veterinary Medicines Authority



Statutory-office holders

Inspector-General of Biosecurity



Inspector-General of Animal Welfare and Live Animal Export



Statutory bodies

Regional Investment Corporation



Statutory Research and Development Corporations

Wine Australia



Grains Research and Development Corporation



Fisheries Research and Development Corporation



Cotton Research and Development Corporation



Rural Industries Research and Development Corporation (trading as AgriFutures Australia)



Incoming Government Brief

Two prescribed agencies that have regulatory roles:

- Australian Fisheries Management Authority
- Australian Pesticides and Veterinary Medicines Authority.

One statutory corporation:

- Regional Investment Corporation.

Five statutory research and development corporations:

- Cotton Research and Development Corporation
- Fisheries Research and Development Corporation
- Grains Research and Development Corporation
- Rural Industries Research and Development Corporation (trading as AgriFutures Australia)
- Wine Australia (also a regulator).

Australian Fisheries Management Authority (AFMA)

Agency head: Mr Wez Norris

Phone: 0411 885 566

Email: wez.norris@afma.gov.au



Mr Norris was recently appointed for his second term as the Chief Executive Officer and Commissioner, a role that he has filled since 2019. Mr Norris previously worked in Queensland and the Pacific, where he spent 5 years as the Deputy Director-General at the Pacific Islands Forum Fisheries Agency in the Solomon Islands.

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 manages commercial fisheries from 3 nautical miles out to the extent of the Australian Fishing Zone and on the high seas.

Budget

Total budgeted expenses for 2024–25 are \$54.96 million.

Staffing

ASL for 2024–25 is 177.

Australian Pesticides and Veterinary Medicines Authority (APVMA)

Agency head: Mr Scott Hansen

Phone: s 47F(1)

Email: scott.hansen@apvma.gov.au



Mr Hansen was appointed Chief Executive Officer in July 2024. He is an experienced executive in the primary industries sector, bringing over 30 years of leadership across various industry and government roles. He served as Director-General of the NSW Department of Primary Industries from 2014 to 2024, and held positions as General Manager, Regional Manager, and Managing Director at Meat and Livestock Australia from 2004 to 2014.

Role

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

Budget

Total annual revenue is around \$47 million. APVMA is fully cost recovered from industry fees and charges.

Staffing

Budgeted ASL for 2024–25 is 195.

Incoming Government Brief

*Regional Investment Corporation (RIC)***Agency head:** Mr John Howard

Phone: s 47F(1)

Email: john.howard@ric.gov.au



Mr Howard has been Chief Executive Officer since November 2022. He spent nearly 10 years in the grains industry, including working in a stock and station agency and running the family farm in Walgett, New South Wales. He has experience in all areas of the agricultural supply chain: primary production (family and corporate farming), commodity marketing, trading, manufacturing and food marketing. He also has experience in financial investment markets and financial restructuring. John worked as a senior leader in organisations such as AAM Investment Group, CommStream Capital, Peanut Company of Australia, Golden Circle Limited and Mars Inc (MasterFoods).

Role

The RIC is a corporate Commonwealth entity established by the *Regional Investment Corporation Act 2018*. An independent board oversees the RIC, ensuring the proper, efficient and effective performance of the corporation's functions. The RIC provides concessional loans to eligible farm businesses and drought-affected, farm-related small businesses.

Budget

Total net resourcing budgeted for the RIC in 2024–25 is \$28.46 million.

Staffing

ASL for 2024–25 is 93.

Research and development corporations

There are 5 statutory research and development corporations (RDCs). Four are established under the *Primary Industries Research and Development Act 1989* (PIRD Act) and one under the *Wine Australia Act 2013*. These RDCs must comply with the PGPA Act. The 5 bodies are:

- Cotton Research and Development Corporation
- Fisheries Research and Development Corporation
- Grains Research and Development Corporation
- Rural Industries Research and Development Corporation (trading as AgriFutures Australia)
- Wine Australia (also referred to as a statutory authority).

These statutory bodies provide leadership and investment in research, development and extension (RD&E) for their industries. The RDCs are funded by a unique combination of industry levies, and Australian Government matching of eligible RD&E expenditure. They provide RD&E services for their levied industries. AgriFutures Australia has a unique role in undertaking RD&E for its levied industries (including chicken meat, rice and thoroughbred horses), as well as new and emerging industries, and activities that benefit the whole of Australian agriculture.

An additional 10 RDCs are industry owned and report to the Minister for Agriculture, Fisheries and Forestry on their strategic plans and activities. These are:

- Australian Eggs Limited
- Australian Livestock Export Corporation Limited (LiveCorp)
- Australian Meat Processor Corporation
- Australian Pork Limited
- Australian Wool Innovation Limited
- Dairy Australia Limited
- Forest and Wood Products Australia
- Horticulture Innovation Australia Limited
- Meat & Livestock Australia
- Sugar Research Australia Limited

Cotton Research and Development Corporation (CRDC)

Corporation head: Mr Allan Williams, Executive Director

Phone: s 47F(1)

Email: allan.williams@crdc.com.au



Mr Williams joined in 2012 as an R&D Manager. He became General Manager, Innovation in 2019, and Acting Executive Director in 2023, before being appointed as Executive Director in 2024.

Mr Williams is also co-Chair of the Sustainability Working Group, which leads the cotton industry's *PLANET. PEOPLE. PADDOCK.* sustainability framework. Since 2006 he has held the position of Chair of the International Cotton Advisory Committee (ICAC) Expert Panel on the Social, Economic and Environmental Performance of Cotton.

Role

CRDC is a statutory authority that invests in RD&E for the Australian cotton industry, funded by levies paid by producers and matched funding from the Commonwealth. CRDC's purpose is investing in world-leading RD&E to benefit Australia's dynamic cotton industry.

Enabling legislation

CRDC is enabled by the Primary Industries Research and Development Regulations 2024, made under the *Primary Industries Research and Development Act 1989* (PIRD Act). As a corporate Commonwealth entity CRDC is subject to the requirements of the PGPA Act.

