



Australian Government

**National Emergency
Management Agency**

Corporate Plan

2024-25 to 2027-28

Corporate Plan 2024-25 to 2027-28

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Acknowledgement of Country

We acknowledge the Traditional Owners
and Custodians throughout Australia
and acknowledge their connection
to land, waters and community.

We pay our respects to the people, the cultures
and the Elders past, present and emerging.



Glossary

Glossary	
ADF	Australian Defence Force
AGCMF	Australian Government Crisis Management Framework
AGDRP	Australian Government Disaster Recovery Payment
ANZEMC	Australia-New Zealand Emergency Management Committee
APS	Australian Public Service
CASP	Crisis Appreciation and Strategic Planning
CCT	Crisis Coordination Team
CPOs	Coordination and Planning Officers
D&I	Diversity & Inclusion
DRA	Disaster Relief Australia
DRF	Disaster Ready Fund
DRFA	Disaster Recovery Funding Arrangements
EPMO	Enterprise Portfolio Management Office
GDP	Gross Domestic Product
HIP	Hazards Insurance Partnership
HRWS	Higher Risk Weather Season
MMKB	Mitigation Measures Knowledge Base
NAFC	National Aerial Firefighting Centre
NCM	National Coordination Mechanism
NDRRF	National Disaster Risk Reduction Framework
NEMS	National Emergency Management Stockpile
NEMMM	National Emergency Management Ministers' Meeting
NJCOP	National Joint Common Operating Picture
NMS	National Messaging System
NSR	National Situation Room
OILL	Observation, Insights, Lessons Identified, Lessons Learned
PGPA Act	Public Governance, Performance and Accountability Act 2013
PMC	Department of the Prime Minister and Cabinet
PSMB	Public Safety Mobile Broadband
WHS	Work Health and Safety
WHS Act	Work Health and Safety Act 2011 (Cth)

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Message from the Coordinator-General

I am pleased to present the National Emergency Management Agency's Corporate Plan 2024-25 to 2027-28, which covers our enduring commitment to supporting Australian communities before, during and after times of crisis.

Australia recently emerged from a particularly complex Higher Risk Weather Season, and it appears that weather patterns, and previously anticipated periods of risk, are shifting at a rate not previously seen. Over the past year, communities felt the impacts of tropical cyclones, record-breaking rainfall, heatwaves, bushfires, and rapid onset severe storms, all of which challenged the capabilities and capacities of our emergency management systems and people.

Reflecting on these events brings to mind a couple of key moments, including the:

- 900 millimetres of rain in a single day from Tropical Cyclone Jasper in Far North Queensland
- catastrophic bushfire conditions followed by severe storms and flooding in Victoria within a 24-hour period, and
- floods in Western Australia, which impacted critical infrastructure and forced a traffic detour of around 2,000 kilometres.

To meet these challenges we are working through meaningful partnerships to build our national capacity for disaster resilience, and supporting communities when they need it most.

I am pleased that over this past year, we have uplifted Australia's emergency management systems and capabilities significantly, as well as reflected on opportunities for improvement. For example, we:

- administered the Disaster Recovery Funding Arrangements in partnership with the jurisdictions, which provide critical financial support to communities following a disaster
- launched the Hazards Insurance Partnership and Strategic Insurance Projects to identify and solve the most pressing insurance issues
- supported the delivery of the Independent Review of Commonwealth Disaster Funding and the Independent Review of National Natural Disaster Governance Arrangements
- conducted multiple After-Action-Reviews to improve our systems and capabilities
- deployed the National Emergency Management Stockpile for the first time through the use of its emergency shelter capability in Far North Queensland
- hosted the inaugural Higher Risk Weather Season Summit and briefing series
- improved our exercising capabilities and brought together stakeholders for major exercises including Exercise Aurora to help prepare Australia for various events
- funded the opening of Disaster Relief Australia's National Operations Centre, aimed at empowering the organisation to expand its operations and capability to help more Australians, and
- supported local groups to provide mental health and allied health services in different locations across the country.



