



Australian Government
Department of the Environment and Energy

2019 Incoming Government Brief

Volume 2: Your Department and how we support you



Contents

ABOUT THIS VOLUME OF THE INCOMING GOVERNMENT BRIEF	5
GETTING YOU AND YOUR OFFICE SET UP	6
OVERVIEW OF THE DEPARTMENT AND PORTFOLIO	8
What we do.....	8
Our structure.....	8
The Department’s Executive	10
Budget and staffing	12
WORKING WITH YOU AND YOUR OFFICE	14
THE SERVICES WE PROVIDE TO YOU AND YOUR OFFICE.....	16
Office staffing.....	16
Information and Communications Technology support.....	17
Ministerial entitlements	19
Communications and media support.....	19
Security.....	21
Office equipment and services	22
Business catering and official hospitality.....	23
Transport and travel	23
Ministerial briefs, correspondence and parliamentary business	24
Cabinet business	25
Legal advice	25
Managing conflicts of interest.....	25
Legislative processes	25
Freedom of information processes.....	26
Budget processes.....	27
ATTACHMENTS.....	27
A – Department structure chart	29
B – Department functional chart.....	31
C – Overview of portfolio agencies.....	33

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About this volume of the Incoming Government Brief

This volume of the Incoming Government Brief does not deal with substantive policy issues. Its purposes are to:

- outline arrangements for the initial on-boarding of you and your office, so we can get you set up quickly;
- provide context on the Department and portfolio (e.g. structure, who's-who) to help with initial orientation;
- support discussion on how the Department can best work with you and your office; and
- describe the services the Department provides to you and your office.

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

Getting you and your office set up

A Ministerial Transition Taskforce will manage on-boarding activities and the set-up of your office. This includes a single point of contact to ensure we work with you in a joined-up way.

- Contact: Jonathan Nicholl, Assistant Secretary Business and Ministerial Services Branch (02) 6274 2755 or s22 and Jonathan.Nicholl@environment.gov.au

Within 1 day, Jonathan will contact your Chief of Staff to get the process underway.

To facilitate the on-boarding process, all ministerial staff will need to complete an on-boarding pack and return it to the Department (via the Departmental Liaison Officer or Jonathan Nicholl). The taskforce will provide each person with these forms.

- These forms support a range of things, including IT network access, provision of mobile devices, business cards and media subscriptions.

Within 2 days, the Department's priority will be to have IT connectivity in your Ministerial suite and individual staff (excluding you and your Chief of Staff) provided network access (pending completion of the on-boarding form and confirmation of a valid security clearance). Mobile phones and Surface Pros will also be provided to you and your staff as a priority within the first two days.

- You and your Chief of Staff will be provided network access immediately. Your Chief of Staff's access will be short term access until an on-boarding form is returned and a security clearance or criminal history check is confirmed.

Within 3 days the taskforce will:

- Provide relief staffing arrangements (advisers) and temporary Departmental Liaison Officers (DLOs) until your DLO allocation is known.
- Commence your Australian Parliament House (APH) office fit-out, including office equipment and any essential items in addition to those provided by the Department of Parliamentary Services (DPS).
 - We will then work with your office to establish fit-out requirements for your Commonwealth Parliamentary Office (CPO).
- Establish lines of communication between your office and the Department's media team.
- Seek input for a ministerial web page (eg biography and photograph).

Within 5 days the taskforce will:

- Prepare digital proofs of your ministerial stationery for approval (provided suite numbers and phone numbers are known). This includes letterhead, envelopes, business cards, 'with compliments' slips.
- Provide advice on the Department's parliamentary processes and seek approval of your parliamentary templates.
- Seek your communication, media monitoring and subscription needs.
- Set up personal and office accounts.

Remaining on-boarding activities and services (detailed further in this document) will be managed as quickly as possible after these priority tasks are complete.

A description of the services the Department provides, or can arrange, for you and your office is in the final section of this volume of the Incoming Government Brief.

Once your office is operational and individual staff requirements have been addressed, ongoing support to the office is provided by the Minister's Office Support Team.

- MOSupport@environment.gov.au s22 or s22

Overview of the Department and Portfolio

What we do

The Department and broader portfolio have a diverse range of roles and capabilities:

- providing policy advice and delivery related to environment, climate change and energy
- administering, and working as a regulator under a range of environment, climate and energy laws
- designing and delivering grant programs and other financial support, including establishing and managing debt and equity investment arrangements
- on-ground management of national parks and other protected areas
- Antarctic operations, including logistics planning and management, and scientific research
- guiding and supporting environmental, climate and energy related science and data management initiatives
- managing inter-jurisdictional forums, such as the Council of Australian Governments' Energy Council and the National Environment Protection Council
- leading and supporting Australia's international engagement in a broad range of environment and energy-related forums
- administering the Commonwealth's substantial environmental water holdings
- managing the Commonwealth's shareholder interest in Snowy Hydro, a Government Business Enterprise
- delivering weather and climate services through the Bureau of Meteorology

A functional overview of the pre-election Department is at **Attachment B**.

Our structure

The Department comprises 14 divisions, plus an Office of the General Counsel and an Office of Compliance. The Department is organised into four groups, each reporting to a Deputy Secretary:

- Strategy and Operations
- Environment Protection
- Climate Change and Energy Innovation
- Energy

A structure chart of the Department is at **Attachment A**.

Portfolio agencies and companies

The Portfolio has the following portfolio agencies:

- Great Barrier Reef Marine Park Authority
- Sydney Harbour Federation Trust
- Bureau of Meteorology
- Clean Energy Regulator
- Climate Change Authority
- Australian Renewable Energy Agency
- Clean Energy Finance Corporation
- Director of National Parks (a corporation solely constituted by the person appointed to the statutory office named the Director of National Parks).

A summary of each Portfolio agency is at **Attachment C**.

Portfolio agencies have independent roles and lines of reporting to you, but work closely with the Department.

Portfolio agencies have specific, legislated roles. In general, their role is to implement policy. The Department advises on policy matters relevant to portfolio entities, in consultation with them. The Department also coordinates whole of portfolio issues, such as Budget processes.

Portfolio agencies will provide you with separate Incoming Government Briefs, providing more detail on what they do, their structure and staff, and priority issues.

Snowy Hydro Limited

The Portfolio also includes one Government Business Enterprise - Snowy Hydro Ltd., which is both an electricity generator and retail company.

Snowy Hydro Ltd. operates as a company under the *Corporations Act 2001*. It is fully owned by the Commonwealth, with that ownership interest represented by the Minister for Energy and Minister for Finance as the “shareholder Ministers”.

The Government’s relationship with Snowy Hydro Ltd. is similar to the relationship between a holding company and its subsidiaries, with the shareholder Ministers responsible for strategic control and oversight through, for example:

- a strong interest in the performance and financial returns;
- reporting and accountability arrangements to facilitate active oversight; and
- action in relation to strategic direction where the government prefers a different direction from the one proposed.

The Department's Executive

The Department is managed by the Secretary with the support of an Executive Board. The profiles of Executive Board members are below.

Secretary, Finn Pratt AO PSM



Finn has a public service career spanning over 35 years and during this time he has driven many government priorities.