Fisheries Research and Development Corporation (FRDC)

Corporation head: Dr Patrick Hone, Managing Director

Phone: s 47F(1)

Email: patrick.hone@frdc.com.au



Dr Hone is Managing Director of FRDC. 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.

Role

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

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

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.

Grains Research and Development Corporation (GRDC)

Corporation head: Mr Nigel Hart, Managing Director

Phone: s 47F(1)

Email: nigel.hart@grdc.com.au



Mr Hart commenced as Managing Director on 4 April 2022. He spent more than 25 years working in SES and leadership positions in large-scale infrastructure, port, warehousing and supply chains operations for the grains sector, within Australia and internationally.

Role

GRDC is the statutory authority that invests in RD&E for the Australian grains industry, funded by levies paid by producers and matched funding from the Commonwealth. It is one of Australia's 15 RDCs. Its objective is to drive the discovery, development and delivery of world-class innovation to enhance the productivity, profitability and sustainability of Australian grain 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.

Enabling legislation

GRDC is enabled by the Primary Industries Research and Development Regulations 2024, made under the PIRD Act. As a corporate Commonwealth entity, GRDC is subject to the requirements of the PGPA Act.

AgriFutures Australia

Corporation head: Mr John Harvey, Managing Director

Phone: 0419 276 917

Email: john.harvey@agrifutures.com.au



Mr Harvey joined AgriFutures Australia in May 2016 as Managing Director. Prior to this, he held various positions at GRDC spanning 18 years, including 5 years as Managing Director. Mr Harvey has indicated that he will not renew his contract with AgriFutures Australia beyond May 2026. The AgriFutures Australia Board will manage the recruitment of a new managing director prior to his departure.

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. AgriFutures is funded by levies paid by producers from its 12 levied industries, an appropriation to invest in RD&E for emerging industries and cross-industry issues, and matched funding for eligible RD&E.

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

Enabling legislation

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

Incoming Government Brief

*Wine Australia***Agency head:** Dr Martin Cole

Phone: 0459 505 166

Email: martin.cole@wineaustralia.com

Dr Cole commenced as Chief Executive Officer on 15 November 2021. Previously, he was head of the School of Agriculture, Food and Wine at the University of Adelaide. Dr Cole has held a range of senior management roles in research and in industry and has served as an expert for various global organisations and committees.

**Role**

Wine Australia's role includes coordinating or funding grape and wine R&D, 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; and administering the Wine Tourism and Cellar Door Grant Program.

Wine Australia is funded through industry levies, matched government funding for R&D and user-pay activities, including cost recovered regulatory services.

Enabling legislation

Wine Australia was established on 1 July 2014 under the *Wine Australia Act 2013* and is classified as a corporate Commonwealth entity under the PGPA Act.

Inspectors-General

The Inspectors-General provide independent assurance about the performance of the department and make recommendations for system improvements. Inspectors-general may review the department's performance of functions and exercise of powers. This is a part-time position.

The department is providing support to 2 Inspectors-General:

- Inspector-General of Animal Welfare and Live Animal Exports
- Inspector-General of Biosecurity

Inspector-General of Animal Welfare and Live Animal Exports (IGAWLAE)

Inspector-General: Dr Katherine Clift

Phone: s. 47F(1)

Email: katherine.clift@aff.gov.au

The *Inspector-General of Animal Welfare and Live Animal Exports Act 2023* received royal assent on 6 November 2023. Dr Clift was appointed on 30 September 2024 for a period of 5 years.



Review program

The IGAWLAE review program is independent from the department's internal audit and performance management programs. Review reports are available at [IGAWLAE Reviews](#). Dr Clift is drafting the following reviews:

- 'Review of the Department of Agriculture, Fisheries and Forestry's responses to significant livestock export incidents' (likely completion date: 30 June 2025)
- 'Preparation of livestock for export' (likely completion date: 30 June 2025).

Inspector-General of Biosecurity (IGB)

Inspector-General: Dr Lloyd Klumpp

Phone: s. 47F(1)

Email: lloyd.klumpp@aff.gov.au



Dr Klumpp was appointed on 25 July 2022 for a 3-year term. He was reappointed for a further 3 months with his term ending on 24 October 2025. This is a part-time position.

Role

Section 566A of the *Biosecurity Act 2015* and Biosecurity Regulation 2016 define the Inspector-General of Biosecurity's role, authority and independent powers of review.

The activities of the IGB provide transparency in relation to the management of Australia's biosecurity systems and contribute to increased stakeholder confidence in these systems. Recommendations in the IGB's review reports are intended to assist the government and the department in making changes to processes and/or systems to improve overall risk management across the biosecurity continuum.

The IGB is independent of the Minister for Agriculture, Fisheries and Forestry and the Director of Biosecurity.

Annual review program

Review program

The IGB sets an annual review program, in consultation with the minister and the Director of Biosecurity. Review reports are available at [IGB Current and completed reviews](#).

The IGB's review reports make recommendations, which if agreed by the department, potentially result in changes in the way biosecurity risks are managed.

Dr Klumpp has completed 2 reviews. By 24 October 2025, he expects to release reports on the following reviews:

- Environmental biosecurity – management and policy implementation (likely completion date: June 2025)
- Review of implementation of recommendations to improve the Australian biosecurity system (likely completion date: July 2025)
- Maturity of the department's biosecurity regulatory system (likely completion date: August 2025).

Appointments

Portfolio ministerial appointments – Agriculture

Key information and action

You are responsible for ministerial appointments to 17 boards and 8 individual positions. We will brief you on options, responsibilities and the process for appointments on a case-by-case basis.

Appointments to 7 portfolio bodies will require action before the end of 2025.

Table 3 Appointments to be actioned before the end of 2025

Portfolio body	Position	Term end date
Drought Resilience and Innovation Hubs Advisory Committee	1 Chair and 6 Members	30 June 2025
Special Representative for Australian Agriculture	1 Special Representative	30 June 2025
Cotton Research and Development Corporation	1 Chairperson	28 August 2025
Cotton Research and Development Corporation Selection Committee	1 Presiding Member	31 December 2025
Grains Research and Development Corporation Selection Committee	1 Presiding Member	31 December 2025
Rural Industries Research and Development Corporation (AgriFutures Australia) Selection Committee	1 Presiding Member and 4 Members	31 December 2025
Rural Industries Research and Development Corporation (AgriFutures Australia)	1 Chairperson	10 January 2026

You and the department are also required to report on ministerial appointments. We will provide briefing at a later date on these requirements.