Going forward, we will focus on improving Australia's collective emergency management system. At the same time, we will reflect and implement learnings. Over the next year, we will:

- provide national leadership and coordination through arrangements like the Australian Government Crisis Management Framework
- continue to invest in and build alternate Commonwealth disaster capabilities
- develop a suite of technology-based enhancements to emergency communications infrastructure such as the Public Safety Mobile Broadband and National Messaging System
- continue to invest in disaster risk reduction and build community resilience using a risk informed approach, and
- work on our national risk profile, which will help inform where we target our programs.

None of this important work will be possible without our greatest asset, our people, who are integral to bringing our vision to life. We will continue strengthening our employee experience through the promotion of a diverse, inclusive and collaborative workplace culture.

We will continue to increase First Nations Australians recruitment and enhance and embed understanding of First Nations peoples and our commitment to reconciliation through the development and launch of our inaugural Reconciliation Action Plan. We will continue to invest in our people through access to ongoing professional development and build on work, health and safety initiatives to promote a physically and psychologically safe workplace where our people are empowered to do their best work.

This Corporate Plan is our roadmap for delivering against our purpose and vision. It provides firm parameters for us to measure our performance, and will help us deliver on the Australian Government's priorities.

Statement of preparation


I, as the Accountable Authority of the National Emergency Management Agency, present the *National Emergency Management Agency Corporate Plan 2024-25 to 2027-28*, as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013*.

Regards,

Brendan Moon AM
Coordinator-General
National Emergency Management Agency

About the National Emergency Management Agency

Our agency is the first of its kind in Australia: an end-to-end, enduring national crisis management agency. We play a national leadership role in supporting the states and territories and our communities to manage disaster and emergency events. We help them reduce risk and prepare before an event, respond during an event, and recover after an event.



Purpose

To enable more secure, stronger and resilient communities before, during and after emergencies.



Vision

Working through meaningful partnerships, we will build Australia's capacity for disaster resilience and support our communities when they need it most.

Our Values



Behaviours



Strategic Objectives	Leading and coordinating national action and assistance across the emergency management continuum.
	Building scalable, coordinated emergency management capability for nationally significant, cross-jurisdictional and international crises.
	Building evidence, intelligence and insights to empower communities, leaders and stakeholders to make effective decisions.
	Contributing to saving lives, reducing harm, and maintaining public trust to mitigate the consequences of disasters and build back better through investment in people, capabilities and communities.

Key Activities	Preparedness	Lead and coordinate national preparedness, build national capabilities and lead policy to support the Australian Government, jurisdictions and the Australian community in responding to and recovering from all-hazard crises.
	Response	Lead and coordinate Australian Government response and support international response when required.
	Recovery	Lead and coordinate effective Australian Government recovery support to disaster impacted states, territories, local government and communities.
	Risk Reduction and Resilience	Lead reforms and activities to reduce Australia’s disaster risk in line with national and international frameworks, and through targeted investment in people, capabilities and communities.



Our work covers the crisis management continuum:

