

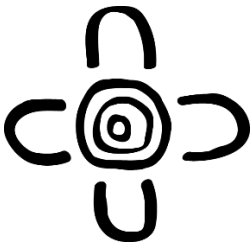
Minister for Resources

Incoming Government Brief

Supporting you and your office

May 2025

Acknowledgement of Country



Our department recognises the First Peoples of this Nation and their ongoing cultural and spiritual connections to the lands, waters, seas, skies, and communities.

We Acknowledge First Nations Peoples as the Traditional Custodians and Lore Keepers of the oldest living culture and pay respects to their Elders past and present.

We extend that respect to all First Nations Peoples.

Supporting your Office

Our priority is to assist your office get ready for a second term

The primary point of contact in the department to assist you is:

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Neal Mason

Deputy Secretary
Enabling and Business Services

s22

Neal will be available as you re-establish your office.

s22

Tegan Johnson

General Manager
Ministerial and Executive Enabling

s22

Tegan will be your ongoing point of contact.

In addition, our dedicated ICT executive support function will assist with your IT, mobile, communications and office equipment needs. The first point of contact for this service is:

s22

Rebecca Lee

Chief Information Officer

s22

The Executive ICT Support team provide 24/7 on-call support for all ICT requirements in your Parliament House and Ministerial Office.

s22

As soon as practical

☐ The Secretary will provide you the Incoming Government Brief.

☐ The Secretary will meet with you and arrange meetings with senior officials across the department and portfolio entities.

☐ If required, we can immediately provide you with temporary staff for your consideration.

☐ We will provide you with the opportunity to refresh your mobile phone and iPad.

☐ The Department of Finance will determine any changes to your Parliament House office location and the timing of its set up if required.

☐ We will refresh your Departmental Liaison Officers for the new term of government.

☐ We will reconfirm your preferences for correspondence, briefing, submissions, FOI and other administrative tasking matters.

☐ We will provide you with the opportunity to re-take your official portrait.

Key contacts

s22

Meghan Quinn

Secretary

Phone: s22

Email: s22 @industry.gov.au

s22

Nino Miletovic

Chief of Staff

s22

Email: s 22 @industry.gov.au

s22

Robert Jeremenko

Deputy Secretary Resources and Strategy

s22

Email: s 22 @industry.gov.au

s22

Julia Pickworth

Deputy Secretary Industry and Commercialisation

s22

Email: s 22 @industry.gov.au

s22

Helen Wilson

Deputy Secretary Science and Technology

s22

Email: s 22 @industry.gov.au

Backfill arrangements

If required, the department can provide you with interim staff to cover leave and/or vacancies. They will be ready to assist after the formal ministry announcement is made.

Quick Reference Guide

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Supporting your Office

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How to use this Document

This document provides information on how you and your office can access departmental support.

Supporting your Office

Neal Mason, Deputy Secretary for Enabling and Business Services, and Tegan Johnson, General Manager Ministerial and Executive Enabling, will be your ongoing points of contact

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Neal Mason

Deputy Secretary Enabling and Business Services

s22

s22

Tegan Johnson

General Manager Ministerial and Executive Enabling

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Departmental support contacts are summarised at **Appendix A** and a checklist for your office is at **Appendix B**.

Your ministerial staffing allocation

Your ministerial employees are employed by you under the *Members of Parliament (Staff) Act* (MOP(S) Act). The Prime Minister determines the number and level of personal employee positions allocated to each Minister or Assistant Minister and will advise you via letter.

You may seek assistance with recruitment processes from the Parliamentary Workplace Support Service (PWSS). The PWSS provides parliamentarians and MOP(S) employees with a wide range of human resources and work health and safety support, including advice on how to recruit and support the good performance of your staff. PWSS also provides wellbeing support, conflict resolution and early intervention to all Commonwealth Parliamentary Workplace (CPW) employees. See pwss.gov.au for more information.

Ministerial employees are required to meet several additional employment requirements, including obtaining a negative vetting level 2 (NV2) security clearance, adhering to the [Behaviour Code for staff employed under the MOP\(S\) Act](#) and submitting a statement of private interests. The ministerial support team will assist your office with these arrangements.

Interim and backfill staff

In the event of temporary vacancies in your office, the department can assist you with backfill arrangements for ministerial staff. Backfilling arrangements can be provided for up to 12 weeks. An Australian Public Service (APS) official has legislative apolitical obligations while supporting your office and will not be able to take on political responsibilities.

Departmental Liaison Officers

We will provide your office with Departmental Liaison Officers (DLOs) in accordance with the Prime Minister's allocation. DLOs are an important apolitical link between the department and your office on portfolio matters. DLOs work cooperatively with your office, the department and their counterparts in other ministers' offices.

DLOs manage the workflow of ministerial submissions, correspondence and briefings into your office. They assist with Senate Estimates processes, Parliamentary Questions and Motions, Cabinet and associated committee briefings, legislation and other portfolio matters. DLOs have access to secure systems including CabNet+ and other documents (for example, minutes and cables from certain agencies).

DLOs are APS officials and cannot be directed to perform, nor may they undertake, work of a political nature including involvement in political meetings, activities, advocacy or electorate matters.

Ministerial offices

The Ministerial and Parliamentary Services Division (MaPS) in the Department of Finance may reallocate Ministerial and Commonwealth Parliament Offices in the next term of parliament. In the event of any reallocations, we will ensure all requirements and connections are updated accordingly.

The department has offices in all capital cities with meeting room facilities which may be used for portfolio-related meetings. DLOs can help book these facilities.

The ministerial support team will supply stationery, office assets and other items such as document shredders and security rated bags to transfer Cabinet documents.

We will provide the paperwork needed to onboard new staff onto the department's ICT systems and help with their security clearance application. Security clearances need to be initiated before ICT access is granted. Additional information on ICT equipment is set out in the **Information security and support** section of this document.

Executive Board

Secretary | Meghan Quinn PSM

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Chief of Staff: Nino Miletovic – s22

Executive Officer: s22

Executive Assistant: s22

Meghan has been Secretary since August 2022 and is the department's accountable authority. Prior to joining DISR Meghan worked across both the public and private sector. She brings a wealth of experience to this role from her former positions at Treasury, the Department of the Prime Minister and Cabinet (PM&C) and the Bank of England.

Throughout her career she has provided advice on a wide range of economic policy areas including financial markets, superannuation, corporate governance, international relations, structural reform, industry policy, macroeconomics, climate change mitigation, forecasting and modelling.

In 2009, Meghan was awarded a Public Service Medal for outstanding public service in the development of climate change policy and she has a Master of Economics from the London School of Economics and Bachelor of Economics from the University of Western Australia.

Meghan chairs the department's Executive Board, which includes its Deputy Secretaries. The Executive Board is the department's most senior advisory forum and it supports the Secretary to discharge her duties under the *Public Governance, Performance and Accountability Act*, the *Public Service Act* and other legislative and regulatory obligations.

Meghan works collaboratively with industry and the public services on issues relevant to the portfolio. She is a member of the Secretaries Board, which meets monthly and sets the strategic direction for the public service. She is an ex-officio member of the IISA Board and an observer of the CSIRO and ANSTO Boards.

Deputy Secretary | Neal Mason

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Executive Officer: s22

Executive Assistant: s22

Neal is Deputy Secretary of the **Enabling and Business Services Group**. Neal joined the department in November 2022 from the National Emergency Management Agency (NEMA). Neal led NEMA's policy and programs teams as the Deputy Coordinator General of the Disaster Resilience and Recovery Group.

Neal has nearly two decades of experience in the APS, where he has led significant change and transformation programs in corporate and policy fields. Neal has held several senior executive roles over the past 18 years across a range of departments. Prior to joining the APS, Neal held senior management positions in the private sector across the ICT and insurance industries.

Neal holds a Bachelor of Business and is a graduate of the Australian Institute of Company Directors.