Appointment process

We work closely with your Office to manage appointment processes on your behalf to ensure:

- they are undertaken in accordance with legislative requirements and government policies and procedures
- they are completed in a timely manner
- you have the necessary information to make decisions about appointments and seek the Prime Minister's approval (where required) before finalising.

The selection process for each appointment can vary from establishing a selection panel to conducting a nationwide selection process or selecting your own candidate. Some selection processes are prescribed in legislation, such as the directors of a research and development corporation (RDC), which must be selected from a list of candidates provided to you by a statutory selection committee.

Selection processes are based on merit and involve the assessment of candidates against specific selection criteria or skills and expertise required for a particular role. Gender and geographical mix are also considered in the process.

Most portfolio appointments are considered significant and may require you to seek the Prime Minister's approval before the appointment can be finalised – this is subject to government policy at the time.

Incoming Government Brief

An appointment process can take up to 7 months to complete. For each stage in the process, we provide you with briefing to support your deliberations and progress the matter:

- Briefing 1 will advise you of an upcoming appointment and selection process options.
- Briefing 2 will provide you with suitable candidates for your consideration.
- Briefing 3 will provide you with documentation to seek the Prime Minister's approval (if required).
- Briefing 4 will provide you with documentation to finalise the appointment.

A detailed list of all board and significant appointments, including details of each board member, their board terms and term end dates, can be provided on request.

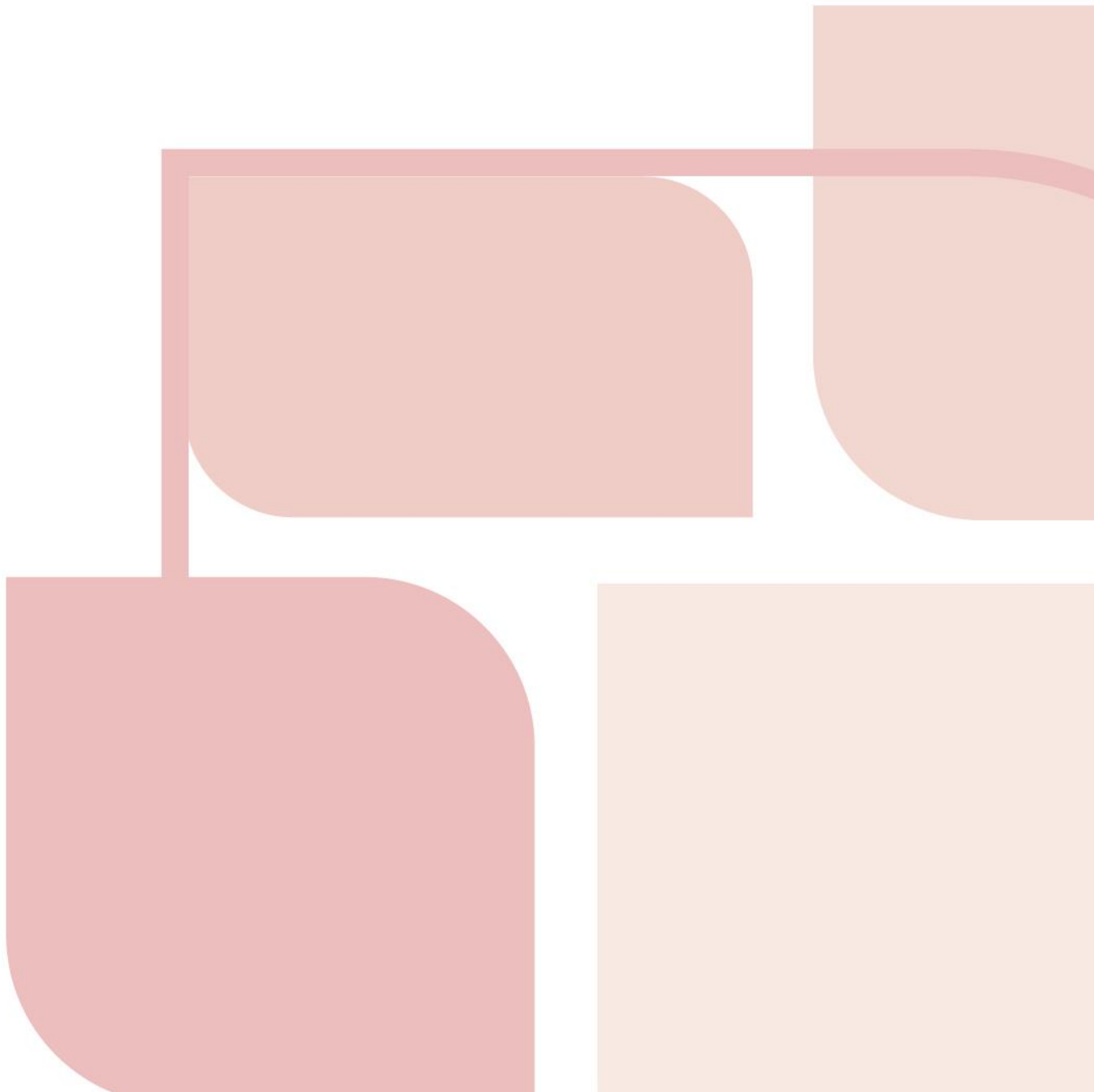
Gender balance

Since 2016 successive Australian governments have committed to gender balance on boards. The most recent government gender diversity targets are for women to hold:

- 50% of overall government board positions
- 40% of positions at the individual board level
- 50% of positions at the portfolio level
- 50% of chair and deputy chair positions at the portfolio level.

At 4 April 2025, for the Agriculture portfolio, women held 61 of 123 board positions (49.6%) and 9 of 23 chair or deputy chair positions (39.1%). At 30 June 2024, women held 54.4% of positions on Australian Government boards.