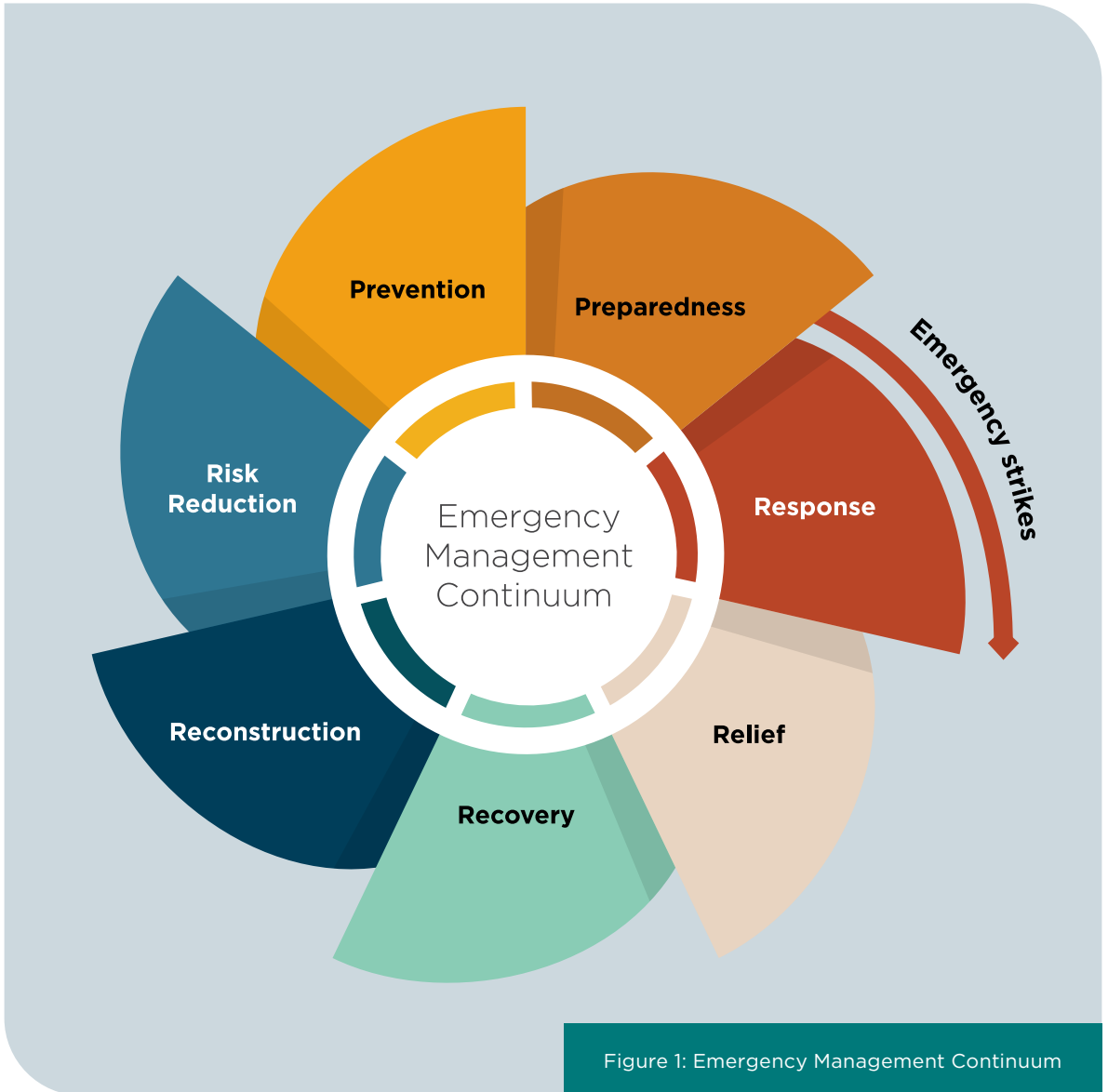


Figure 1: Emergency Management Continuum

Since we were established, we have refined the fundamentals of why we exist, set the foundations for a more secure, stronger and resilient country, and considered the future of emergency management in Australia.

Our strategic objectives will be achieved through our key activities. These guide all of our decisions, and connect our purpose and vision to action.

Key Activities

Preparedness

Lead and coordinate national preparedness, build national capabilities and lead policy to support the Australian Government, jurisdictions and the Australian community in responding to and recovering from all-hazard crises

Higher Risk Weather Season Preparedness Program	National Crisis Exercising Program	National Messaging System	Public Safety Mobile Broadband
National Emergency Management Stockpile	Disaster Relief Australia (DRA)		National Aerial Firefighting Centre (NAFC)

Coordination, collaboration and consequence management across all levels of government, industry and the community sector are essential for national resilience before, during and after disasters. We work with all levels of government, industry and the community sector on a coherent suite of plans, legislative authorities, capabilities and stockpiles for a coordinated national preparedness program.