Neal leads these divisions:

| | |
|---|---|
| Business Grants Hub Division | Provides a design and delivery service for grants to businesses for 11 Commonwealth departments, including the Department of Industry, Science and Resources. Division also has policy responsibility for the Cooperative Research Centres Program, the largest grant program within the portfolio, enabling industry-led collaborative research and development. |
| Chief Counsel and Integrity Division | Enables the department to achieve its objectives lawfully and with integrity by providing professional and trusted legal, privacy, FOI, legislative, risk, security, probity, fraud control and integrity services. Also responsible for the administration of the public interest disclosure scheme within the department and liaison with the Commonwealth Ombudsman. |
| Chief Finance Officer Division | Builds and maintains an efficient and financially sustainable organisation. Responsible for financial statements, financial reporting, financial operations, capital investment and procurement. Provides payroll shared services for the department and 13 other Commonwealth entities, and financial systems administration for the department and three other Commonwealth entities. |

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|---|--|
| Chief Information Officer Division | Develops and implements technology initiatives to support service delivery. Manages and establishes IT policies, strategies, and standards for the department. Supports enterprise functions, services, and solutions that enable policy outcomes and government services. |
| Chief Operating Officer Division | Provides services that support the delivery of the department's outcomes in areas such as audit, communications, people, and property management. Manages internal audits and compliance, handles communication functions, supports workforce initiatives, and oversees the department's property portfolio to ensure a secure and efficient work environment. |

Deputy Secretary | Robert Jeremenko

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Executive Officer: s22

Executive Assistant: s22

Robert is Deputy Secretary of the **Resources and Strategy Group**.

Robert was the Head of the Oil and Gas Division until April 2025. Before joining the department in February 2023, he held senior roles in both Fiscal and Markets groups at the Treasury. Robert also worked on the personal staff of multiple federal treasurers, where he developed and implemented tax and superannuation policy.

Robert is a senior executive leader with over 25 years of experience in developing and implementing major policy reform. His career includes a role as Head of International Government Affairs at one of Australia's largest banks. He also held a senior executive position at a not-for-profit professional association.

Robert holds degrees in Law and Science from the Australian National University. He is a barrister and solicitor of the High Court of Australia.

Robert leads these divisions:

| | |
|--|---|
| Analysis and Insights Division | Provides robust economic analysis and advice, business insights and access to data supporting priorities in industry, science, technology, and resources. Publishes analysis on resource exports and innovation statistics. |
| Australian Radioactive Waste Agency | Provides advice on the safe and secure long-term management of Australia's radioactive waste from generation through to disposal, and for implementing disposal pathways. |

| | |
|--|---|
| International Strategy and National Security Division | Provides targeted advice and delivery across strategic international and national security matters. This includes overseeing the International and National Security Engagement Strategies, balancing domestic and international policy and economic prosperity and national security in the national interest. |
| Minerals and Resources Division | Supports a strong resources sector by providing policy advice and administering activities in relation to the exploration, development, investment and management of Australia's minerals resources. |
| Oil and Gas Division | Supports the transition to net zero by developing and implementing frameworks for gas and offshore resources to balance Australia's social, economic, and environmental outcomes. |
| Strategic Policy Division | Ensures coherence across the portfolio and strategic alignment with government priorities by building connections, identifying emerging issues and strategic opportunities. |

Deputy Secretary | Julia Pickworth

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Executive Officer: s22

Executive Assistant: s22

Julia is Deputy Secretary of the **Industry and Commercialisation Group**. Prior to this role, she was First Assistant Secretary at the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. She brings experience from across several Australian Government departments, including Prime Minister and Cabinet, Regional Australia, Human Services and Agriculture, Fisheries and Forestry. Her roles have spanned research, programs, policy, governance, Cabinet, and ministerial and parliamentary support.

Julia is a leader known for bringing policy, program and stakeholder expertise together to lead complex work in a collaborative way. She has demonstrated this across Australian Government infrastructure investments, in regional policy and programs, and working with states and territories.

Julia holds a Bachelor of Economics (Social Sciences) from the University of Sydney and a Masters in Environmental Science (Human Geography) from the Australian National University.

Julia leads these divisions:

| | |
|--|--|
| Anti-Dumping Commission | Investigates and remedies unfair international trade practices, particularly the dumping and subsidisation of imported goods that can injure Australian industries. |
| AusIndustry | Provides gateways for government to support Australia's 2.6 million small and medium businesses by connecting businesses to the information, services and funding opportunities. |
| Australian Building Codes Board | Ensures safe and sustainable building and plumbing systems through regulatory and non-regulatory measures, in collaboration with Australian governments and industry. |
| Commercialisation Division | Draws on the expertise and collaboration of government and industry stakeholders to support an innovative commercialisation ecosystem for Australian prosperity and resilience. Delivers policy and programs and supports the Industry Innovation and Science Board to foster Australian innovation and commercialisation. |
| Industry and Manufacturing Division | Provides advice to support Australian industry and manufacturing in becoming sustainable, resilient and robust. Develops policies that prioritise national interests to boost Australia's industrial innovation and support industries to capture opportunities during the transition to net zero. |
| Sovereign Capability and Supply Chains Division | Builds Australia's sovereign industrial base through investments in priority areas of the economy, promoting local participation, supporting major projects, and managing supply chains critical to our economic resilience and national security. |

Deputy Secretary | Helen Wilson

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Executive Officer: s22

Executive Assistant: s22

Helen is Deputy Secretary of the **Science and Technology Group**. Helen has spent over 18 years in the Australian Public Service working on climate change, infrastructure, monetary and fiscal policy. She has implemented programs and been responsible for negotiations with a range of stakeholders, including state and territory governments, and has over eight years' experience in the Department of the Prime Minister and Cabinet.

Helen also brings experience to this role from her time as Deputy Australian Statistician at the Australian Bureau of Statistics (ABS). At ABS she led the Statistical Services Group which produced demographic, economic and social statistics. Helen was Deputy Commissioner and Chief Operating Officer at the Australian Public Service Commission (APSC).

Helen's private sector experience includes seven years as an economist in the financial sector, working in Sydney and London, and running a small manufacturing business. Helen has a Bachelor of Economics and Arts from the Australian National University.

Helen leads these divisions:

| | |
|---------------------------------------|---|
| Australian Space Agency | Works across government, industry, and academia to advance Australia's position in the global space economy through policy advice, program implementation, international partnerships and regulation. |
| National Measurement Institute | Delivers the 'weights and measures' functions of the Commonwealth, including maintaining measurement standards and sovereign capabilities, providing specialist services for government and businesses, and regulating measurement for fair trade. |
| Questacon | Questacon's vision is for Australians to be inspired by science and technology and the opportunities it creates for the future. We do this by creating fun interactive learning experiences delivered through our STEM education programs across Australia and at our purpose-built facility in Canberra. |
| Science Division | Builds and leverages Australia's science and quantum capabilities to increase national prosperity and wellbeing, including delivering related policy advice and programs and supporting independent science advice to government. |