Legal matters



s 42(1)

Legislation

The Acts you are responsible for are listed in the Administrative Arrangements Order (AAO). The current AAO lists 81 Acts, under which more than 280 legislative instruments operate. However, the number of Acts listed in the AAO will likely be revised to 61 when it is updated to reflect the consolidation and replacement of primary industry levy legislation.

You also are responsible for a number of grant programs that have been provided with statutory authority through portfolio and non-portfolio legislation (such as the Financial Framework (Supplementary Powers) Regulations 1997 and instruments under the *Industry Research and Development Act 1986*). For details about grants, see [Budget and funding framework](#).

The Acts that you administer provide you with a range of decision-making powers and responsibilities. The department will brief you separately about any legislative instruments or appointments or decisions that may need to be made in due course, including urgent decisions around biosecurity or export control emergencies.

New Acts or changes to existing Acts are progressed through the legislative bids process. The Legal Division coordinates the legislative bids process and provides legal services to develop and amend legislation. Prior to each parliamentary sitting period, Legal Division will provide you with proposed legislative bids for bills to be introduced to parliament, for your consideration and approval.

s 42(1)

Acts you administer
<i>Agricultural and Veterinary Chemical Products (Collection of Levy) Act 1994</i>
<i>Agricultural and Veterinary Chemical Products Levy Imposition (Customs) Act 1994</i>
<i>Agricultural and Veterinary Chemical Products Levy Imposition (Excise) Act 1994</i>
<i>Agricultural and Veterinary Chemical Products Levy Imposition (General) Act 1994</i>
<i>Agricultural and Veterinary Chemicals Act 1994</i>
<i>Agricultural and Veterinary Chemicals (Administration) Act 1992</i>
<i>Agricultural and Veterinary Chemicals Code Act 1994</i>
<i>Agricultural and Veterinary Chemicals Legislation Amendment Act 2013</i>
<i>Australian Animal Health Council (Live-stock Industries) Funding Act 1996*</i>
<i>Australian Meat and Live-stock Industry Act 1997*</i>
<i>Australian Meat and Live-stock Industry (Repeals and Consequential Provisions) Act 1997</i>
<i>Biological Control Act 1984</i>
<i>Biosecurity Act 2015, except to the extent administered by the Minister responsible for Health</i>
<i>Biosecurity Charges Imposition (Customs) Act 2015</i>
<i>Biosecurity Charges Imposition (Excise) Act 2015</i>
<i>Biosecurity Charges Imposition (General) Act 2015</i>
<i>Biosecurity (Consequential Amendments and Transitional Provisions) Act 2015, except to the extent administered by the Minister responsible for Health</i>
<i>Dairy Adjustment Levy Termination Act 2008*</i>
<i>Dairy Industry Adjustment Act 2000*</i>
<i>Dairy Industry Service Reform Act 2003</i>
<i>Dairy Produce Act 1986*</i>
<i>Egg Industry Service Provision Act 2002*</i>
<i>Egg Industry Service Provision (Transitional and Consequential Provisions) Act 2002*</i>
<i>Export Charges (Imposition—Customs) Act 2015</i>

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Acts you administer

<i>Export Charges (Imposition—Excise) Act 2015</i>
<i>Export Charges (Imposition—General) Act 2015</i>
<i>Export Control Act 2020</i>
<i>Export Control (Consequential Amendments and Transitional Provisions) Act 2020</i>
<i>Farm Household Support Act 2014</i>
<i>Farm Household Support Amendment (Additional Drought Assistance Measures) Act 2008</i>
<i>Farm Household Support (Consequential and Transitional Provisions) Act 2014</i>
<i>Fisheries Administration Act 1991</i>
<i>Fisheries Agreements (Payments) Act 1991</i>
<i>Fisheries Legislation Amendment (New Governance Arrangements for the Australian Fisheries Management Authority and Other Matters) Act 2008</i>
<i>Fisheries Legislation (Consequential Provisions) Act 1991</i>
<i>Fisheries Levy Act 1984</i>
<i>Fisheries Management Act 1991</i>
<i>Fisheries (Validation of Plans of Management) Act 2004</i>
<i>Fishing Levy Act 1991</i>
<i>Foreign Fishing Licences Levy Act 1991</i>
<i>Forestry Marketing and Research and Development Services Act 2007*</i>
<i>Grape and Wine Legislation Amendment (Australian Grape and Wine Authority) Act 2013</i>
<i>Horse Disease Response Levy Act 2011</i>
<i>Horse Disease Response Levy Collection Act 2011*</i>
<i>Horticulture Marketing and Research and Development Services Act 2000*</i>
<i>Horticulture Marketing and Research and Development Services (Repeals and Consequential Provisions) Act 2000*</i>
<i>Household Stimulus Package Act (No. 2) 2009, Schedule 4, insofar as it relates to legislation administered by the Minister responsible for Agriculture</i>
<i>Illegal Logging Prohibition Act 2012</i>
<i>Imported Food Charges (Collection) Act 2015</i>
<i>Imported Food Charges (Imposition—Customs) Act 2015</i>
<i>Imported Food Charges (Imposition—Excise) Act 2015</i>
<i>Imported Food Charges (Imposition—General) Act 2015</i>
<i>Imported Food Control Act 1992</i>
<i>Fisheries Management Act 1991</i>
<i>Fisheries (Validation of Plans of Management) Act 2004</i>
<i>Fishing Levy Act 1991</i>
<i>Foreign Fishing Licences Levy Act 1991</i>
<i>Forestry Marketing and Research and Development Services Act 2007</i>
<i>Grape and Wine Legislation Amendment (Australian Grape and Wine Authority) Act 2013</i>
<i>Horse Disease Response Levy Act 2011</i>
<i>Horse Disease Response Levy Collection Act 2011</i>
<i>Horticulture Marketing and Research and Development Services Act 2000</i>
<i>Horticulture Marketing and Research and Development Services (Repeals and Consequential Provisions) Act 2000</i>
<i>Household Stimulus Package Act (No. 2) 2009, Schedule 4, insofar as it relates to legislation administered by the Minister responsible for Agriculture</i>
<i>Illegal Logging Prohibition Act 2012</i>
<i>Imported Food Charges (Collection) Act 2015</i>
<i>Imported Food Charges (Imposition—Customs) Act 2015</i>
<i>Imported Food Charges (Imposition—Excise) Act 2015</i>
<i>Imported Food Charges (Imposition—General) Act 2015</i>