Ahead of each Higher Risk Weather Season (HRWS), we deliver an annual HRWS Preparedness Program. The program prepares Australian, state, territory and local governments, key industry sectors, and relevant not-for-profit organisations for the seasonal climate outlook. It includes bespoke sector briefings for critical sectors likely to be impacted by the seasonal outlook.

Each year, we coordinate a national response to crises, and conduct exercises and training under several national crisis response plans, including but not limited to:

- **AUSASSISTPLAN** - Australian Government Overseas Assistance Plan
- **AUSAVPLAN** - Australian Government Aviation Disaster Response Plan
- **AUSPREDPLAN** - Australian Government Space Re-Entry Debris Plan, and
- **AUSRECPLAN** - Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas
- **COMDISPLAN** - Australian Government Disaster Response Plan
- **OSMASSCASPLAN** - Australian Government Response Plan for Overseas Mass Casualty Incidents.

We also take a leadership role in delivering national public safety capability projects to enhance resilience and safety outcomes for the Australian community. These include:

- **National Messaging System (NMS)**, which will be able to send messages, alerts and warnings to targeted and large numbers of mobile devices across the entire country, if needed, and
- **Public Safety Mobile Broadband (PSMB)**, which will support real-time, data rich analytics, situational awareness and cross-border communications between, for example, ground crews, aerial assets and incident control centres.

The NMS is about the Australian Government talking to the public, while the PSMB is about emergency services talking to each other.

We also take the lead in efficiently mobilising and deploying the required people, resources, capabilities and services across our communities and regions, should a crisis occur. We assist by mobilising people and assets across our communities and regions. National Emergency Management Stockpile (NEMS) capability provides non-financial disaster response and relief support with rapid deployment of assets and resources. This includes:

- a physical stockpile
- a Standing Offer Panel, and
- Memorandum of Understanding with other Australian Government humanitarian and crisis response capabilities.

This is a flexible and scalable procurement, warehousing and logistics capability to support rapid access to specific life-sustaining supports to communities. It will help reduce the impacts of disaster-driven supply-chain disruptions, price volatility and demand shocks for critical resources in a crisis.

The increasing prevalence and intensity of disasters across Australia requires the Australian Government to develop alternative capabilities to support states and territories as primary first responders to severe and catastrophic crises. We are working with Disaster Relief Australia to upscale their organisational capacity and operations and on-board an additional 5,200 volunteers by June 2026. This increased Disaster Relief Australia volunteer base provides an alternative to the Australian Defence Force (ADF) during relief and recovery operations.

We also work closely with the National Aerial Firefighting Centre (NAFC) so Australia has a national aerial firefighting capability, the National Resource Sharing Centre to provide coordination of international and interstate deployments of firefighting and emergency services personnel and equipment, and the Australasian Fire and Emergency

Services Authorities Council to ensure enhancements to Australia's fire danger rating capability.

Additional Australian Government funding will support the NAFC to source national multi-role aircraft, including contract management, lifecycle management, and standing costs of the aircraft. The aircraft will be held as a national resource, with operational and prioritisation decisions to be made by the Australian Government together with state and territory commissioners and fire chiefs. These aircraft will have multi-role capabilities and be rapidly adaptable for uses including:

- aerial firefighting
- transport of people
- evacuation support
- search and rescue
- resupply
- surveillance, and
- animal welfare resupply (e.g. fodder drops).



Response

Lead and coordinate Australian Government response and support international response when required

<p>Crisis Coordination Teams and National Coordination Mechanism</p>	<p>Coordination and planning network</p>	<p>National Joint Common Operating Picture</p>	<p>NEMA's Data Strategy</p>
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Through national crisis coordination and near real-time data and insights, we help the country navigate all hazards. Under Australia's crisis management arrangements, states and territories are responsible for *leading response and recovery*, however, increased pressure on all levels of government over the past few years has highlighted the importance of the strategic role the Australian Government can play in driving risk reduction efforts, and coordinating and enabling additional recovery support.