**Strategic
Examination of
Research &
Development (R&D)
Secretariat**

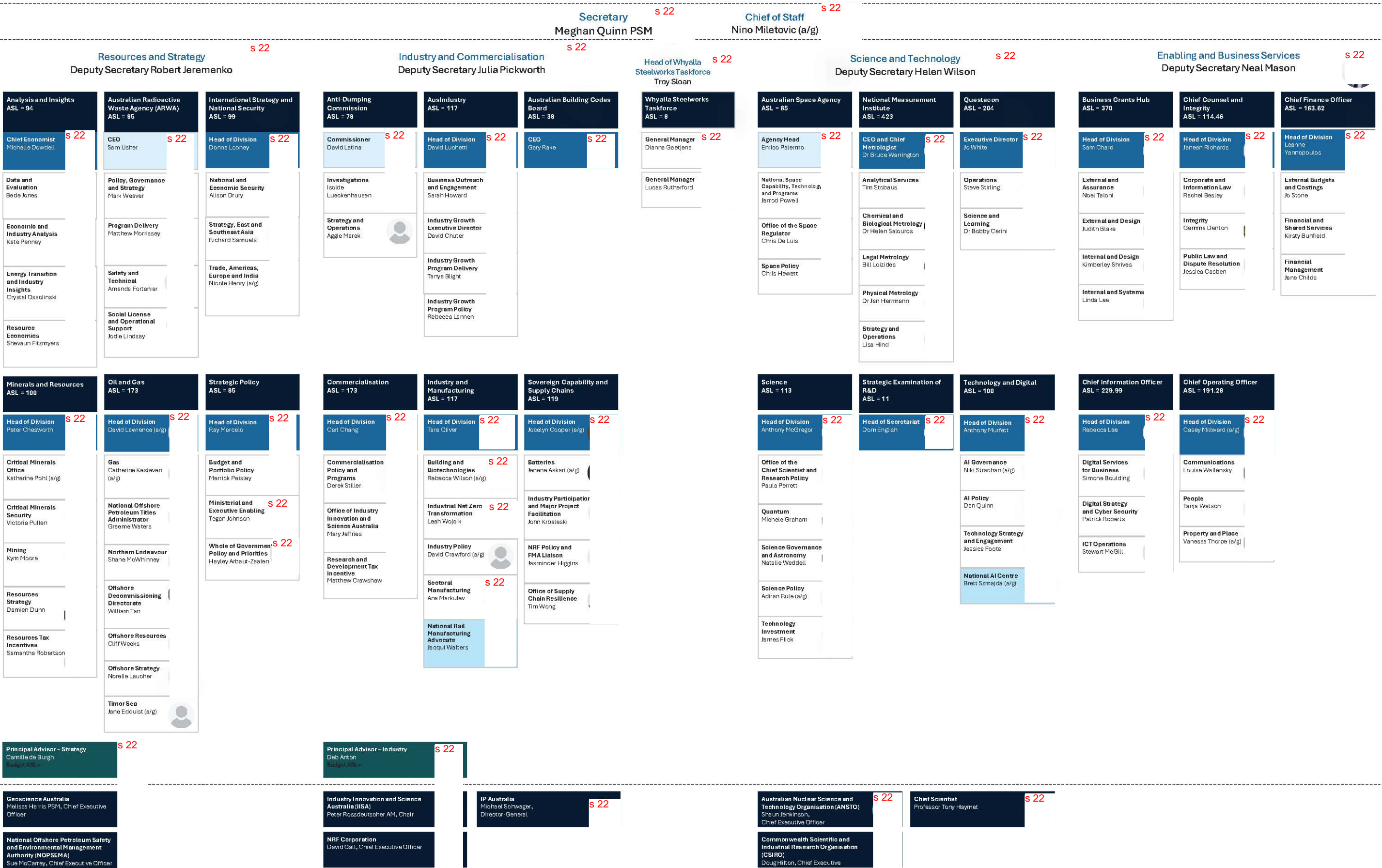
The Strategic Examination of R&D is led by an independent panel, supported by a Secretariat, responsible for providing independent evidence-based advice to the government on how to increase the value and impact of investments in research and development in Australia. It will include advice on how to stimulate business investment in R&D and better leverage Australia's scientific strengths to help address national priorities and foster new industries.

**Technology and
Digital Division**

Maximises the benefits of Australia's technology and digital capabilities by providing policy advice and programs that drive the development, adoption, and implementation of technologies responsibly.

Department of Industry, Science and Resources

Organisation Chart as at 5 May 2025



Working with your Office

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Working with your Office

Engaging with your office

The department will work with your office to re-establish regular meetings with key departmental officers including the Secretary, Deputy Secretaries, Heads of Divisions and portfolio entities. These meetings provide an opportunity to gain an insight into your views, discuss complex matters and seek further instructions on implementing your agenda.

Your briefing workflow

The department will work with you to re-confirm your briefing templates and workflow preferences, ensuring timely support for your priorities.

The government's official record keeping system, Parliamentary Document Management System (PDMS), facilitates briefing and related material between your office and the portfolio. The department can provide PDMS training to you and your staff at a time of your convenience.

Workflow reporting

To assist your office with prioritisation, we can provide a weekly summary report. The report can include key issues in your portfolio, upcoming meetings, external and international commitments, appointments and the status of key briefings. The department will re-confirm workflow reporting and preferences with your office.

Cabinet

The Prime Minister will determine the membership of Cabinet Committees. Ministers are expected to attend Cabinet and Cabinet Committee meetings in person and notify the Cabinet Secretary Office (CSO) of any absence.

The department will support you with briefings ahead of each meeting, whether as a member or if co-opted to sub-committees of Cabinet. If you have a portfolio interest in an item listed for a Cabinet Committee and are not co-opted on the agenda, you may seek co-option for the discussion by having the relevant sponsoring minister make a request in writing to the CSO.

The [Cabinet Handbook](#) provides information on the structure, practices and processes of the Government's Cabinet and its committees.

Question Time Briefs

Leading up to and during parliamentary sitting weeks, the department will provide your office with Question Time Briefs (QTBs) on key issues to support your preparation for Question Time. The subject matter, workflow and template preferences to deliver QTBs will be re-confirmed with your office.

Parliamentary Committee matters

The department will engage with your office on Parliamentary Committee matters which affect or involve the portfolio. These include leading or contributing to submissions, attending committee hearings and drafting government responses to committee reports.

Questions on Notice

The department will provide your office with handling guidance and draft responses to Questions on Notice, asked of you or the portfolio in Parliament, including Senate Estimates.

Budget process

We will support you with the strategy, preparation, finalisation, and delivery of New Policy Proposals (NPPs) through the Expenditure Review Committee (ERC) and other committee processes.

Budget processes are governed by the Budget Process Operational Rules (BPORs) set by ERC and require close collaboration with the Department of the Prime Minister and Cabinet, Department of Finance, Treasury, and DISR portfolio agencies.

Early and continuous engagement with your office is important to a successful process. For the Budget, we will typically discuss budgetary strategy, priorities, and planning in November/December before initial proposal approvals/requests. From January, NPPs will undergo iterative development and initial ERC consideration as part of the Portfolio Budget Submission. This progresses to coordination and final stages with timing to be as early as February or as late as April. After ERC approval, we will prepare the Portfolio Budget Statements and other publication and communication material for budget outcomes. The Budget is usually announced on the second Tuesday of May.

For the Mid-Year Economic and Fiscal Outlook (MYEFO) process NPPs are generally focused on urgent and unforeseen items since the last Federal Budget. The process follows the same steps as the Budget process, with consideration often starting in August/September for a MYEFO release in December.

Financial amendments, such as budget variations, can also occur as part of Portfolio Additional Estimates Statement (PAES) and the Final Budget Outcome.

Departmental communications and media

The department's Communications Branch, led by Louise Wallensky, General Manager Communications, will work closely with your office on media strategy, advice on handling sensitive issues and approaches for ministerial announcements.

s22

Louise Wallensky

General Manager Communications

s22

Media queries

Phone: s22 outside business hours)

Email: s22

The communications team will draft a range of products for you including speeches, media releases, editorials and responses to journalist queries. The team also maintains and updates your ministerial website.

Media queries your office receives can be sent to the media team at

s22 The team will coordinate across the department to craft a response for your consideration. 2

International travel and engagement

The department's International Strategy and National Security Division, led by Donna Looney, Head of Division, includes the Ministerial Travel and Overseas Counsellors team, which manages ministerial travel programs.

s22

Donna Looney

Head of Division International Strategy and National Security

s22

Over this term you are likely to need to travel internationally to progress Australia's priorities with international partners. We will support your overseas travel in ways that maximise the government's international agenda.

The International Strategy and National Security Division will support your international engagement, including arranging visit logistics, briefing, and coordination with Australia's overseas missions. The department has staff – 'Overseas Counsellors' – based in Australian missions in Washington DC, Beijing, New Delhi, Bengaluru, Brussels, Tokyo, Seoul, and Jakarta. These staff can provide in country insights and support your visit in their host countries, or in some cases, travel to a nearby country to support your travel.

When planning international travel, your proposed international travel usually requires the Prime Minister's approval three weeks before you depart.

Analysis and insights

The department's Analysis and Insights Division, led by Michelle Dowdell, Chief Economist, can provide you with data, analysis and economic research – both directly and to support policy and program development.

s22

Michelle Dowdell

Chief Economist/Head of Division Analysis and Insights

s22

We provide regular briefings on the economic outlook and key data points (e.g. investment, employment, wages and inflation) and can provide more detailed briefing on request. The division also undertakes evaluation of the department's programs.