Finn was appointed Secretary of the Department of the Environment and Energy in September 2017. Before this appointment, he held other senior positions including Secretary of the Department of Social Services (2013-2017), Secretary of the Department of Families, Housing, Community Services and Indigenous Affairs (2011-2013), Secretary of the Department of Human Services (2009-2011) and Chief Executive Officer of Centrelink (2008-2009).

He is a member of the Jawun Board and was the Chair of the Australia and New Zealand School of Government (ANZSOG) from 2014 to 2017.

Finn was awarded a Public Service Medal in 2008 and in 2015 became an Officer of the Order of Australia for distinguished service in public administration, social policy development and service delivery reform, and improving support for people with disability, their families and carers. Finn has a Bachelor of Arts degree from the Australian National University.

Deputy Secretary, Matt Cahill



Matt is the Deputy Secretary responsible for the Strategy and Operations Group. Matt joined the Department in early 2016 to lead the reform of the Department's environment protection and environmental health regulatory functions.

Prior to joining the Department, Matt was National Director of the Prime Minister and Cabinet Regional Network. He also held policy and operational leadership roles at the Department of Immigration and Border Protection, including leading the Australian-wide detention, compliance, removal and complex visa operations during the period of unprecedented boat arrivals. Prior to joining Immigration, he oversaw the finalisation of the Home Insulation Safety Program and the implementation of a suite of Energy Efficiency Programs as part of the Clean Energy Futures package. He has held senior executive positions at CrimTrac, the Australian Taxation Office and the Australian National Audit Office. Matt has a Bachelor of Economics, Bachelor of Science (Mathematics) and a Master of Business Administration. He is an FCPA and a winner of the Chartered Accountants Australia and New Zealand leadership in government 'Outstanding Contribution to Public Administration' Award.

Deputy Secretary, Dean Knudson



Dean is the Deputy Secretary overseeing the Environment Protection Group. The group includes the Department's main regulatory, spending and policy areas focused on protecting biodiversity, heritage, water and environmental health.

Dean joined the Department in 2012 and has led areas responsible for the environmental assessment of major development projects in Australia, national air quality, and chemicals management. Prior to starting in the Department, Dean was with the Canadian Government for 20 years in the Prime Minister's, Treasury, Environment and Industry departments, where he worked on a range of key environmental and economic reforms. He has a master's degree in economics from Queen's University, a bachelor's degree in

economics from the University of Western Ontario, and is certified in conflict resolution and financial securities.

Deputy Secretary, Jo Evans



Jo is the Deputy Secretary responsible for Climate Change and Energy Innovation. She also oversees the Portfolio's climate change agencies (the Clean Energy Regulator, the Australian Renewable Energy Agency (ARENA), the Clean Energy Finance Corporation and the Climate Change Authority). Prior to joining the Department in September 2016, Jo was Deputy Secretary in the Department of Agriculture and Water Resources where she had responsibility for international trade and market access, and export certification services. Jo was also responsible for the Department's corporate functions.

Prior to joining the APS in 2000, Jo worked for management consultants McKinsey & Company. Jo has a Masters of Public Policy from the Woodrow Wilson School of Public and International Affairs, Princeton University, a Masters in Environmental Science from the University of Melbourne and a combined bachelor degree in Asian studies and economics (honours) from the Australian National University.

Deputy Secretary, Rob Heferen



Rob is the Deputy Secretary responsible for Energy. Prior to joining the Department in August 2016, Rob was Deputy Secretary in the Department of Industry, Innovation and Science with responsibilities for Energy, Resources and the Office of Northern Australia. Before joining the Department of Industry, Innovation and Science, Rob was the Deputy Secretary, Revenue Group in Treasury. In this role, Rob had overall responsibility for tax policy advice, tax legislation, revenue forecasting and other tax quantitative work at the Federal level. Rob's other roles in the Australian Public Service have been in Customs, the ATO, Treasury and the Department of Families, Housing, Community Services and Indigenous Affairs.

Budget and staffing

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The Department's headcount was 2,132 employees as at 31 March 2019. This equates to a paid Full Time Equivalent (FTE) staffing level of 1,919.5. The Department also provides employees to the Director of National Parks, with a headcount of 573 employees as at 31 March 2019, equating to a paid FTE of 314.1. The combined total for the Department is 2705.

The Department's Average Staffing Level (ASL) cap for 2018-19 is 1,995. The Director of National Parks' ASL cap for 2018-19 is 331. ASL is the average over the entire year, and therefore differs from FTE, which is at a point in time.

Staffing by level, gender and employment type is shown in the tables below. Most non-ongoing and casual staffing is associated with seasonal (e.g. Antarctica) and operational (e.g. park management) work.

As at 31 March 2019, of the total payroll workforce, approximately 68 per cent were located in Canberra. Major centres of staff located outside of Canberra are associated with:

- The Australian Antarctic Division and marine parks-related staff – most of whom are located in Hobart.
- Staff in national parks, particularly Uluru-Kata Tjuta and Kakadu (NT), Booderee (NSW), Christmas Island and Norfolk Island.
- Staff of the Supervising Scientist in Darwin and Jabiru.
- Expeditioners to Antarctica – the number varies significantly throughout the year.

The map shows the number of employees by location as of 31 March 2019.

Staffing by Employment type – as of 31 March 2019

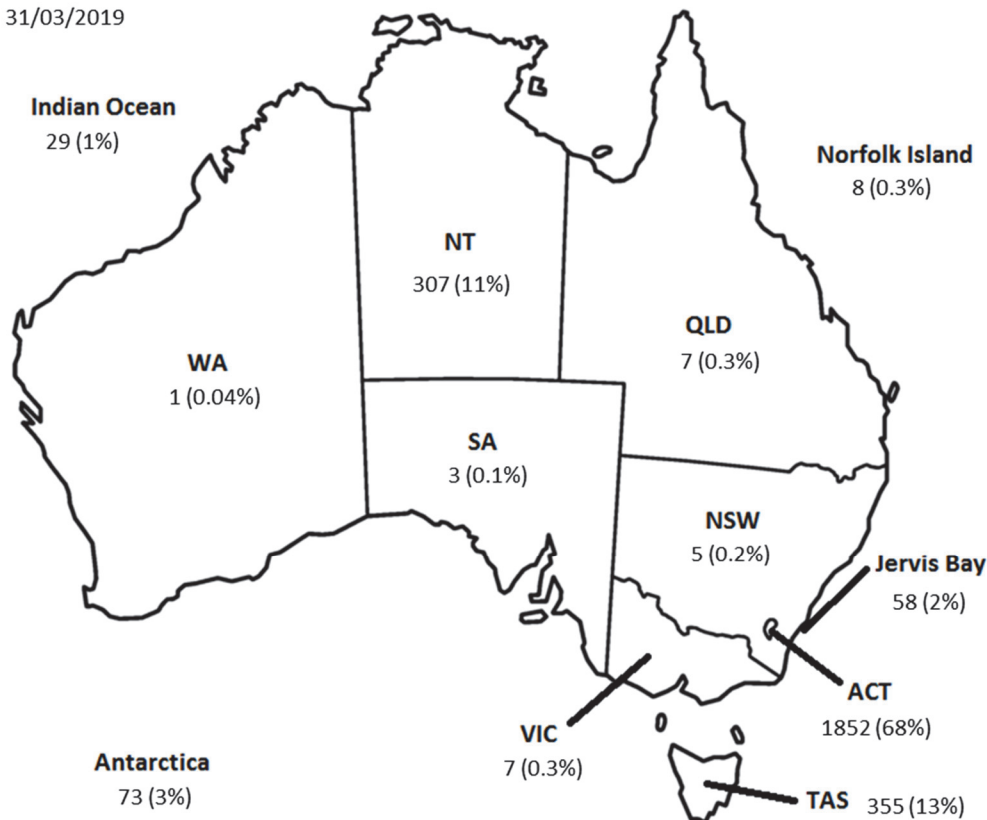
Ongoing	2151
Non Ongoing	289
Casual	265
Total	2705