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Acts you administer

<i>Imported Food Control Act 1992</i>
<i>Inspector-General of Animal Welfare and Live Animal Exports Act 2019</i>
<i>National Cattle Disease Eradication Account Act 1991*</i>
<i>National Residue Survey Administration Act 1992*</i>
<i>National Residue Survey (Consequential Provisions) Act 1992*</i>
<i>National Residue Survey (Customs) Levy Act 1998*</i>
<i>National Residue Survey (Excise) Levy Act 1998*</i>
<i>National Residue Survey Levies Regulations (Validation and Commencement of Amendments) Act 1999*</i>
<i>Natural Resources Management (Financial Assistance) Act 1992, except to the extent administered by the Minister responsible for the Environment</i>
<i>Pig Industry Act 2001</i>
<i>Pig Industry (Transitional Provisions) Act 1986*</i>
<i>Plant Health Australia (Plant Industries) Funding Act 2002*</i>
<i>Primary Industries (Consequential Amendments and Transitional Provisions) Act 2024</i>
<i>Primary Industries (Customs) Charges Act 1999*</i>
<i>Primary Industries (Customs) Charges Act 2024</i>
<i>Primary Industries (Excise) Levies Act 1999*</i>
<i>Primary Industries (Excise) Levies Act 2024</i>
<i>Primary Industries (Excise) Levies (GST Consequential Amendments) Act 2000*</i>
<i>Primary Industries Levies and Charges Collection Act 1991</i>
<i>Primary Industries Levies and Charges Collection Act 2024</i>
<i>Primary Industries Levies and Charges Disbursement Act 2024</i>
<i>Primary Industries Research and Development Act 1989</i>
<i>Primary Industries (Services) Levies Act 2024</i>
<i>Regional Forest Agreements Act 2002</i>
<i>Regional Investment Corporation Act 2018</i>
<i>Rural Adjustment Act 1992*</i>
<i>Statutory Fishing Rights Charge Act 1991</i>
<i>Sugar Research and Development Services Act 2013*</i>
<i>Torres Strait Fisheries Act 1984</i>
<i>United Nations Food and Agriculture Organization Act 1944</i>
<i>Wheat Export Marketing Amendment Act 2012</i>
<i>Wine Australia Act 2013</i>
<i>Wool International Act 1993*</i>
<i>Wool International Privatisation Act 1999*</i>
<i>Wool Services Privatisation Act 2000</i>

(*) Denotes Acts in the current AAO that have recently been repealed (generally with savings provisions)

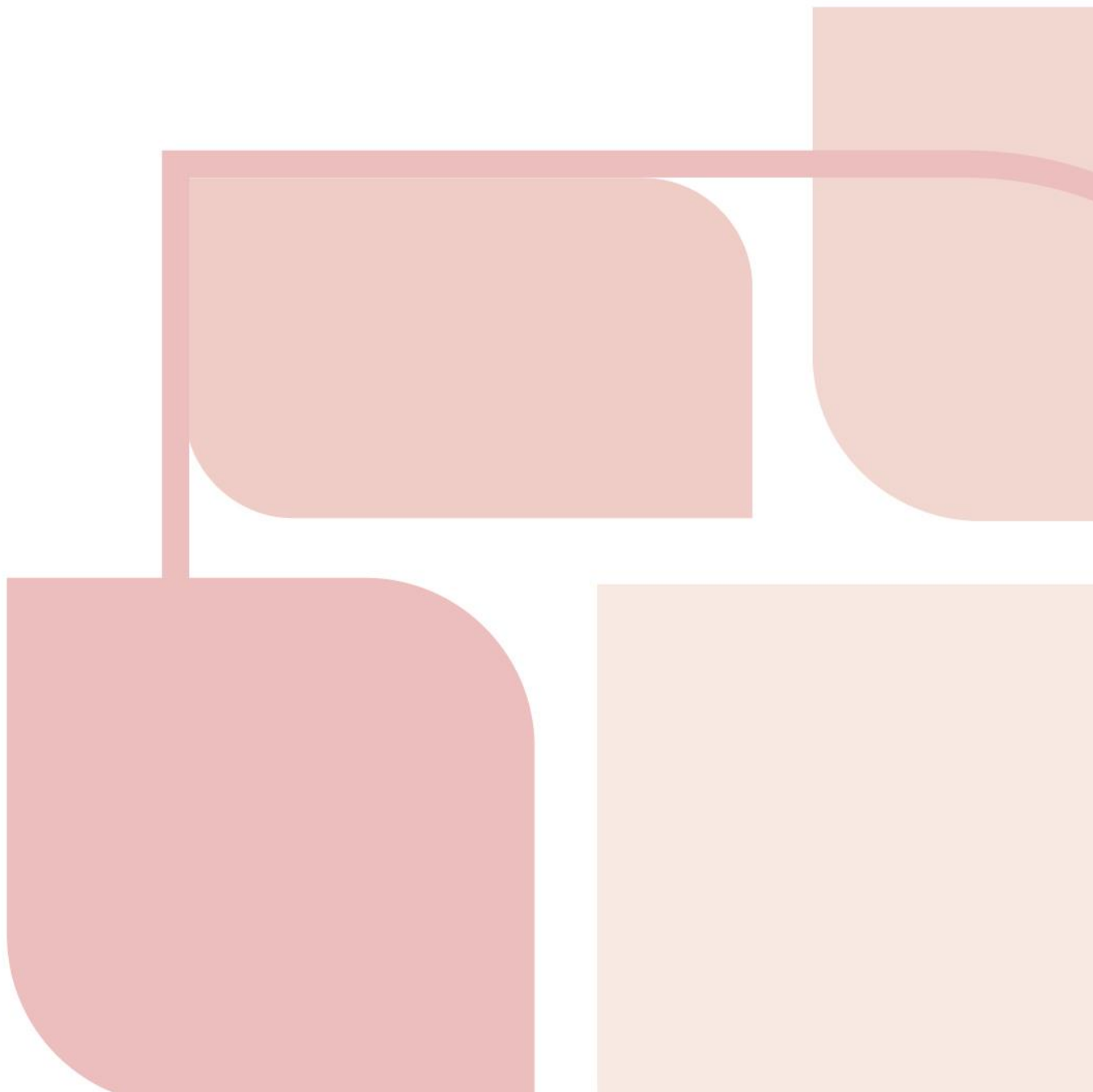
Legislative instruments

Responsible policy areas will provide you with separate briefing on policy approvals for legislative instruments. [s 42\(1\)](#)