The department releases regular publications, including the Resources and Energy Quarterly, and the Resources and Energy Major Projects report.

Implementing your Agenda

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Implementing your Agenda

The delivery of election commitments or new initiatives in your portfolio may involve a number of different mechanisms, such as grants or programs.

Preparation of legislation, legislative instruments and regulation

Some new policy may require new primary legislation for introduction into the Parliament, or amendment of existing 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).

The department's Chief Counsel and Integrity Division, led by Janean Richards, Head of Division, is the primary contact for departmental legal matters, including legislation. The division is your one stop shop for all drafting support for regulations, new legislation, legislative instruments and constitutional risk assessments.

s22

Janean Richards

Head of Division Chief Counsel and Integrity

s22

Legislation administered by you as the responsible Minister under the Administrative Arrangements Orders, aligned to the department's business areas, is set out in the **Administrative responsibilities** section. Departmental regulatory functions under certain legislation are also set out in the **Administrative responsibilities** section.

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

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 should not publicly commit the government to timeframes for introduction or passage of legislation without appropriate authority. 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 two months for consultation to be undertaken.

The department's Legislation Liaison Unit (LLU) in the Chief Counsel and Integrity Division will assist you with the preparation, approval, and passage of the government's legislation program. The LLU will work closely with your office and portfolio business areas to progress and deliver new and amended primary legislation, regulations and other legislative instruments, to support the government's policy agenda.

All new and existing spending activities need to be supported by the Australian Constitution (and, in many cases, by legislation). There are constitutional limits on the scope of the Commonwealth's power to spend.

Delivering election commitments within your portfolio will require NPPs to be developed for consideration and approval by the Cabinet or Prime Minister.

Under existing requirements, the constitutional risk of expenditure proposed in NPPs is assessed by the Australian Government Solicitor (AGS). Under those arrangements, AGS uses four risk ratings (low; medium; high; high (particularly vulnerable)) to categorise the constitutional risk of spending proposals.

Where initial AGS advice considers there to be higher constitutional risk of expenditure, the department will brief you on options for delivering election commitments with reduced risk. s42 :

s42

Under existing requirements, NPPs with the highest constitutional risk rating of 'high (particularly vulnerable)' cannot be brought forward for consideration by Cabinet. s42

NPPs with a 'high' constitutional risk can only be brought forward if there is a strong case for not further mitigating that risk. s42

Where AGS assesses spending proposals as having a 'high' or 'high (particularly vulnerable)' constitutional risk rating, s42

Grants

To assist you to manage grant spending proposals, we offer a comprehensive service that includes design, selection, assessment, contracting, management and program closure for grants. We collaborate closely with you to support your responsibilities related to grants and the spending within your portfolio, such as the approval of grant guidelines and decision-making regarding successful grantees.

You may opt to delegate certain decision-making elements to the department, such as grantee selections and approvals for agreement variations and program extensions. For programs deemed higher risk by the Department of Finance, the Minister for Finance will also review the guidelines. When making decisions on spending proposals, you will need to ensure that the use of public resources is efficient, effective, economical, and ethical, in alignment with the policies of the Commonwealth.

Your Portfolio Entities, Boards and Committees

Your Portfolio Entities, Boards and Committees

Your boards

Australian Government public sector boards help deliver policy outcomes by providing oversight, good governance, leadership, strategic direction, transparency, and accountability. They undertake a wide range of activities including offering advice, contributing to policy development, and performing regulatory or compliance functions. Having a diverse and skilled board brings varied perspectives and expertise essential for sound decision-making and governance.

The department supports you in your responsibilities for boards or committees by running appointment processes that align with Cabinet Handbook guidance and best practice. We will seek your views on your preferred process for appointments; a standard representation is provided. Our policy areas use their expertise to help source the right candidates, ensuring the process is fair and transparent.

Significant appointments are approved either by the Prime Minister or, at the Prime Minister's discretion, may be referred to Cabinet for consideration. Some significant statutory appointments are considered by the Federal Executive Council. Appointments are generally advertised, with some exceptions such as where specialist skills are required, acting appointments for short periods, and to allow time for a fulsome recruitment and advertising process to occur. The department will brief you on the options available at the start of every appointment process. We will also provide you with a regular brief forecasting the anticipated vacancies throughout the following 12 months.

As of 3 May 2025, resources portfolio appointments, including portfolio entities, are:

- Two single appointments:
 - Both are classified as 'significant': Appointed by you once approved by the Prime Minister or the Cabinet.
- Two boards:
 - One board is classified as 'significant': Appointed by you once approved by the Prime Minister or the Cabinet.
 - One board is classified as 'non-significant': You make the appointment.
- One senior executive appointment under the *Public Service Act*.

Resources – Appointments

Summary of current vacancies

Your boards have some vacancies, as set out below. We will work with you and your office to manage the appointment processes and support decision making.

| Appointment | Vacancy |
|--|---------------------------|
| Critical Minerals Independent Technical Panel | Member (x3) |
| National Offshore Petroleum Safety and Environmental Management Authority Advisory Board | Chair (x1) Member (x4) |

Summary of portfolio appointments

The following sets out appointments in your portfolio as at 3 May 2025. Vacancies are indicated by yellow shading.

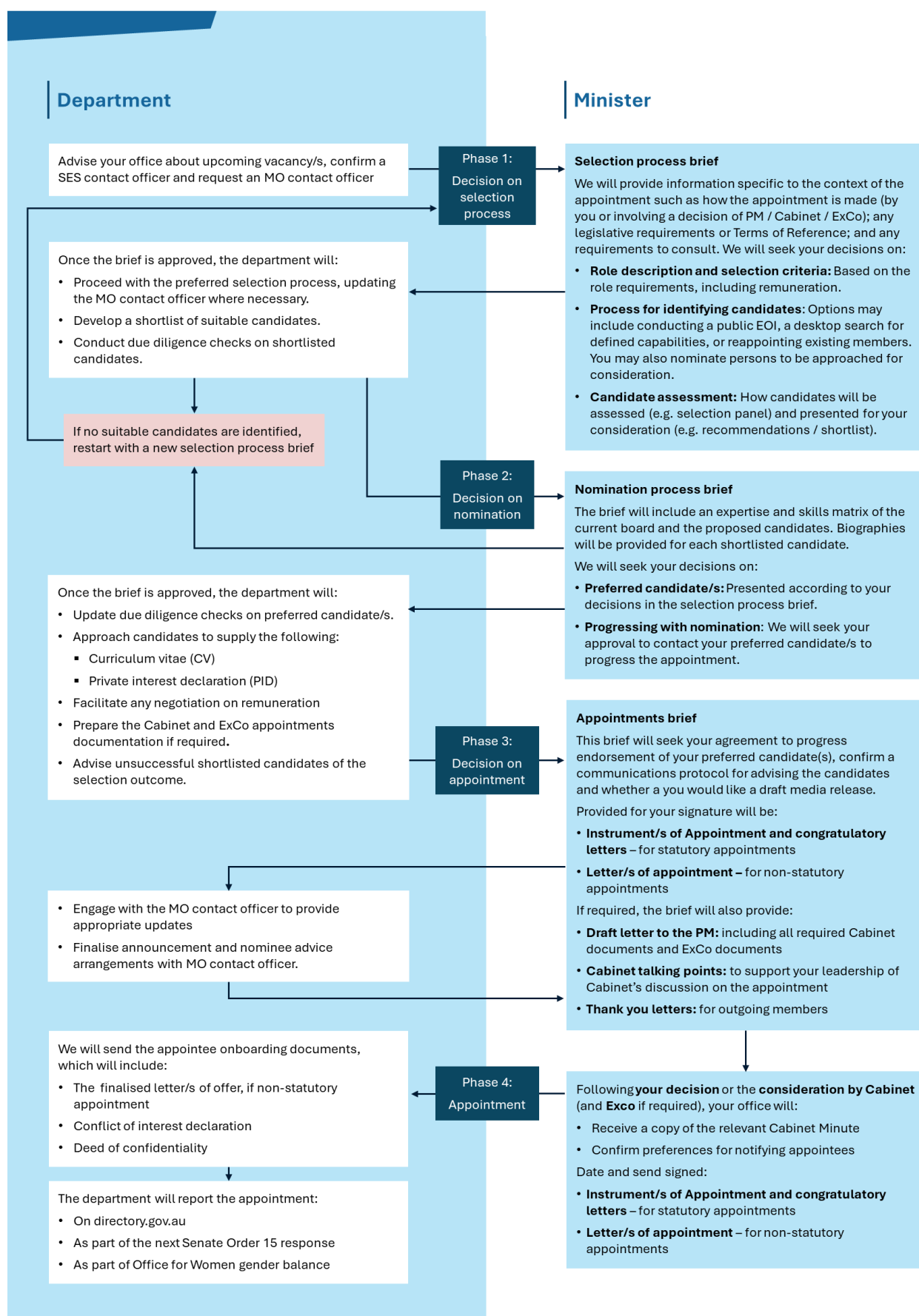
| Single Appointments | | | |
|---|---|-------------|-------------------------|
| Australian Radioactive Waste Agency (ARWA) (Minerals and Resources Division) | | | |
| Description | The Chief Executive Officer is responsible for managing the affairs of ARWA. ARWA's roles include to maintain the national radioactive waste inventory, develop strategies to manage radioactive waste, and implement agreed plans for managing and disposing of radioactive waste. | | |
| Position | Chief Executive Officer | Term length | 5.5 years |
| Appointee | Mr Sam Usher | Term | 10/01/2022 – 30/06/2027 |
| Authority | Statement of expectations – set by Minister | | |
| Remuneration | s22 – set by Remuneration Tribunal | | |
| Mechanism | Appointed by Minister, as approved by PM / Cabinet | | |