Staffing by classification and gender – as of 31 March 2019

Classification	Female	Male	Total
Graduate	28	21	49
APS 1	67	80	147
APS 2	6	18	24
APS 3	74	109	183
APS 4	146	73	219
APS 5	206	105	311
APS 6	406	313	719
Executive Level 1	382	290	672
Executive Level 2	146	160	306
SES Band 1	24	30	54
SES Band 2	8	8	16
SES Band 3	1	3	4
Secretary		1	1
Total	1494	1211	2705

Staffing by location – as of 31 March 2019

31/03/2019



Working with you and your office

On a day to day basis, much of our engagement with you and your office is managed through Ministerial briefs and submissions, and discussions directly with relevant officers throughout the Department.

This section covers how we work with you and your office at the whole-of-department and portfolio level in order to:

- keep you informed of events, decision points, opportunities, risks and engagements, particularly of complex or sensitive issues that may require careful handling;
- keep track of the progress of major initiatives, including election commitments;
- sequence and manage the workflow of decisions and activities; and
- keep track of our performance.

This section outlines some possible arrangements, drawing on past practices. We will work with you and your staff to set up arrangements that work best for you.

Regular strategic discussions

The Secretary and/or Executive Board would welcome the opportunity to meet with you and/or your office on a regular basis (e.g. weekly), particularly in the early stages of the term. These discussions could focus on the state of play and strategy for the most immediate and otherwise important whole-of-portfolio priorities.

Portfolio Sequencing Plan

The Portfolio Sequencing Plan provides a rolling forecast of Ministerial briefs and decisions that will require consideration over a coming two month period. The intent is to enable early engagement and management of workflow. Reports can also capture significant upcoming events.

Media issues and events forecasting

We can provide your office, on a weekly basis, a calendar of forecast media and event opportunities. This reporting can support weekly meetings between our media and communications team, and your media advisers, to plan how the Department can support you in these areas.

Regulatory and compliance activities reporting

We can provide your office with a weekly report tracking key assessment and compliance activities under the *Environment Protection and Biodiversity Conservation Act 1999* and other legislation, highlighting important developments. This reporting can support weekly meetings between relevant staff and advisers.

Parliamentary workflow reports

These reports monitor the flow of items between the Department and your office, including correspondence and briefs. This includes information on performance (e.g. overdue replies to Ministerial correspondence), and workflow within your office (e.g. briefs that are overdue for decision/action).

These reports can support regular discussion with your office and Departmental Liaison Officers, and action to address any performance and workflow issues.

Major projects and election commitment reporting

The Department prepares reports on the progress of major projects, including election commitments. Reports provide short snapshots on status, upcoming milestones, emerging issues and risks. These could support a regular discussions with you and/or your office.

The Department of the Prime Minister and Cabinet may also establish a whole-of-government approach to election commitment reporting.

The services we provide to you and your office

Office Staffing

Ministerial staff

The Prime Minister determines the number and level of personal employee positions allocated to each Minister. These positions are in addition to the allocation of electorate officer positions.

All employees of Ministers, both personal and electorate, are employed under Part III of the *Members of Parliament (Staff) Act 1984* (MOP(S) Act).

Relief staffing arrangements

The Department can provide relief staff to cover the period until Ministerial staff are appointed, and when members of your staff are on leave.

These temporary arrangements can be for a period of up to 12 weeks. Extension beyond this has implications for the employment status of Departmental staff.

Security clearance and criminal check requirements

Under the MOP(S) Act, ministerial staff must have a Negative Vetting Level 2 (NV2, formerly Top Secret) security clearance. Electorate staff also require this level of clearance, however, some exceptions can apply.

One of the preconditions for obtaining a security clearance is that the person holds Australian citizenship. This should be taken into account when selecting employees.

The Department will assist your staff to commence or upgrade security clearances.

Staff can be engaged in advance of receiving a NV2 clearance, however:

- employment is conditional upon receiving and maintaining this clearance and it is important that employees are advised of this requirement at the time of engagement; and
- only staff with the appropriate clearance should have access to sensitive material.

Ministerial staff who do not have a valid security clearance in place, or are in the process of obtaining a security clearance (paperwork submitted), are required at a minimum, to:

- supply the results of a recently completed criminal history check (less than 90 days); or
- submit a new criminal history check before commencing in the position.

Ministerial staff requiring a criminal history check should submit the informed consent form, with 100 points of certified ID, to the Ministerial Transition Taskforce for immediate processing. This criminal history check form will be provided to staff in the on-boarding pack upon appointment.

Departmental Liaison Officers

The Prime Minister determines the number of Departmental Liaison Officers (DLOs) you are entitled to.

The principal role of a DLO is to facilitate a strong relationship between the Department and your office. A DLO's role typically includes:

- advising ministerial staff on the responsibilities and operations of the Department and to source information from the Department as required;
- managing information flows between your office and the Department, and liaising with departmental personnel on issues requiring your consideration; and
- providing feedback to the Department.

On a day to day basis, DLOs work as part of your team under direction of the Chief of Staff. Formal staff management is done by the Department in consultation with your Chief of Staff. This includes funding, selection and employer responsibilities (e.g. ensuring that duty of care and conditions of employment are met).

DLOs are departmental employees under the *Public Service Act 1999*. As such, DLOs must not engage in party political activities or discussions, and must always abide by the APS Values and Code of Conduct.

Temporary Departmental Liaison Officers

Until you receive advice on your DLO allocation, the Department will provide temporary DLO support. This will be discussed with you as a matter of priority.

Information and Communications Technology Support

The Department provides your office with information technology and communication (ICT) services, including ICT equipment, software and network connections.

VIP support details, including contact numbers for 24 hour assistance, will be provided to your office upon delivery of ICT devices.

Provision of ICT Devices

The Department will provide you and your staff with a mobile phone and sim service. The Department can arrange to have existing phone numbers transferred to Department devices.

You and your nominated staff will also be provided a Surface Pro or Surface Book to access unclassified and protected network accounts, Outlook and departmental systems.

The Department can also provide remote secure access to the Department's network from computers and mobile devices owned by you and your staff.