To support this, we have systemic institutional capacity to surge our operating model and share capability. This non-financial support is provided under the Australian Government Crisis Management Framework (AGCMF) and includes these capabilities:

- **The National Coordination Mechanism (NCM)** – a flexible tool that harnesses the full capabilities of the Australian, state and territory governments and, if required, the private sector during a crisis. The NCM makes sure the Australian Government's actions are synchronised, coordinated and responsive, and any issue or problem is clearly defined and understood, while maintaining key functions within communities. It also strengthens the ability of the community, the economy and affected individuals to remain resilient and assist their own recovery, as well as reduce harm and the overall severity of the crisis.
- **The National Situation Room (NSR)** – provides 24/7 whole-of-government all-hazards monitoring and situational awareness, predictive analysis, impact and consequence assessment, and decision support for domestic and international events affecting Australia or Australian interests. The NSR issues notifications on all-hazard emergency crisis events to key stakeholders where an event poses a potential risk to the Australian community or Australian interests. The NSR is directly connected to state and territory emergency centres.

- **The Crisis Coordination Team (CCT)** – can be activated in times of national and international significant crises. It serves a number of purposes, including when requests for non-financial assistance from jurisdictions are anticipated. The CCT is central to making sense of the situation nationally and anticipating impacts, consequences and requirements. This includes coordinating and administering Australian Government support for that jurisdiction by working with the requesting state or territory, understanding the desired effect, and engaging relevant Australian Government agencies or providers to deliver support to achieve the outcome.

Our Coordination and Planning Officers (CPOs), located in all Australian states and territories, enable a unified and integrated approach with state and territory partners, who have the primary role for disaster response and recovery. This national capability provides targeted, expert and timely support. CPOs make sure Australian Government disaster support is understood by, and accessible to, those who need it. As a trained on-site presence, these officers make sure state and territory partners can harness our financial and non-financial capacity and capability as well as that of the broader Australian Government.

We also serve as the source of expert advice and near real-time information and insights to support effective decisions. The National Joint Common Operating Picture (NJCOP) is an IT-based near-real-time geospatially enabled platform, providing all-hazards situational awareness and impact information. It displays all active nationally significant disasters and crisis events to support analysis and improve the decision-making as a trusted single source of truth. The NJCOP uses data from Australian Government agencies, including weather warnings from the Bureau of Meteorology, geospatial and earthquake information from Geoscience Australia, demographic data from the Australian Bureau of Statistics, and hazard information from states and territories.



Recovery

Lead and coordinate effective Australian Government recovery support to disaster impacted states, territories, local government and communities

Disaster Recovery Funding Arrangements

Every disaster event is different. We work closely with states and territories to provide accurate and timely advice on the impact of a disaster event, what assistance is required, and any emerging issues. This means governments can respond in the most effective way.

The Disaster Recovery Funding Arrangements (DRFA) are the primary method through which the Australian Government financially supports the jurisdictions to provide agreed relief and recovery activities to disaster-affected communities. We administer the DRFA on behalf of the Australian Government.

The DRFA has 2 main objectives:

- to facilitate the early provision of disaster assistance to affected individuals and communities
- to alleviate the significant financial burden states and territories may face in providing relief and recovery assistance following disasters.



There are 4 categories of assistance measures under the DRFA:

- **Category A:** Assistance to individuals to alleviate personal hardship or distress arising as a direct result of a disaster. Assistance is provided automatically by states and territories without requiring approval from the Australian Government.
- **Category B:** Assistance to state, territory and/or local governments for the restoration of essential public assets and certain counter-disaster operations. It also covers assistance to small businesses, primary producers, not-for-profit organisations and vulnerable individuals through concessional loans, subsidies or grants. Assistance is provided automatically by the states and territories without requiring approval from the Australian Government.
- **Category C:** Assistance for severely affected communities, regions or sectors, which can include clean-up and recovery grants for small businesses and primary producers and/or the establishment of a Community Recovery Fund. Category C assistance is intended to be additional to assistance under Categories A and B and is usually considered once the impacts of the disaster on affected communities have been assessed. It must be requested by a state or territory and requires agreement by the Prime Minister.
- **Category D:** Exceptional circumstances assistance beyond Categories A, B and C, and for severe events. It is generally considered once the impact of the disaster has been assessed and specific recovery gaps identified. Assistance must be requested by a state or territory and requires agreement by the Prime Minister.