Boards and Committees

Critical Minerals Independent Technical Panel (Minerals and Resources Division)

| | | | |
|--------------|---|-------------|-------------------------|
| Description | The Critical Minerals Independent Technical Panel (formerly Critical Minerals Independent Advisory Panel) is to provide advice to the department on options to accelerate development of Australia's critical minerals industry and the technical and commercial merits of specific critical minerals projects and the broader benefits to Australia and industry that could be unlocked by those projects. | | |
| Position | Member | Term length | 12 months |
| Appointee | Professor Allan Trench | Term | 19/11/2024 – 18/11/2025 |
| | Ms Donna Sheehy | | 26/11/2024 – 25/11/2025 |
| Vacancies | 3 x Member | | |
| Authority | Terms of Reference – approved by Minister | | |
| Remuneration | Member: s22 – set by department | | |
| Mechanism | Appointed by the Minister | | |
| Quorum | N/A | | |

Standard appointments process



Portfolio entities

In addition to the department, there are two resources portfolio entities.

Geoscience Australia

As the nation's trusted source of information on Australia's Earth sciences, Geoscience Australia empowers decision making by government, communities and industry. The breadth of work covers our continent, our marine jurisdictions and the Antarctic. Geoscience Australia provides authoritative data and services that support mineral and energy resources, precise GPS positioning, Earth observation, management of the Australian marine jurisdiction and digital mapping. These services are critical for a strong economy, a resilient society and a sustainable environment.

s22

Melissa Harris PSM

Chief Executive Officer

s22

Geoscience Australia

(Departmental contact area: Minerals and Resources Division)

| | | | |
|--------------|--|-------------|---------|
| Description | The Geoscience Australia Chief Executive Officer has the overall responsibility for the management of Geoscience Australia and operates under delegated agency head powers from the secretary of the department. | | |
| Position | Chief Executive Officer | Term length | Ongoing |
| Appointee | Ms Melissa Harris | Term | n/a |
| Authority | Public Governance Performance and Accountability Rule 2014 | | |
| Remuneration | Salary is set by the department's secretary consistent with the Australian Public Service Executive Remuneration Management Policy | | |
| Mechanism | Merit selection process, Appointed under the <i>Public Service Act 1999</i> | | |

National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA)

NOPSEMA is Australia's independent expert regulator for health and safety, structural (well) integrity and environmental management for all offshore energy operations and greenhouse gas storage activities in Commonwealth waters, and in coastal waters where regulatory powers and functions have been conferred.

s22

Sue McCarrey

Chief Executive Officer

s22

| NOPSEMA Chief Executive Officer (Departmental contact area: Oil and Gas Division) | | | |
|--|--|-------------|-------------------------|
| Description | The NOPSEMA Chief Executive Officer has the overall responsibility for the management of NOPSEMA and must have regard to the advice and recommendations of the NOPSEMA Advisory Board. | | |
| Position | Chief Executive Officer | Term length | 3 years |
| Appointee | Ms Sue McCarrey | Term | 19/02/2023 – 18/02/2026 |
| Authority | <i>Offshore Petroleum and Greenhouse Gas Storage Act 2006</i> | | |
| Remuneration | s22 – set by Remuneration Tribunal | | |
| Mechanism | Appointed by Minister, as approved by PM / Cabinet | | |

NOPSEMA Advisory Board

(Departmental contact area: Oil and Gas Division)

| | | | |
|--------------|---|----------------------------------|-------------------------|
| Description | The NOPSEMA Advisory Board provides advice and makes recommendations on policy and strategic matters relating to safety, structural integrity and environmental management in the offshore petroleum sector. Advice and recommendations are provided to the responsible Commonwealth Minister, relevant state and Northern Territory government energy and resources ministers and the NOPSEMA Chief Executive Officer. | | |
| Position | Member | Term length | 3 years |
| Appointee | Ms Robyn Glindemann | Term | 12/09/2024 – 11/09/2027 |
| | Ms Wendy Kennedy | | 12/09/2024 – 11/09/2027 |
| | Ms Stephanie Mayman | | 12/09/2024 – 11/09/2027 |
| Vacancies | 1 x Chair 4 x Member | | |
| Authority | Offshore Petroleum and Greenhouse Gas Storage Act 2006 | | |
| Remuneration | Chair: s22 | – set by Remuneration Tribunal | |
| | Member: s22 | – set by Remunerational Tribunal | |
| Mechanism | Appointed by Minister, as approved by PM / Cabinet | | |
| Quorum | Chair plus at least 5 members* | | |
| | *The performance of the functions, or the exercise of the powers, of the Board is not affected by a vacancy or vacancies membership. | | |

Public Scrutiny and Accountability

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Public Scrutiny and Accountability

As minister you will attract a high level of public scrutiny and accountability. The following section outlines considerations to support you.

The department's Chief Counsel and Integrity Division, led by Janean Richards, Head of Division, will help with legal and integrity matters that may arise in the course of your work.

s22

Janean Richards

Head of Division Chief Counsel and Integrity

s22

The department's ministerial support team, led by Tegan Johnson, General Manager Ministerial and Executive Enabling, will help with your and your office's records management, including the PDMS workflow.

s22

Tegan Johnson

General Manager Ministerial and Executive Enabling

s22

Managing conflicts of interest

The Australian Government [Code of Conduct for Ministers](#) details, among other aspects, that it is critical that ministers do not use public office for private purposes. In particular, ministers and their staff must not use any information they gain in the course of their official duties, including in Cabinet discussions, for personal gain or the benefit of any other person.

Ministers and their staff should consider whether any private interests, such as personal relationships or financial interests (including those of their immediate family), could affect or be seen to affect, decisions for which the minister has influence or authority.

Ministers are personally responsible for the management and declaration of their private interests, the identification and declaration of any current or potential conflicts, and for making arrangements to manage their interests in accordance with the Code of Conduct.

If a conflict is raised, the Code of Conduct sets out where a minister is to engage with the Prime Minister on matters such as directorships and shareholdings. Separately, the department is able to provide advice on the reporting and management of conflicts of interest to support you and your office to adhere to the Code of Conduct.

Records management

Records made or received in connection with your ministerial responsibilities, regardless of format, are Commonwealth records and subject to the *Archives Act*. Ministers are accountable for their records and failure to capture them may be a breach of the *Archives Act*.