Network access

The Department of Parliamentary Services is responsible for establishing connections to a new ministerial office suite or between suites. This activity is coordinated between the Department and the Department of Parliamentary Services' technicians.

Once connection is made, the Department provides network connections and accounts to enable access to departmental email, Microsoft Office, the Parliamentary Document Management System (PDMS) and other standard IT packages.

The on-boarding forms provided by the Ministerial Transition Taskforce must be completed before network accounts can be established.

Network connections will be made to your Parliament House Office and Commonwealth Parliamentary Office. Nominated staff in these offices will be provided with desktop computers and IT facilities (software and services) as required.

Staff with a valid security clearance will also be provided access to the Department's Protected Enclave, which enables access to classified information.

Ministerial Communications Network

The Ministerial Communications Network, managed by the Department of Finance, provides secure voice and document communications between Ministers, their departments and a number of other agencies. The Ministerial Communications Network is able to pass all information up to and including SECRET level security classified information, and is a closed network (i.e. you cannot dial an extension on the public network inadvertently).

You will be provided with a Ministerial Communications Network executive phone and a Ministerial Communications Network fax/phone for your Parliament House Office and your Commonwealth Parliamentary Office.

Printers, Photocopiers, Scanners (Multi-Functional Devices)

Multi-Functional Devices have printing, scanning and photocopying capability, and are required to print from the Department's IT network.

Multi-Functional Devices will be provided to your Parliament House Office and your Commonwealth Parliamentary Office. If requested, the Department can look into suitable options for your Electorate Office and your residential office.

A printing access card will be provided to all ministerial staff to operate Multi-Functional Devices.

Teleconference and videoconference services

Teleconference facilities are available in each Ministerial suite in the Australian Parliament House. Local, national and international teleconferences can be made from fixed or mobile phones using the Department's teleconference service provider.

Video conferencing facilities can be provided in your Parliament House, Commonwealth Parliamentary and Electorate offices, upon request. The Department can also assist with booking and setting up videoconferences as required.

Ministerial Entitlements

Information on entitlements (the Guidance) is on the Ministerial and Parliamentary Services website under Services to Ministers: <https://maps.finance.gov.au/Guidance>

The guidance should be read in conjunction with information available from the Independent Parliamentary Expenses Authority: <https://www.ipea.gov.au/>. The Authority has advisory, reporting and auditing responsibilities for the work expenses (particularly travel expenses and allowances) of you and your staff.

Accountability and transparency

While the Department has allocated a budget to support you and the operations of your office, you are accountable for the use of public money to conduct your ministerial duties.

The Independent Parliamentary Expenses Authority prepares and publishes a range of reports providing transparency and accountability for work expenses. This includes a monthly report to you on work expenses claimed by you and your staff, and public reporting. Information on Ministerial expenditure can also be requested by Senators through Senate Estimates processes.

The Minister's Office Support Team in the Department can also provide regular reports to your office on service and equipment expenses met by the Department.

Communications and Media Support

The Department provides support for public engagement, and the development and implementation of communications strategies and information campaigns. This includes issues, social media and media management, market research, campaign advertising, displays, publications, opinion pieces and event advice.

We will engage with you and your media team to establish working arrangements and media handling protocols that suit your needs.

Media monitoring and transcripts

The Department uses iSentia as its media monitoring provider. Log-ins to the iSentia portal and training are available to your staff.

iSentia provides a media monitoring summary by email daily seven days a week – at 5.35am on weekdays and by 7am on Saturdays and Sundays. The summaries include the day's metropolitan print and online coverage and the previous evening's news coverage.

In addition to the email media summaries, an SMS text alert can be sent to identified mobile phones highlighting the top three stories for the day. This is available at 6am on weekdays and 7am on Saturdays and Sundays.

Your office may request transcripts of electronic media coverage captured on the Department's media monitoring portal pertaining to portfolio matters.

Media handling

A media support unit in the Department provides a central point of coordination for all media enquiries, media releases and ministerial communications products. Contact is through media@environment.gov.au or 02 6275 9880. The media unit is staffed from 8am to 6pm Monday to Friday.

The media unit can assist your office in providing answers to media enquiries on government programs and policies. The unit can coordinate the drafting of media releases and talking points, working across the Department.

Media releases

The Department, through the media team, can coordinate the drafting of media releases for consideration by your office. We will work with your office to establish a media release template.

Associated media and social media products can also be provided on request including tweets, Facebook and LinkedIn posts including images and videos, talking points, Q&As and web content.

Your office distributes ministerial media releases and alerts. Users can subscribe to media releases through your office or through the australia.gov.au email subscription service.

Departmental media releases are provided to your office for information prior to distribution and usually outline regulatory and compliance matters, high profile appointments or major portfolio reports.

Ministerial websites

Your website is hosted by the Department. It includes biographical information, links to your social media sites and sections for media releases, transcripts and speeches.

We will work with you and your media team to develop your ministerial website.

Communications products and services

The Department can provide your office with access to a range of communication production services including writing, editing, content development, graphic design, photography, video production, printing and distribution services.

We have an in-house graphic design and video production unit which offer a timely graphic design service and full video production capabilities including filming, editing and distribution on the Department's YouTube channel.

Digital media centre

The media centre is a feature of the Department's website which, along with the traditional section for ministerial and departmental media releases, includes options to source high resolution photos for media outlets and the general public, videos and links to the Portfolio's social media channels.

Social media

The Department's social media guidelines set out the principles governing the Department's engagement on social media channels. It can be provided on request.

The Department and Portfolio agencies engage on a number of social media platforms:

- Department: Facebook, LinkedIn, Instagram, Twitter (@envirogov) and YouTube (DeptEnvironment)
- National Landcare Program: Facebook, Twitter @AusLandcare
- Threatened Species Commissioner: Facebook, Twitter @TS Commissioner, YouTube
- Commonwealth Environment Water Holder: Twitter @theCEWH
- Australian Antarctic Division, Twitter @AusAntarctic, YouTube, LinkedIn
- Great Barrier Marine Park Authority: Facebook, Twitter @gbrmarinepark; YouTube, LinkedIn
- Bureau of Meteorology: Facebook, Twitter @BOM_au, YouTube, LinkedIn
- Parks Australia: Facebook, Twitter @Parks_Australia, YouTube
- Uluru-Kata Tjuta: Facebook
- Booderee: Facebook
- Clean Energy Finance Corporation: Twitter @CEFCAus, YouTube, LinkedIn
- Australian Renewable Energy Agency: Facebook, Twitter @ARENA_au, YouTube, LinkedIn

Issues and events

The Department can provide your office with a weekly calendar of media and event opportunities. We will work with your office to refine this product and associated working arrangements.

Event briefs can be provided at the request of your office. Event briefs typically outline times, contacts, speakers, key messages, media engagement, sensitivities, biographies and talking points and can be adjusted to meet your specific requirements and preferences.

Security

Security within your Parliament House Office is the responsibility of the Department's Agency Security Adviser. This includes the responsibility for ensuring that suitable security measures are implemented and maintained. Security briefings and training will be provided to your staff, including advice on handling of suspicious mail.

Your personal security, residential security and security outside Parliament House is the responsibility of the Security Coordination Branch of the Attorney-General's Department.