[s 42\(1\)](#)

s 42(1)

Supporting your office



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Canberra – Head office

Agriculture House	
Postal address	GPO Box 858 CANBERRA ACT 2601
Canberra office location	Ngunnawal Country Agriculture House 70 Northbourne Avenue Canberra ACT 2600 The department's head office is located at Agriculture House, corner of Northbourne Avenue and Cooyong Street in the centre of Canberra City. The executive is located on level 4.
Switchboard	02 6272 3933
Security pass	The building is secure, and a security pass is needed to enter and exit. Phone the Minister's Office Support team on s 47E(d) or email s 47E(d) to arrange a building pass for you and your staff.
Parking	Phone the Minister's Office Support team on s 47E(d) or email s 47E(d) to book Agriculture House parking for you and your staff.
Security	The department has a number of systems in place to manage the secure processing, transmission, storage and disposal of information.

Ministerial and Parliamentary support

Ministerial entitlements are jointly managed by the Department of Finance, parliamentary departments, other commonwealth agencies responsible for operational services, and the department's Ministerial and Parliamentary Services section. The section collaborates with other teams in the department and your DLO to support you and your office and deliver ministerial and information technology services not covered by the other departments.

The Ministerial and Budget Strategy Branch is the link between our department and your office and acts as the entry point for coordination and engagement on matters, including:

- 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.

More information will be provided to your office in coming weeks.

Further details of entitlements and services managed by our department can be provided to your chief of staff through the Chief Operating Officer, Tess Bishop. Key contacts to assist with the operation of your office are below.

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Key executive contacts

Role	Name	Mobile	Phone
Secretary's office			
Secretary	Adam Fennessy PSM	0407 875 803	02 6272 4180
Chief of Staff	Jason Preece	0434 864 203	
Executive Officer	s 22(1)(a)(ii)		
Executive Assistant	s 22(1)(a)(ii)		
Deputy secretaries			
Deputy Secretary	Matt Lowe	s. 47F(1)	02 6272 5880
Executive Officer	s 22(1)(a)(ii)		
Deputy Secretary	Tina Hutchison	s. 47F(1)	02 6272 3501
Executive Officer	s 22(1)(a)(ii)		s 22(1)(a)(ii)
Deputy Secretary	Justine Saunders APM	s. 47F(1)	02 6272 4710
Executive Officer	s 22(1)(a)(ii)		
Deputy Secretary	Tess Bishop	s. 47F(1)	02 6272 3270
Executive Officer	s 22(1)(a)(ii)		
Strategy, Performance and Engagement Division			
First Assistant Secretary	Michelle Wellington PSM	s. 47F(1)	
Governance Branch			
Assistant Secretary	Lucy Vincent	s. 47F(1)	
Portfolio Coordination	s 22(1)(a)(ii)		
Communication and Media Branch			
Assistant Secretary	Carmel Curran	s. 47F(1)	02 6272 4094
Media	s 22(1)(a)(ii)		
Finance and Investment Division			
Chief Finance Officer	Matthew Geysen	s. 47F(1)	02 6272 3094
Ministerial and Budget Strategy Branch			
Assistant Secretary	Sam Wells	s. 47F(1)	02 6272 3742
Parliamentary Services and Minister's Office Support	s 22(1)(a)(ii)		
Legal Division			
A/g Chief Counsel	Cassandra Ireland PSM	s. 47F(1)	02 6272 5140
Digital Services Division			
A/g Chief Information Officer	Chui Yong	s. 47F(1)	
VIP support			s 47E(d)
People Property and Security			
Chief People Officer	Tim Simpson	s. 47F(1) 7	02 6276 4640

Setting up your Office

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 and entitlements.

For details about ministerial entitlements, see the Department of Finance, [Ministerial and Parliamentary Services](#).

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Support services	DAFF	Department of Finance	Parliamentary Departments (APH)
Vehicles			
Self-drive (Canberra garaged)	✓		
COMCAR		✓ (DAFF funded)	
Office equipment			
Office furniture, audio visual and telephone setup, signage		✓	✓
Electorate office expenses		✓	
Additional specialised furniture, TVs or IT equipment for offices	✓		
Departmental printers	✓		
Property and media services			
Office supplies (stationery, business cards, plant hire, water coolers etc.)	✓		
Digital subscriptions and newspapers	✓		
Media monitoring	✓		
Videoconferencing	✓		
Postage and couriers	✓		✓
Salaries and clearances			
Salaries and allowances for ministerial staff (employed under MOPS Act)		✓	
Facilitation of ministerial staff Negative Vetting Level 2 (NV2) clearances		✓	
Travel and hospitality			
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 DAFF)		
Travel expenses – DAFF staff	✓		
Official hospitality for portfolio events	✓		
Information Technology			
Mobile phone (Apple)	✓		
Laptop, docking solution, monitors, keyboard, mouse, and wireless headset	✓		
Internet services at your private residence	✓		
Security			
Security containers, safes, and shredders	✓		
Security briefings	✓		

Members of Parliament (Staff) Act 1984 (MOP(S) Act) employment

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

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

For details about administrative support to MOP(S) Act employees, see the [Department of Finance website](#).

Statement of ministerial standards

The statement of ministerial standards 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 on the [Statement of Ministerial Standards](#).