The department can create new and/or additional electronic record folders for you and your office. To meet your records management obligations under the *Archives Act* you will need to save all relevant records in this site if they are not held in PDMS or CabNet+.

This electronic folder is restricted so that only you and your office can access the contained records. The only departmental staff who may have access are the DLOs, however, this can be amended per office preferences.

It is recommended that ministerial records in email systems, shared directories, USBs and other mobile devices be saved in your electronic folder as soon as possible to be consistent with legislative obligations.

For storage of hard copy records, we will provide your office with appropriate security containers (e.g. safes). We will also assist with transferring hard copy records to the National Archives of Australia as required.

Examples of ministerial records include:

- appointment diaries
- final speeches and media statements
- daily itinerary papers
- official briefings
- portfolio-related correspondence
- subject files on portfolio business
- official social media sites (e.g. X, Facebook) and encrypted messages (e.g. Signal, WhatsApp)
- records of deliberations on official business.

The department will work with the National Archives of Australia to manage and preserve these records on your behalf in accordance with the requirements of *General Records Authority 38: Ministers of State*.

Information relating to a minister's personal, professional, party political and electorate matters are not Commonwealth records.

Freedom of Information Act 1982

The *Freedom of Information Act* (FOI Act) gives individuals the right to access documents held by the department, its portfolio entities and ministers, including paper and electronic files, written notes, emails, sound recordings, visual recordings and databases.

Legislative timeframes apply to the processing of FOI requests under the *FOI Act*.

The department's FOI team will provide your office with FOI training to support compliance with the *FOI Act*.

The team will re-confirm workflow preferences with your office to support you on FOI matters. This includes how requests for access to certain documents are dealt with and briefing and advice on FOI requests received by, or transferred to, you. The team will also facilitate consultation and visibility of FOI matters between the department and your office as appropriate.

Lawful decision making

Individuals may seek legal review of decisions made by ministers or their delegates.

Ensuring that decision-making processes are well-documented, reasoned, compliant with all legislative requirements, and provide procedural fairness is the most effective way to avoid or contest legal claims.

Decisions that you or your delegates make can be challenged through avenues including:

- judicial review in the Federal Court of Australia, on the basis that the decision was not made according to law (including defects in the decision-making process)
- merits review in the Administrative Review Tribunal (previously named the Administrative Appeals Tribunal) or other bodies where the relevant legislation allows for it, on the basis that another decision would have been correct or preferable on the facts
- claims for any loss incurred either through the courts or via other mechanisms such as the Compensation for Detriment caused by Defective Administration
- complaints, including complaints to the Commonwealth Ombudsman.

The department's Chief Counsel and Integrity Division can help you through these processes when/if they occur.

Lobbying Code of Conduct

The [Lobbying Code of Conduct](#) is intended to promote trust in the integrity of government processes and ensure that contact between lobbyists and government representatives is conducted in accordance with public expectations of transparency, integrity and honesty.

The Lobbying Code of Conduct provides that a person, company or organisation that engages in lobbying activities must be registered. The Code requires government representatives, which includes ministers and MOP(S) employees, to avoid knowingly and intentionally being party to lobbying activities with unregistered lobbyists. Relevant information on the Code as well as obligations for government representatives, and the [Register of Lobbyists](#), is published on the Attorney-General's Department's website.

Receipt and declaration of gifts

You may receive gifts in the course of your official duties from private or government sources. PM&C provides [guidelines](#) relating to official gifts received. These guidelines apply to the Prime Minister, Ministers, Assistant Ministers, their families and their ministerial and electorate staff who receive a gift.

Where gifts may create security or other safety concerns, the department will liaise with security agencies and will advise on appropriate actions.

Information Security and Support

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Information Security and Support

The department's Chief Information Officer Division, led by Rebecca Lee, Head of Division, is the primary contact for information security and support.

s22

Rebecca Lee

Head of Division Chief Information Officer

s22

The **Executive ICT Support** team in the division will provide you and your office with 24/7 ICT support (phone: 02 6276 1777, email: ExecutiveICTSupport@industry.gov.au). The team will also attend Australian Parliament House (APH) on sitting days.

ICT office equipment and devices

We will update ICT workstations and printers for you and your staff across all identified offices including the APH suite, CPO and Electoral offices as required. The ICT Executive Support team will consult your office to re-confirm arrangements.

Below is the equipment and devices that will be available for updates:

| Minister offering | Desk workstation | Mobile device | iPad |
|-------------------------------------|--------------------------|---------------|-------------------------|
| Laptop | 2 x monitors | iPhone | iPad |
| Laptop bag | Type C display connector | Charger | Charger |
| Laptop charger | Web camera | Case | Case |
| Headset | | | |
| Wireless mouse | | | |
| Ministerial staff standard offering | Desk workstation | Mobile device | Non-standard on request |
| Laptop | 2 x monitors | iPhone | iPad |
| Laptop bag | Type C display connector | Charger | Charger |
| Laptop charger | Web camera | Case | Case |
| Headset | | | |
| Wireless mouse | | | |

Cyber security

The department holds valuable assets that are actively targeted by threat actors, [s 47E\(d\)](#)

All individuals with access to the department's ICT facilities and resources, including ministerial staff, are required to have a security clearance and adhere to the department's information security policies. These policies play a crucial role in managing the security of the department's information and processing infrastructure. As such, some applications are not available for use on departmental devices, for example TikTok and Deep Seek. The department monitors the use of all ICT services and violations of these policies may result in breaches or other similar actions, which could extend to your staff.

Information security

The [Australian Government Protective Security Policy Framework \(PSPF\)](#) outlines the government's policy the department takes to protect people, information and assets, both at home and overseas.

Information classification is a requirement under the PSPF, with classifications used to determine the level of protection that information needs. Information classification ensures departmental and government information remains secure, with potential reputational damage to the government being mitigated.

Appropriate care should be taken when handling sensitive information, including physical and electronic documents and records as well as writing and responding to emails.

A security classification of at least PROTECTED is required for all Cabinet documents and associated records.

Within your office, all official information should be locked away in the appropriate security containers provided by the department. The department recommends you adopt a 'clear desk' approach, meaning no sensitive information should be left visible and unattended.

Failure to protect official information could cause:

- harm to Australian interests through espionage or criminal intent
- harm or embarrassment to businesses, people or the government, resulting in loss of confidence.

Laptop screens should be locked during periods when you and your staff are away from your desks.

It is important to implement effective protections when carrying sensitive and security classified information from one location to another, including when attending meetings between various offices in Parliament House. The requirements for protection of sensitive and classified material are outlined in the PSPF guidance and the department will help you to meet the requirements.

The department's security advisers in the Chief Information Officer and Chief Counsel and Integrity Divisions will work with you and your office to ensure your ministerial suite meets the requirements under the PSPF.

s 47E(d)

Managing Cabinet documents

Cabinet documents are only to be circulated via the CabNet+ system for security reasons. This applies to draft submissions and substantive comments on submissions.

Cabinet documents, including drafts, are to be circulated strictly in accordance with the 'need to know' principle. They are not to be viewed in a public place or anywhere others could view the material on your screen. They are not to be connected to an external screen or projector, or used with screen sharing software. Additionally, they cannot be transcribed or copied into other forms, such as into departmental IT systems.

When hard copy Cabinet documents are required by you, the DLOs will arrange secure printing and disposal when no longer required in accordance with procedures set out in the PSPF and the Cabinet Handbook.

Cabinet documents which cannot be distributed on the CabNet+ system due to the classification have strict handling requirements. The PM&C Cabinet Division will provide advice to the department on these arrangements, and DLOs will support your access on an as-needed basis.