Basic security within the Commonwealth Parliamentary Offices and Electorate Offices is the responsibility of the Department of Finance, Ministerial and Parliamentary Services (MaPS).

https://maps.finance.gov.au/Guidance/Resources_for_Offices/Security-Office_and_Information

Storage, transport and disposal of classified information

The Department will provide security approved shredders, security containers and classified waste bins in your ministerial offices.

Requirements for storage, transport, destruction or disposal of classified information will be discussed with your office, in consultation with the Department's Agency Security Adviser.

Cyber security

The Commonwealth is currently undertaking a significant Cyber Uplift program affecting all Agencies to improve their cyber security and ensure that they have appropriately implemented the Australian Signals Directorates Essential 8 controls.

The Department is scheduled to participate in this program from October 2019, and has commenced its own internal Cyber Uplift program in-line with an upgrade to our legacy ICT systems and as we transition services from current services provider arrangements.

Office Equipment and Services

Your Parliament House Office is furnished by the Department of Parliamentary Services. Your Commonwealth Parliamentary Office is furnished by the Department of Finance.

The Department can provide additional office furniture and equipment to these offices, if required, including the purchase, delivery and installation. For items over \$10,000 a business case may be required.

The additional services and equipment available to your office include:

- water coolers
- ergonomic equipment
- indoor plants
- newspaper deliveries
- televisions
- additional art work
- postage and courier services.

Stationery

The Department will coordinate production of core stationery for your office including envelopes, 'With Compliments' slips, business cards and paper. The Department uses Australian-made 100% recycled paper for printing Ministerial Correspondence.

The Department will provide stationery proofs based on a standard style, to your office for consideration before any orders are placed.

Stationery and office supplies can be ordered online by your DLOs. There are some restrictions on stationery items that can be ordered through the whole of government supplier, about which the DLOs can advise.

Business Catering and Official Hospitality

Should you or your staff host a portfolio related meeting or event with stakeholders and catering is needed, your office must seek approval for the commitment of public money prior to the procurement of any services.

Your DLO can arrange the necessary approvals.

The Department is required to report frequently on ministerial and departmental functions, through the Senate Estimates process.

To avoid unnecessary catering requests, it is recommended that your office is stocked with light refreshments, for example, tea, coffee and biscuits, which can be purchased via the office's stationery account.

Transport and Travel

International travel

The Department liaises with your office and other agencies to facilitate official overseas travel for you, your spouse (if travelling) and accompanying members of your staff.

All overseas international travel requires approval of the Prime Minister. The Department assists you with this.

Your office is responsible for booking overseas flights and arranging travel visas for your party and vaccinations.

The Department works with the Department of Foreign Affairs and Trade (especially in-country Australian embassies) to book hotel rooms, facilitate airport transfer arrangements when in transit, make appropriate arrangements for your arrival/departure, and arrange your on-ground transport.

The Department also helps to arrange your program while overseas (e.g. scheduling of bilateral meetings with foreign counterparts).

Portfolio related overseas travel for you and your staff is funded by the Department of Finance, Ministerial and Parliamentary Services.

The Department is responsible for meeting all ancillary costs associated with that travel including hiring meeting rooms, office space and communications charges associated with portfolio-related business when travelling overseas.

COMCAR

COMCAR provides car-with-driver services to you, when undertaking parliamentary business. Guidance in relation to the use of COMCAR is available from the Independent Parliamentary Expenses Authority.

The Department is responsible for:

- the costs of car-with-driver services (COMCAR) for you and your spouse and dependent children; and
- at your request, the provision and costs of a private-plated vehicle based in Canberra, in lieu of car-with-driver service.

COMCAR drivers are unable to make or amend trip bookings on behalf of clients. All reservations must be made or amended by calling the National Operations Centre on 131 847.

Cabcharge card

You may also utilise a Cabcharge Fast Card if requested. All COMCAR and Cabcharge accounts can be facilitated by the Department.

Ministerial Briefs, Correspondence and Parliamentary Business

The Department manages the workflow between the Department and your office of:

- Ministerial correspondence
- Ministerial briefs and submissions
- Question Time briefs
- Responses to questions on notice

The Department also coordinates the Department's appearance at Senate Estimate hearings (and other Parliamentary committee inquiries), and supports Parliamentary tabling processes.

A Parliamentary Procedures and Preferences document will be provided to your Chief of Staff. It will be used to confirm procedures and templates (e.g. for letters and briefs).

Parliamentary Document Management System

The Parliamentary Document Management System (PDMS) is a web-based whole-of-government system for managing a range of parliamentary material. PDMS supports the creation, editing and approval of parliamentary documents and workflow to and from ministerial offices. While the workflow of parliamentary documents is largely managed by your DLOs, all ministerial staff are provided access to PDMS and are encouraged to use the system. PDMS training can be provided by the Department upon request.

Diplomatic cables

Diplomatic cables containing information which may be of interest to you and your office will be sent to your office in the standard courier service. Cables which are urgently required can also be secure faxed.

Courier service to Parliament House

A daily courier service is available for the collection and delivery of items between your Parliament House Office and the Department. The courier run times from the Department are: 9:30am, 12:30pm and 3:00pm daily.

Cabinet Business

The *Cabinet Handbook* sets out Cabinet processes, conventions and principles, including the responsibilities of Cabinet Ministers.

- www.pmc.gov.au/resource-centre/government/cabinet-handbook

The Cabinet Handbook is reviewed after each election and updates made.

A Cabinet Liaison Officer within the Department helps to manage Cabinet business, including lodgement of submissions and forecasting of Cabinet business.

DLOs can access Cabinet documents for you and your staff. Direct access to Cabinet documents can also be arranged for your staff, subject to them having appropriate security clearance.

Cabinet business lists (i.e. agendas) are provided to your office by the Cabinet Secretary. The Department will provide briefing for all items you lead on, and may also be able to provide briefing on items for other portfolio Ministers.

Legal Advice

The Department's General Counsel can provide you with legal advice about your ministerial responsibilities.

Managing Conflicts of Interest

The Department can assist with the management of any conflicts arising from your role as Minister, such as regulatory and funding decisions that may involve actual or perceived conflicts.

Within 28 days of making an oath or affirmation, each Member of Parliament is required to provide to the Registrar of Members' Interests a statement of the Member's registrable interests. The registrable interests of which the Member is aware of the Member's spouse and any children wholly or mainly dependent on them for support must also be included in the statement. The statement is to include:

- in the case of new Members, interests held at the date of the Member's election;
- in the case of re-elected Members of the immediately preceding Parliament, interests held at the date of dissolution of that Parliament; and
- changes in interests between these dates and the date of the statement.

Legislative Processes

A Legislation Liaison Officer within the Department provides a primary point of contact between for all primary and delegated legislation (e.g. legislative instruments or notifiable instruments).

The Legislation Liaison Officer:

- coordinates legislation bids;
- coordinates parliamentary processes for the making of legislation, including the Legislation Approval Process, printing and lodgement of bills and related materials;
- works on the programming of legislation in Parliament, proposed government amendments, changes to timing for bills or urgency of bills for debate; and
- monitors the progress of bills in the Parliament.