Departmental liaison officers (DLOs)

The department supports you and your office to carry out your ministerial duties through the entitlement of Departmental Liaison Officers (DLOs). The number of DLOs is determined by the Prime Minister and will be drawn from the department to effectively manage the relationship between your office and the department. We can also provide departmental staff to your office as relief staff for a period of up to 12 weeks. We will discuss these requirements with your chief of staff.

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

DLOs work closely with ministerial staff and the department's Ministerial and Budget Strategy Branch to:

- manage the day-to-day portfolio business within your office, including preparation for Question Time, meetings with stakeholders, workflow of ministerial documents, 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.

The Assistant Secretary of the Ministerial and Budget Strategy Branch and the Director of Ministerial and Parliamentary Services manages the DLOs together with your chief of staff.

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
- advertising for recruitment of staff
- providing a safe workplace and training for employees
- advising parliamentarians and employees on workplace practices and employment matters.

MaPS representatives are located in each state and territory capital city. They provide support to electorate offices in each state and territory and manage the Commonwealth parliament offices.

For advice or information, email the MaPS helpdesk on mpshelp@finance.gov.au or phone 02 6215 3333 from 9:00am AEST until 5:00pm AWST, Monday to Friday.

Parliamentary Workplace Support Service (PWSS)

The PWSS is an independent, trusted HR and support service driving cultural change in Commonwealth parliamentary workplaces.

The PWSS was established in response to *Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces*.

The PWSS provides a range of human resource advice and assistance to parliamentarians and their staff, including on:

- employment life-cycle matters
 - job design
 - recruitment
 - probation
 - performance management
 - office structure
 - termination
- education, training and professional development
- work health and safety policy, compliance and incident management

They also provide a range of trauma-informed support services and complaint resolution for all Commonwealth parliamentary workplace participants, including:

- counselling, early intervention, local resolution and mediation
- referral to specialised services
- support to make a policy report

For details about the PWSS, see [Parliamentary Workplace Support Service](#)

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Travel overview

All official domestic and international travel arrangements should be arranged through MaPS.

Category	Details
Bookings	For information on booking travel, see the Independent Parliamentary Expenses Authority (IPEA) .
Approval	Travel approval is managed by the IPEA .
Allowances	Information on allowances can be found online at DoF's staff allowances . To claim travel allowance, email the completed IPEA – staff travelling and/or motor vehicle allowance claim form, along with relevant supporting documents such as accommodation receipts, to forms@ipea.gov.au .
Supporting guidelines	Domestic travel arrangements are set out in the DoF's Determination 2020/15 . For details on staff travel and relief staff arrangements, travel guidelines and the leave and public holiday guidelines, see advice available from DoF.
Schedules and agendas	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 and will work closely with your diary manager to schedule meetings.

International travel

Category	Details
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 10 days to process. The department's International Travel team can assist with travel requirements such as official or diplomatic passports. Email internationaltravel@aff.gov.au or phone s 47E(d)
Visas	Visas require a minimum of 10 working days. The department's International Travel can assist with visas. Email internationaltravel@aff.gov.au or phone s 47E(d) .
Agriculture Counsellors	Departmental business areas involved with international matters can also assist in liaison with the relevant Department of Foreign Affairs and Trade post. The department can also provide advice on cultural customs and protocol at your destination.
Supporting guidelines	For guidance on international travel, see PM&C website .
Instruments of authorisation	The department's Ministerial and Parliamentary Services team or the Overseas Posts and Operational Support (OPOS) team will assist with the preparation of instruments of authorisation for acting ministers during your absence, and to meet reporting requirements of ministerial leave. The OPOS team can also assist with the coordination of travel arrangements, security briefings, and correspondence with external agencies on logistical travel arrangements. Email s 47E(d) .

For more information:

- domestic travel – email [s 47E\(d\)](#) or phone [s 47E\(d\)](#)
- international travel – email internationaltravel@aff.gov.au or call [s 47E\(d\)](#)

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Travel query	Department of Agriculture, Fisheries and Forestry	Department of Finance
Travel costs for minister, personal staff and/or spouse, including: <ul style="list-style-type: none"> • airfares, accommodation, meals, transport etc. • allowances • non-portfolio related hospitality 		✓
Travel costs for departmental staff accompanying the minister	✓	
Portfolio related hospitality and business, for example: <ul style="list-style-type: none"> • additional rooms used as an office for portfolio related business or hospitality • costs associated with departmental officers 	✓	

Official gifts

The Department of the Prime Minister and Cabinet provides guidelines relating to official gifts.

These guidelines apply to 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 the Prime Minister and Cabinet guidelines when presenting and receiving gifts.

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

The Minister's Office Support team maintains an official gift register for reporting purposes and will also liaise with relevant stakeholders regarding screening processes. For details, email

s 47E(d)

Preferences for Ministerial paperwork

An overview of the department's ministerial and parliamentary support services is provided in this section. **More detailed information, including your preferences, will be discussed separately with your chief of staff.** This includes understanding your preferred ways to manage correspondence and briefings.

Parliamentary Document Management System (PDMS)

The department uses PDMS to manage all ministerial and parliamentary material prepared for you (excluding Cabinet material prepared in CabNet+). PDMS is a web-based application, used across government to draft, store, process and control documents. 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, workflow management and reporting functionality.

PDMS training and general user support can be delivered to your office by your DLO or by the PDMS support team within the Ministerial and Parliamentary Services section, either in person or via Teams. To

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arrange training or request support, speak to your DLO in the first instance, or contact our PDMS support team by phone on s 47E(d) or by email to s 47E(d).

Ministerial correspondence

Ministerial correspondence is correspondence sent to you on portfolio-related issues. The volume of ministerial correspondence can vary, 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 only.

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

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

On request, the department will prepare briefings 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.

Requests for information, including policy, program or operational updates, can also be managed through the PDMS briefing process.

Cabinet

The Cabinet Liaison Officers support your Cabinet activity, alongside Budget Strategy team within the department, Cabinet Division at the Department of the Prime Minister and Cabinet, and the Cabinet Secretary's Office.

All Cabinet documents are managed within CabNet+, the secure online whole-of-government Cabinet system. Your DLO will manage ministerial access and can provide user support as needed.