Your Department

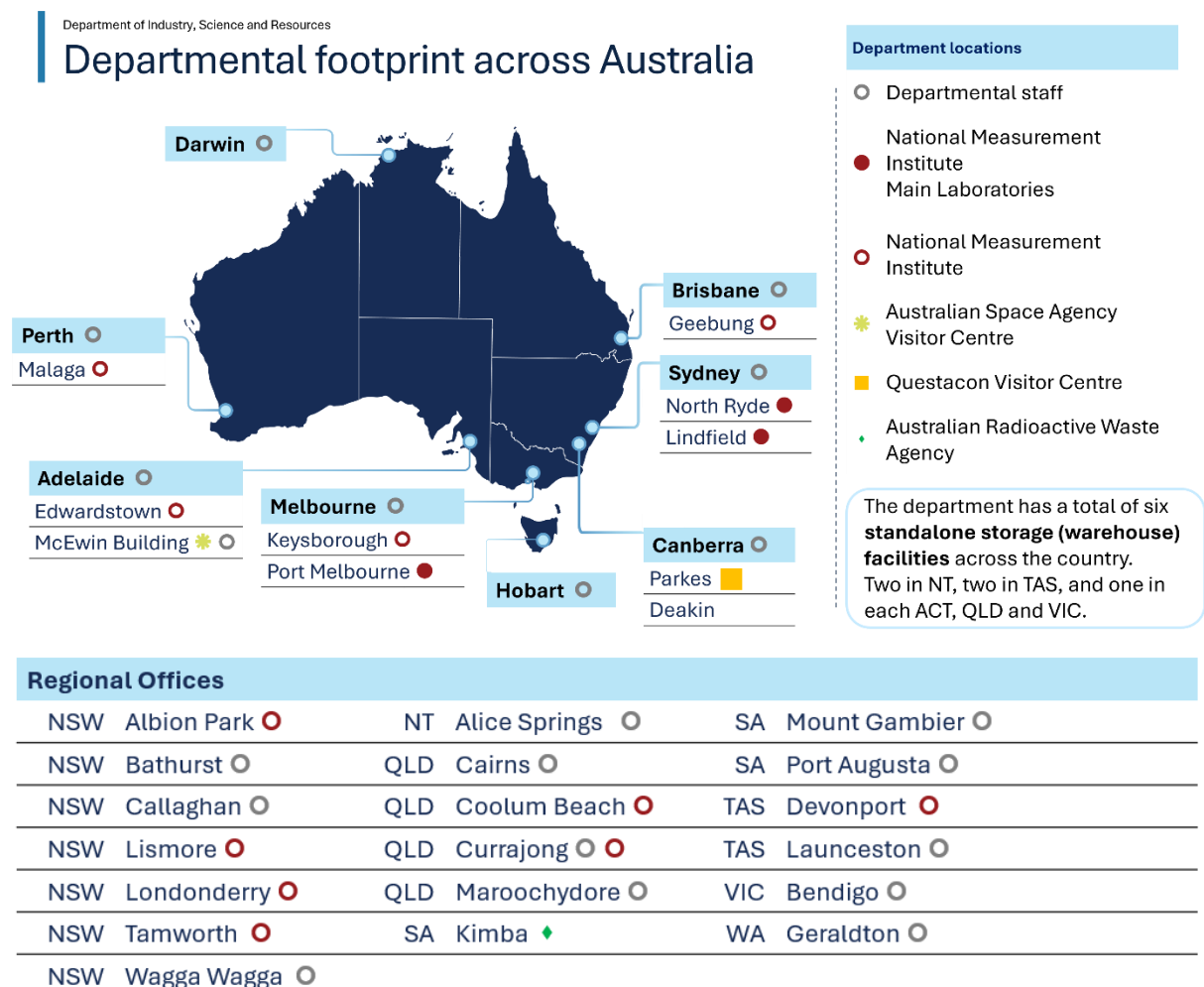
Your Department

Workforce

Our workforce currently includes a budgeted average staffing level (ASL) of 3,380 (exclusive of contractors) across national and international locations, with six state offices in Adelaide, Brisbane, Hobart, Melbourne, Perth and Sydney. On an ongoing basis we explore co-location with other entities to attract diverse talent and enable collaboration. Since July 2022 the department has built internal staff capability and halved the use of contractors and labour hire.

Locations

The department has offices across Australia and has a geographical footprint covering metropolitan and regional areas.



The department has eight overseas posts – Beijing, Brussels, Bengaluru, New Delhi, Jakarta, Seoul, Tokyo and Washington DC.

Whole of government services

The department delivers a range of services for and on behalf of other government agencies on a cost recovered basis. This includes payroll, ICT and grant administration.

Payroll shared services

The department delivers payroll shared services, using an Aurion payroll solution, to 14 APS agencies (including DISR) covering over 14,000 ASL across multiple portfolios. In 2023–24 it dispersed over \$1.4 billion. The department is onboarding a further 4 APS agencies for the provision of payroll services which will add an additional 700 ASL by November 2025.

Benefits to client agencies of using the department's shared services payroll hub (hub) include, centralised system upgrades and improvements, expert support for legislative compliance, systems and transaction processing, shared ownership of risk with a robust assurance framework that supports ANAO auditing requirements, collaboration across a government payroll community, use of Robotics Process Automation and a Shared Services Portal (ServiceNow) to submit service requests.

The department's hub operates on a fully self-sustained financial basis. It cost recovers through payslip charges and statement of work billing to client agencies. Nevertheless, the department carries financial and reputational risk for administering this service.

Business services

Current business Administrative Arrangement Orders (AAOs) state that DISR is responsible for *business entry point management and business services coordination*. DISR delivers on this Order through a range of dedicated outreach channels and platforms to support businesses through the Single Business Service. The Service comprises the business.gov.au website and its Business Contact Centre.

Business Grants Hub

Grants serve as an essential policy instrument for implementing your policy agenda. They enable:

- targeted funding towards priority sectors and capabilities
- leverage private sector contributions
- enhance industry-research linkages
- support technology adoption and business growth
- drive funding towards achieving broader government priorities.

We can give you access to impact data, which can inform your decisions on the future design of programs and other funding support.

The Business Grants Hub (BGH) is managing \$245 million in grant funding across your portfolio.

Administrative Responsibilities

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Administrative Responsibilities

Administrative Arrangements Orders

The Prime Minister's forthcoming Charter Letter is expected to set out the principles and priorities guiding the government over this term as well as your ministerial responsibilities. We will work with you and your office on the development of the Charter Letter and your proposed response.

The following table sets out how the department's business areas and functions align with your responsibilities under the Administrative Arrangements Orders (AAOs). These may be updated by the Prime Minister.

Resources and Strategy Group | Minerals and Resources Division, Oil and Gas Division, Australian Radioactive Waste Agency

Related matters dealt with by the department

Administration of export controls on rough diamonds, uranium and thorium

Geoscience research and information services including geodesy, mapping, remote sensing, groundwater and spatial data coordination

Mineral and energy resources, including oil and gas, extraction and upstream processing

Minerals and energy resources research, science and technology

Radioactive waste management

Related legislation administered by the Minister

Australian Nuclear Science and Technology Organisation Act 1987

Coal Industry Repeal Act 2001

Coal Industry Repeal (Validation of Proclamation) Act 2002

Coal Research Assistance Act 1977

Offshore Minerals Act 1994

Offshore Minerals (Exploration Licence Fees) Act 1981

Offshore Minerals (Mining Licence Fees) Act 1981

Offshore Minerals (Registration Fees) Act 1981

Offshore Minerals (Retention Licence Fees) Act 1994

Offshore Minerals (Royalty) Act 1981

Offshore Minerals (Works Licence Fees) Act 1981

Offshore Minerals (Works Licence Fees) Act 1981

Offshore Petroleum and Greenhouse Gas Storage Act 2006

Offshore Petroleum and Greenhouse Gas Storage Amendment (Compliance Measures) Act 2013

Offshore Petroleum and Greenhouse Gas Storage (Regulatory Levies) Act 2003

Resources and Strategy Group | Minerals and Resources Division, Oil and Gas Division, Australian Radioactive Waste Agency

Related matters dealt with by the department

Related legislation administered by the Minister

Offshore Petroleum (Royalty) Act 2006

Petroleum Revenue Act 1985

Petroleum (Timor Sea Treaty) Act 2003

Science and Industry Endowment Act 1926

Science and Industry Research Act 1949

Uranium Royalty (Northern Territory) Act 2009

Regulatory functions

The department delivers regulatory functions that support strong settings for businesses, the economy and the Australian community. The table below provides an overview of departmental regulatory functions relating to the resources portfolio.