The Legislation Liaison Officer also oversees delegated legislation processes, including:

- management of the registration and tabling of legislative instruments, notifiable instruments and Gazette notices;
- coordination of Executive Council bids processes;
- coordination of parliamentary processes; and
- oversight of Portfolio legislative instruments' sunseting processes.

The Legislation Liaison Officer provides your office with a list of instruments that are open to disallowance ahead of each sitting week.

Freedom of Information Processes

The General Counsel Branch coordinates processing of all Freedom of Information (FOI) requests to the Department. Where an FOI request made to the Department involves potentially sensitive documents arising from your Ministerial responsibilities, we will consult with your office.

You and your office are a separate agency for FOI purposes. You may want your office to handle FOI requests itself. Otherwise, the General Counsel Branch can assist with management and processing of FOI requests received by your office. This includes assisting with:

- refining the scope of requests
- document search and retrieval
- FOI document management
- consultation with relevant third parties
- preparing draft decision letters
- issuing decisions

We can provide FOI training to your staff.

Information about FOI requests across the portfolio is provided in a weekly report to your office.

Budget Processes

The Department helps to coordinate Budget proposals and submissions across the whole Portfolio. This includes advice on priorities and strategy, coordination of submissions, and general support with Budget processes.

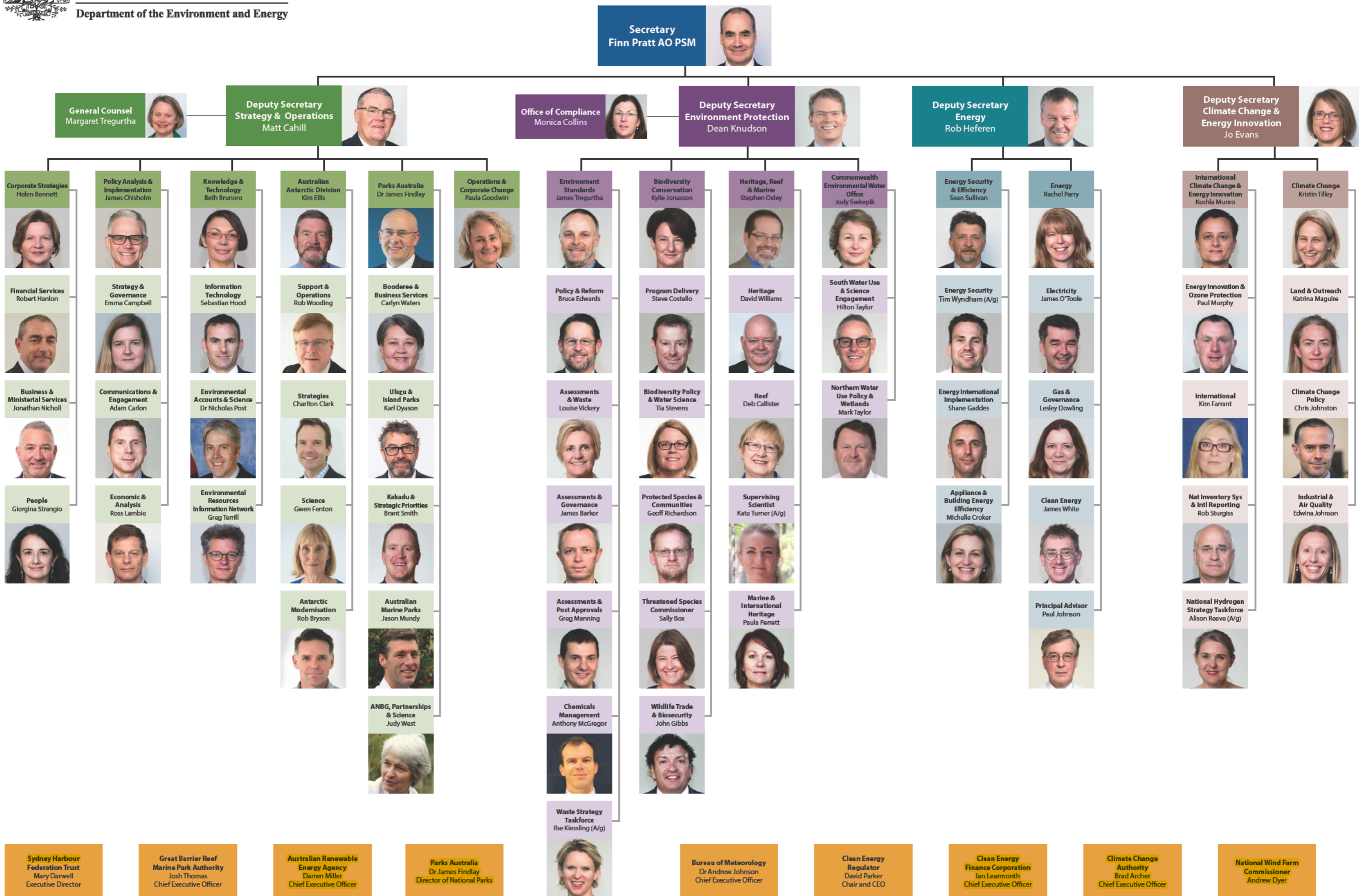
ATTACHMENTS

A – Department Structure Chart

B – Department Functional Chart

C – Overview of Portfolio Agencies and Companies

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ATTACHMENT B – DEPARTMENT FUNCTIONAL CHART

<p>Strategy and Operations Group Matt Cahill</p>	<p>Environment Protection Group Dean Knudson</p>	<p>Energy Group Rob Heferen</p>	<p>Climate Change and Energy Innovation Group Jo Evans</p>
<p>Corporate Strategies Division, Helen Bennett</p> <ul style="list-style-type: none"> Provides Corporate Services to the Department and Minister Ministerial support Property and Security services Human Resources management Financial management Other corporate advice, services and strategies 	<p>Environment Standards Division, James Tregurtha</p> <ul style="list-style-type: none"> Environmental impact assessments and approvals under the EPBC Act and management of post-approval obligations Waste, including coordinating the National Waste Policy Administration of Product Stewardship, Hazardous Waste and Sea Dumping legislation Developing a cooperative framework and Commonwealth legislation to manage industrial chemicals of concern Oversight of Australian Government response to PFAS contamination Leads on international chemical and waste conventions 	<p>Energy Division, Rachel Parry</p> <ul style="list-style-type: none"> Advice on national energy market reforms for wholesale, retail and network policy to promote affordable, secure and reliable energy supply Develops and implements policies on gas and electricity markets and energy consumers Delivers national energy market reforms by working with the COAG Energy Council COAG Energy Council Secretariat Maintain all energy communications and websites Renewable energy policy including the Small scale Renewable Energy Scheme 	<p>International Climate Change and Energy Innovation Division, Kushlia Munro</p> <ul style="list-style-type: none"> International climate change engagement, including the Kyoto Protocol and Paris Agreement Carbon accounting, including greenhouse gas inventory reporting Clean energy innovation, including policy issues associated with ARENA and the CEFC Ozone protection and the management of synthetic greenhouse gases, including international engagement under the Montreal Protocol International capacity building and technical support programs
<p>Policy Analysis and Implementation, James Chisholm</p> <ul style="list-style-type: none"> Communications and media Corporate plans, annual reporting Budget processes Supports best practice policy development and implementation across the Department Chief Risk Officer ANAO and internal audit Department governance, including Executive Board, Audit Committee International policy and travel Economic analysis Energy data 	<p>Biodiversity Conservation Division, Kylie Jonasson</p> <ul style="list-style-type: none"> Leads policy development and implementation on protection and sustainable use of Australia's native plants, animals and landscapes Leads engagement in Convention on Biological Diversity, CITES and Convention on Migratory Species Manages environment investment programs such as the National Landcare Program and the new Indigenous Protected Area Program EPBC Act administration relating to wildlife trade, species and ecological community listings Threatened Species Scientific Committee Secretariat Independent Expert Scientific Committee on Coal Seam Gas and Large Coal Mining Development (IESC) Secretariat 	<p>Energy Security and Efficiency Division, Sean Sullivan</p> <ul style="list-style-type: none"> Supports the sustainability and reliability of Australia's electricity, gas and liquid fuel markets Energy security, including monitoring and assessment of energy security across electricity, gas and liquid fuels National energy emergency and critical energy infrastructure resilience fora International energy engagement Snowy Hydro Limited shareholder responsibilities Standards, programs and innovative practices to improve energy efficiency and productivity for appliances, residential and commercial buildings, industry, vehicles and fuels Fuel quality standards and the national phase out of leaded racing fuels 	<p>Climate Change Division, Kristin Tilley</p> <ul style="list-style-type: none"> Policies and programs that reduce Australia's greenhouse gas emissions Projections of Australia's future greenhouse gas emissions Analysis of abatement estimates for policies Emissions Reduction Fund (ERF) methods and policy ERF governance including policy issues related to CCA and CER Air quality policy and regulation Transport, waste and energy efficiency emissions reduction policy Safeguard Mechanism Climate science including policy issues related to BOM Climate change adaptation Carbon Neutral Program