Briefings to support you at Cabinet and committee meetings (for submissions you are sponsoring, co-sponsoring or co-opted into) 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, QTBs may be initiated by the department if media or Opposition attention to a portfolio issue is anticipated.

Parliamentary Questions on Notice (PQoNs)

The department prepares draft responses to all relevant portfolio PQoNs from the Senate and House of Representatives.

Once you or your office approve a response, the Ministerial and Parliamentary Services section will arrange tabling in the relevant house of parliament.

Parliamentary inquiries and government responses

The department has governance and support arrangements in place to manage the portfolio's parliamentary committee activity. This includes the coordination of inquiry submissions, attendance at inquiry hearings, questions taken on notice, tabling of 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 chief of staff or DLO. Responses to questions taken on notice at Senate estimate hearings are prepared by the department and approved for tabling by your office prior to tabling with the committee. The next Senate estimates hearings are scheduled for 27 to 30 November 2025.

Tabling documents in parliament

The department's Ministerial and Parliamentary Services section facilitates tabling of documents in parliament, including orders for the production of documents, approved government responses and annual reports in accordance with the Department of the Prime Minister and Cabinet's Tabling Guidelines.

Legislation

The department's Legislation and Training Legal Branch in Legal Division provides and coordinates legal services in relation to developing and drafting legislation, as well as the introduction and passage of Bills through parliament. The branch coordinates portfolio legislation bids, which are provided to you for consideration approximately 2 to 3 months prior to each of the Spring, Autumn and Winter sitting periods. The Legal Division maintains a close working relationship with parliamentary liaison officers and tabling offices (House and Senate), Senate committee secretariats and the Office of Parliamentary Counsel, which is responsible for the drafting of Bills. We will organise an initial briefing with your office. For details, see Legal matters.

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 can provide a briefing on your obligations under the FOI Act and the arrangements available to assist you. For questions on FOI, phone the Legal Division's A/g Chief Counsel, Cassandra Ireland on [s. 47F\(1\)](tel:0800474747) or by email to cassandra.ireland@aff.gov.au.

Media team

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

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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
- rolling media opportunities calendar provided each week
- publication and distribution of media releases, speeches and other communication products to Department of Agriculture 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 Parliamentary Document Management System (PDMS), which allows informal briefings for media purposes at shorter notice.

Media – Ministerial support

The department's Communications and Media Branch plays a critical role in delivering high-quality, modern and audience-driven communication services across the department. We operate in an integrated and strategic manner to ensure the successful execution of communication efforts that align with government priorities and departmental objectives.

In collaboration with your chief of staff and Media team, we will provide a comprehensive suite of portfolio-specific communication services including:

- High level strategic communication and media advice grounded in research, insights and practical experience to ensure informed decision-making
- identification of key opportunities to strategically showcase the portfolio, ensuring relevance and meaningful engagement with the target audience
- video production and photography support to craft compelling narratives that resonate with and captivate audiences
- a diverse range of digital content, including social media outputs, to amplify and support portfolio initiatives
- the publication and distribution of media releases, speeches and other key communication products, ensuring they reach the right stakeholders, media outlets and your website
- communication and media support during critical portfolio-related emergency situations, ensuring rapid, effective and coordinated responses.

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. The media team will work with your office to develop protocols regarding ministerial and departmental releases and support your social media presence.

Speechwriting

The department can provide talking points for your portfolio-related speaking engagements. Draft speeches are not attached to ministerial submissions but are provided in parallel to your office through the Media team. In general, 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.

Web services – Minister's website

The department provides and maintains a ministerial portfolio website. Website content for previous ministers is archived in [Trove](#), 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.

Strategic communications – Ministerial support

Portfolio communications liaison

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

Emergency communications

The Media team works with the Crisis and Emergency Management Branch, other relevant areas of the department and across government, to provide responsive communications support during departmental and portfolio-related emergencies, such as, pest and disease incursions, natural disasters and other related incidents. The department regularly tests this capability through preparedness exercises as part of its emergency response arrangements.

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

Security brief

The Chief Security Officer will be available to brief you on security matters in the first two weeks. The department has a number of systems in place to manage the secure processing, transmission, storage and disposal of information.

Unclassified network – OFFICIAL

The department's 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 (PE) – PROTECTED

Cabinet material and other information in electronic form marked PROTECTED must be created, stored and transmitted in DAFF's PE environment. Access to the PE requires a Baseline security clearance and can be requested on your behalf by emailing ict.vipsupport@aff.gov.au.

Cabinet documents are accessed through the CabNet+ system. CabNet+ is a secure online system used across the Australian Government to support the Cabinet process.

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

Security clearances

Applications for security clearances must be lodged via the Australian Government Security Vetting Agency (AGSVA). 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.

Security Classifications	Classified material	Recommended for staff
No clearance / police check	Access to Official departmental emails	
NV2*	<ul style="list-style-type: none"> Access to all departmental emails Access to PE Access to security classified 	All MO staff

*Further briefings may be required to access caveated material.

Ministers do not require a police check or security clearance.

Selected members of the office – for example, your chief of staff or a senior adviser who requires access to the PE whilst their security clearance application is being processed by AGSVA – may apply to the department's personnel security team for temporary access to classified information. Approval of the request is granted by the Chief Security Officer, Tess Bishop. Factors such as the reasons for access to classified material and any risk mitigation strategies in place are considerations in granting approval. Your DLO can discuss this with your staff and the department's security team via security.clearances@aff.gov.au.

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 by emailing ict.vipsupport@aff.gov.au.

Security containers

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

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

Safes and briefcases can be arranged through your DLO and the Minister's Office Support team.

Security document disposal

Secure waste bins and shredders will be arranged for the office by the Minister's Office Support team.

Security briefings – education and awareness

The department recommends that a combined security briefing (physical, personnel and cyber) is provided to your Office within the first month. The Minister's Office Support team can arrange this with the department's Security team.

Receiving cables

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

Your DLO will receive the daily summary of cables and can provide access to the full text of cables in the PE. 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. The courier carries a lockable pouch, for transferring printed PROTECTED classified material.