Departmental regulatory function

Kimberley Process Certification Scheme (Scheme)

Departmental contact area: Minerals and Resources Division

The Scheme is a United Nations initiative to reduce the trade of conflict diamonds. There are currently 86 countries participating and only these participants can receive imports of Australian rough diamonds.

Australia's participation is managed by three agencies: Department of Foreign Affairs and Trade (DFAT) (the Policy lead), Australian Border Force (the Import Authority) and the Department of Industry, Science and Resources (the Export Authority).

Under delegation by the Minister for Resources, the department is responsible for administering the Scheme.

Establishing legislation:

- *Customs Act 1901*
- *Offshore Minerals Act 1994*
- Customs (Prohibited Exports) Regulations 1958
- Customs (Prohibited Imports) Regulations 1956

Departmental regulatory function

Mineral Export Permissions for controlled ores and other nuclear material, and shipping approvals for uranium

Departmental contact area: Minerals and Resources Division

The department issues export permissions for low or very low controlled ores and other nuclear material.

Following ministerial approval of an Uranium Ore Concentrate export permission, the department then issues shipping approval and monitors compliance with uranium export permission conditions.

Under delegation by the Minister for Resources, the department administers export permissions to uphold Australia's uranium export policy, and international nuclear non-proliferation obligations. The department works with the Australian Safeguards and Non-Proliferation Office (within DFAT) and the Australian Border Force to monitor uranium exports.

Establishing legislation:

- Customs (Prohibited Exports) Regulations 1958
- *Nuclear Non-proliferation (Safeguards) Act 1987*

National Offshore Petroleum Title Administrator (NOPTA)

Departmental contact area: Oil and Gas Division

NOPTA is responsible for the management of the offshore petroleum and greenhouse gas storage titles in Commonwealth waters.

They provide expert advice and recommendations on applications, overseeing compliance monitoring and administration, data management, and maintaining a register of titles in accordance with the Act.

The Titles Administrator is a statutory appointment.

Establishing legislation:

- *Offshore Petroleum and Greenhouse Gas Storage Act 2006* and associated regulations
 - *Offshore Petroleum and Greenhouse Gas Storage (Regulatory Levies) Act 2003* and associated regulations
-

Departmental regulatory function

Offshore Infrastructure Registrar

Departmental contact area: Oil and Gas Division

The Offshore Infrastructure Registrar is responsible for the management of offshore renewable energy infrastructure and electricity transmission infrastructure licences in Commonwealth waters.

They provide expert advice and recommendations on applications, overseeing compliance and administration, and maintaining a register of licences in accordance with the Act.

The Registrar is a statutory appointment.

Establishing legislation:

- *Offshore Electricity Infrastructure Act 2021* and associated regulations
-

Appendices

Appendices

Appendix A: Departmental support contacts

| | | |
|-----|---|---|
| s22 | Enabling and business services support | |
| | Neal Mason Deputy Secretary Business and Enabling Services | s22 |
| s22 | Ministerial and parliamentary support | |
| | Tegan Johnson General Manager Ministerial and Executive Enabling | s22 |
| s22 | International engagement support | |
| | Donna Looney Head of Division International Strategy and National Security | s22 |
| s22 | Analysis and insights support | |
| | Michelle Dowdell Chief Economist/Head of Division Analysis and Insights | s22 |
| s22 | Legal and integrity support | |
| | Janean Richards Chief Counsel/Head of Division Chief Counsel and Integrity | s22 |
| s22 | ICT equipment and support | 24/7 ICT support |
| | Rebecca Lee Head of Division Chief Information Officer s22 | Executive ICT support team Phone: s22 |
| s22 | Media, social media, speeches and ministerial website | Media queries |
| | Louise Wallensky General Manager Communications s22 | Media team s22 outside business hours) Email: s22 |

Appendix B: Supporting your office checklist

| Task | Actioned |
|---|----------|
| Confirm ICT equipment including a laptop, mobile phone and iPad are satisfactory. For new staff configure ICT. Key ICT support personnel introduced. | |
| If required update ICT network account, ministerial and personal email addresses activated. | |
| Parliament House Office location confirmed and timing of set up advised by Department of Finance as required. | |
| Commonwealth Parliamentary Ministerial Office in relevant state capital confirmed by Department of Finance as required. | |
| Ensure secure communications for all your Ministerial offices is established or satisfactory. | |
| Preference on retaining non-ICT equipment such as safes, shredders, copiers, security containers and installed in all relevant offices if applicable. | |
| Departmental Liaison Officer recruitment completed and DLOs onboarded. | |
| New staff paperwork for provisional security clearances and ICT access completed. <i>Note: Security clearance paperwork must be completed before ICT access is granted.</i> | |
| Information security briefing from DISR, including protection of physical records, cyber security and handling of Cabinet material for new staff. | |
| Re-establish preferences on written briefings and correspondence, confirmed and implemented including: <ul style="list-style-type: none"> • Templates (layout, length, style, standard headings, fonts etc) • FOI handling • Preferences for writing style and presentation of information/ data • Turnaround times to be provided for briefs • Any drafting preferences for your correspondence | |
| Re-establish preferences on a schedule for standard departmental meetings with the Minister and staff. | |
| Preferences on updating the professional portrait for the new term and upload to all official information. | |
| Re-establish preferences for your Ministerial website page confirmed and implemented. | |

| Task | Actioned | | | | | | | | | | | | | | | | |
|---|-----------------------------|---------------------------|-----------------------------|---------|----------------|-----------------------------|--------|--------------------|--------------------|------------------|-------------|---------------------|---------------|---------------|---------------|-------------------------|--|
| Confirm the layout for your business cards for new term. | | | | | | | | | | | | | | | | | |
| Preferences for Cabinet+ and PDMS are implemented. Training delivered where required (new staff members). | | | | | | | | | | | | | | | | | |
| <p>Confirm your media subscription preferences. Would you like to retain the same? Examples include:</p> <table> <tr> <td>CCH Political Alerts</td><td>The Sydney Morning Herald</td></tr> <tr> <td>Australian Financial Review</td><td>The Age</td></tr> <tr> <td>The Australian</td><td>News+ (The Daily Telegraph)</td></tr> <tr> <td>Streem</td><td>The Canberra Times</td></tr> <tr> <td>The Saturday Paper</td><td>The Sunday Times</td></tr> <tr> <td>The Monthly</td><td>The West Australian</td></tr> <tr> <td>InnovationAus</td><td>Capital Brief</td></tr> <tr> <td>Business News</td><td>The Wall Street Journal</td></tr> </table> | CCH Political Alerts | The Sydney Morning Herald | Australian Financial Review | The Age | The Australian | News+ (The Daily Telegraph) | Streem | The Canberra Times | The Saturday Paper | The Sunday Times | The Monthly | The West Australian | InnovationAus | Capital Brief | Business News | The Wall Street Journal | |
| CCH Political Alerts | The Sydney Morning Herald | | | | | | | | | | | | | | | | |
| Australian Financial Review | The Age | | | | | | | | | | | | | | | | |
| The Australian | News+ (The Daily Telegraph) | | | | | | | | | | | | | | | | |
| Streem | The Canberra Times | | | | | | | | | | | | | | | | |
| The Saturday Paper | The Sunday Times | | | | | | | | | | | | | | | | |
| The Monthly | The West Australian | | | | | | | | | | | | | | | | |
| InnovationAus | Capital Brief | | | | | | | | | | | | | | | | |
| Business News | The Wall Street Journal | | | | | | | | | | | | | | | | |
| Seek any changes to the preferences agreed for media handling, speech writing and management of your ministerial website and implement. | | | | | | | | | | | | | | | | | |
| You will receive a charter letter outlining your ministerial responsibilities aligned to the Administrative Arrangements Orders. | | | | | | | | | | | | | | | | | |
| Any conflicts of interest declared to the PMO and where relevant to the department. | | | | | | | | | | | | | | | | | |