<p>Knowledge and Technology Division, Beth Brunoro</p> <ul style="list-style-type: none"> Ministerial and Departmental ICT support, including Chief Information Officer National Environmental Science Program Science, information and technology to support environment and energy outcomes Environmental-economic accounts Data governance and management, including Chief Data Officer Geological and Bioregional assessments State of the Environment reporting Spatial data and mapping 	<p>Heritage, Reef and Marine Division, Stephen Oxley</p> <ul style="list-style-type: none"> Great Barrier Reef policy, the Reef 2050 Plan and programs delivered through the Reef Trust, including the Great Barrier Reef Foundation Partnership National heritage policy and management, Australian Heritage Strategy, Australian Heritage Council, World Heritage Committee engagement International Whaling Commission Marine policy and development assistance programs in the Asia Pacific Region Supervising Scientist for the Alligator Rivers Region (Ranger uranium mine) Administers the Aboriginal and Torres Strait Islander Heritage Protection Act 	<p>Snowy Hydro Limited, Paul Broad</p>	<p>Climate Change Authority, Brad Archer</p>
<p>Parks Australia and Director of National Parks, James Findlay</p> <ul style="list-style-type: none"> The Director of National Parks is a statutory office holder and sole corporate Commonwealth Entity under the Environmental Protection and Biodiversity Conservation Act 1999 Responsible for six national parks, the Australian National Botanic Gardens and 59 marine reserves Assisted by the staff of Parks Australia, a division of the department 	<p>Commonwealth Environmental Water Office and Commonwealth Environmental Water Holder, Jody Swirepik</p> <ul style="list-style-type: none"> The Water Holder is a statutory position established by the Water Act 2007 Manages the Commonwealth environmental water holdings to protect and restore environmental assets of the Murray-Darling Basin Ramsar Convention on Wetlands of International Importance 	<p>Clean Energy Regulator, David Parker</p>	<p>Clean Energy Finance Corporation, Ian Learmonth</p>
<p>Australian Antarctic Division, Kim Ellis</p> <ul style="list-style-type: none"> Advances Australia's strategic, scientific, environmental and economic interests in Antarctica and the Southern Ocean Antarctic Treaty system engagement Scientific research in Antarctica, the sub-Antarctic and Southern Ocean Australian Antarctic Territory and the Territory of Heard Island and McDonald Islands Three year-round and one summer-only scientific research stations in Antarctica and one on sub-Antarctic Macquarie Island 	<p>Office of Compliance, Monica Collins</p> <ul style="list-style-type: none"> Investigates cases of serious non-compliance Engages in areas of emerging risk Assures the integrity of the regulatory system Maintains custodianship of the Department's compliance activities 	<p>Australian Renewable Energy Agency, Darren Miller</p>	<p>Bureau of Meteorology, Andrew Johnson</p>
<p>General Counsel Branch, Margaret Tregurtha</p> <ul style="list-style-type: none"> Legal advice, including procuring external legal services where appropriate Managing litigation and dispute resolution matters Freedom of Information obligations, Ombudsman and privacy matters Manages the Portfolio's legislation agenda 	<p>Great Barrier Reef Marine Park Authority, Josh Thomas</p>		
<p>Operations and Corporate Change, Paula Goodwin</p> <ul style="list-style-type: none"> Supports the Antarctic Division to drive change to implement the Australian Antarctic Strategy Implements the delivery of a shared corporate services model incorporating Parks Australia and the Antarctic Division 			
<p>Sydney Harbour Federation Trust, Mary Darwell</p>			

ATTACHMENT C – OVERVIEW OF PORTFOLIO AGENCIES AND COMPANIES

Director of National Parks

Agency Head: James Findlay, Director of National Parks

Role: Responsible for seven Commonwealth terrestrial reserves (six national parks and one botanic garden) and 59 Australian Marine Parks, established under the EPBC Act. These are:

- Booderee, Kakadu and Uluru-Kata Tjuta National Parks, which are each jointly managed with their Aboriginal Traditional Owners and have a statutory appointed board
- national parks in the Australian territories of Norfolk, Christmas and Cocos (Keeling) Islands
- the Australian National Botanic Gardens, which is a major national institution for the study, display and conservation of Australian plants
- 59 marine parks that extend from the sub Antarctic waters of Heard and Macdonald Islands over 8000 kilometres to the tropical reefs of the Coral Sea

Budget: \$78.7 million in 2018-19.

Staffing: Average Staffing Level 331 in 2018-19, with staff employed by the Department and made available to DNP.

Board of Management: No, the position of Director of National Park is a statutory position established under the EPBC Act.

Name	Appointed on	Appointment Expiry
Dr James Findlay	26/11/2018	25/11/2023

Bureau of Meteorology

Agency Head: Dr Andrew Johnson, Director

Role: Provide trusted, reliable and responsive weather, water, climate and ocean services

- monitor and report on current conditions
- provide forecasts, warnings and long-term outlooks
- analyse and explain trends

Budget: \$400 million in 2018-19.

Staffing: Average Staffing Level of 1,569 in 2018-19.

Board of management: No, but the Director of Meteorology is a statutory position

Name	Appointed on	Appointment Expiry
Dr Andrew Johnson	29/08/2016	28/08/2021

Great Barrier Reef Marine Park Authority

Agency Head: Josh Thomas, Chief Executive Officer

Role: Protection and management of the Great Barrier Reef Marine Park, including:

- preparing zoning and management plans, regulating activities in the Park, compliance, on-ground management
- generating and providing expert knowledge to inform policy and action to protect the Reef
- working cooperatively with Marine Park users, Traditional Owners and others to educate and foster stewardship to protect the Reef

Budget: \$83 million in 2018-19, including \$25 million for joint field management co-funded by the Queensland Government.

Staffing: Average Staffing Level of 222 in 2018-19.

Board of management:

Member name	Appointed on	Appointment Expiry
Dr Ian Poiner (Chairperson)	29/10/2018	28/03/2023
Mr Josh Thomas (CEO)	18/03/2019	17/03/2024
Ms Wendy Morris	07/02/2019	06/02/2024
Mr Dave Stewart	23/07/2015	22/07/2023
Prof Emma Johnston AO	05/05/2016	04/05/2021
Vacant (Indigenous member)		
Vacant		

Sydney Harbour Federation Trust

Agency Head: Mary Darwell, Executive Director

Role: Responsible for the remediation, conservation and adaptive re-use of 145 hectares of former Defence lands on Sydney Harbour to enhance natural and cultural values and maximise public access.

Budget: \$19 million in 2018-19, primarily derived from revenue generated from Trust sites.

Staffing: Average Staffing Level of 63 in 2018-19.

Board of management:

Member name	Appointed on	Appointment Expiry
Mr Joseph Carrozzi	01/07/2018	30/06/2021
Ms Jean Hay AM (Deputy Chair)	06/04/2017	05/04/2020
Mr Garth Callender	06/04/2017	05/04/2020
Ms Josephine Cashman	01/07/2018	30/06/2021
Ms Sandra Hook	29/04/2019	28/04/2022
Ms Jessica Keen	01/07/2018	30/06/2021
Mr Tim James	01/04/2019	31/03/2022
Vacant (NSW nominated)		

Clean Energy Regulator

Agency Head: David Parker AM, Chair

Role: Administers legislated schemes for measuring, managing, reducing or offsetting Australia's carbon emissions.

- National Greenhouse and Energy Reporting Scheme
- The safeguard mechanism
- Emissions Reduction Fund
- Renewable Energy Target
- Australian National Registry of Emissions Units

Budget: \$372 million in 2018-19.

Staffing: Average Staffing Level of 322 in 2018-19.

Board of management:

Member name	Appointed on	Appointment Expiry
Chair – Mr David Parker AM	03/07/2017	02/07/2022
Ms Anne T Brown	04/06/2017	03/06/2020
Ms Virginia Malley	04/06/2017	03/06/2020
Mr Michael D'Ascenzo AO	22/03/2018	21/03/2021
Dr Peter Davis	18/01/2016	17/01/2021

Climate Change Authority

Agency Head: Brad Archer, Chief Executive Officer

Role: Conducts statutory reviews, and other reviews and research on climate change matters.

Budget: \$1.8 million in 2018-19.

Staffing: Average Staffing Level of 9 in 2018-19.

Board of management:

Member name*	Appointed on	Appointment Expiry
Dr Wendy Craik AM (Chair)	12/10/2015	11/10/2020
Mr Stuart Allinson	12/10/2015	11/10/2020
Ms Kate Carnell AO	12/10/2015	11/10/2020
The Hon. John Sharp AM	12/10/2015	11/10/2020
Dr Russell Reichelt	01/04/2019	14/03/2024
Mr Mark Lewis	01/04/2019	14/03/2024
Dr Alan Finkel – Ex-officio	N/A	N/A

Australian Renewable Energy Agency

Agency Head: Darren Miller, Chief Executive Officer

Role: Improve the competitiveness of renewable energy technologies and increase the supply of renewable energy in Australia

- provides grant funding to researchers, developers and businesses that have demonstrated the feasibility and potential commercialisation of their project
- shares knowledge to help the renewable energy industry and other stakeholders learn from each other

Budget: \$346 million in 2018-19.

Staffing: Average Staffing Level of 30, with all staff other than the Chief Executive Officer and the Chief Financial Officer employed by the Department and made available to ARENA.

Board of management:

Member name	Appointed on	Appointment Expiry
Mr Martijn Wilder AM (Chair)	18/04/2018	17/04/2020
Ms Susan Jeanes	18/04/2018	17/04/2020
Mr Dougal McOmish	18/04/2018	17/04/2020
Ms Samatha Hogg	18/04/2018	17/04/2020
Ms Stephanie Unwin	18/04/2018	17/04/2020
Ms Meg McDonald	18/04/2018	17/04/2020
Mr Finn Pratt AO PSM (alternate is Ms Jo Evans)	22/10/2015	Valid while holding office of Secretary of the Department of the Environment and Energy

Clean Energy Finance Corporation

Agency Head: Ian Learmonth, Chief Executive Officer

Role: Increasing the flow of funds to renewable energy, energy efficiency and low emissions technologies and related technologies and businesses to help overcome financial market barriers.

Budget: the CEFC has \$10 billion available to it from the Government for investment. Returns on these investments cover operational costs and the cost of Government borrowing.

Staffing: Average Staffing Level of 112 in 2018-19.

Board of management:

Member name	Appointed on	Appointment Expiry
Mr Steven Skala AO (Chair)	07/08/2017	06/08/2022
Mr Philip Coffey	01/02/2018	31/01/2023
Ms Leeanne Bond	07/08/2017	06/08/2022
Ms Samantha Tough	07/08/2017	06/08/2022
Ms Nicola Wakefield Evans	07/08/2017	06/08/2022
Ms Laura Reed	01/02/2018	31/01/2023
Ms Andrea Slattery	01/02/2018	31/01/2023

Snowy Hydro Limited

Agency Head: Paul Broad, Chief Executive Officer

Role: A Government Business Enterprise with integrated energy assets including the Snowy Hydro Scheme and other electricity generating assets, and operations in the electricity retail market

Staffing: Average Staffing Level of 512 in 2018-19.

Board of management:

Member name	Appointed on	Appointment Expiry
Mr Noel Cornish AM, Chair	2012 AGM (August 2012)	31/12/2019
Mr Paul Broad, CEO	2013 SGM (June 2013)	At the discretion of the Board
Ms Leeanne Bond	2015 AGM (November 2015)	30/06/2021
Mr Nigel Clark ¹	2014 AGM (May 2015)	30/06/2019
The Hon Helen Coonan	2013 AGM (January 2014)	31/12/2019
Mr Michael Ihlein ²	2012 SGM (August 2012)	30/06/2019
Ms Joycelyn Morton	2012 SGM (August 2012)	30/06/2021
Mr Richard Sheppard	2014 AGM (May 2015)	31/12/2019
Mr Scott Mitchell	26/03/2019	25/03/2022
Ms Karen Moses	01/07/2019	30/12/2022
Ms Sandra Dodds	01/07/2019	30/12/2022

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