We work closely with states and territories to activate and develop recovery assistance under the DRFA and administer the DRFA in line with the principles outlined in the DRFA Determination, namely:

- states and territories are best placed to identify the type and level of assistance to make available following a natural disaster or a terrorist act
- Australian Government assistance complements – not replaces – other state and territory-based strategies, such as insurance and natural disaster mitigation planning and implementation, and
- the financial exposure of taxpayers by all levels of government under the DRFA should be minimised.

Funding can also be provided to individuals through the:

- Australian Government Disaster Recovery Payment (AGDRP), a one-off, non-means-tested payment of \$1,000 for eligible adults and \$400 for eligible children adversely affected by a 'major disaster'.
- Disaster Recovery Allowance (DRA), a short-term income support payment to assist individuals who can demonstrate their income has been affected as a direct result of a disaster.

Both these payments are made under the *Social Security Act 1991*. We provide advice to the Minister for Emergency Management on whether the payments should be activated following a major disaster. We also work closely with Services Australia to deliver the funding to those in impacted communities.

Risk Reduction and Resilience

Lead reforms and activities to reduce Australia's disaster risk in line with national and international frameworks, and through targeted investment in people, capabilities and communities

<p>Second National Action Plan & National Disaster Risk Reduction Framework</p>	<p>Disaster Ready Fund</p>	<p>Hazards Insurance Partnership</p>
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Supporting communities and economies to be more resilient when a shock occurs is at the heart of our work. We are committed to delivering policy reform and projects that support Australians to manage the physical, economic and social impacts of disasters caused by climate change and other natural hazards.

The Australian Government is driving a strategic and coordinated national agenda to reduce the risks and impacts of disasters. We provide national leadership across Commonwealth portfolios, government at all levels, industry and the not-for-profit sector to deliver this agenda.

The National Disaster Risk Reduction Framework (NDRRF) is the national policy endorsed by First Ministers in all jurisdictions to implement Australia's commitments under the United Nations Sendai Framework for Disaster Risk Reduction. Through this framework, all jurisdictions have committed to:

- taking action to reduce existing disaster risk
- minimising creation of future disaster risk through decisions taken across all sectors, and
- equipping decision-makers with capabilities and information they need to reduce disaster risk and manage residual risk.

On 25 August 2023, Australian National Emergency Management Ministers endorsed the Second National Action Plan to implement the NDRRF. This plan guides whole-of-society efforts to understand and proactively reduce disaster risk to minimise the loss and suffering caused by disasters. We work with key stakeholders to implement the plan, which is a shared responsibility across governments and sectors. We also fund the Australian Institute of Disaster Resilience to promote disaster risk reduction and resilience by delivering professional development services, and supporting networking and knowledge sharing nationally.

Investing in disaster risk reduction is fundamental to delivering on priority 3 of the NDRRF. It is the most cost-effective way to manage disasters and drive down recovery costs.

We administer the Disaster Ready Fund (DRF) to:

- increase the understanding of natural hazard disaster impacts
- increase the resilience, adaptive capacity and/or preparedness of governments, community service organisations and affected communities to minimise the potential impact of natural hazards and avert disasters, and
- reduce the exposure to risk, harm and/or severity of a natural hazard's impacts.

Round One of the DRF provided \$200 million in government funding for 187 projects, with a combined investment (state/territory and partner contributions) of almost \$400 million. Round Two will provide a further \$200 million in 2024-25.

The intensity and frequency of disasters is increasing pressure on *insurance coverage* (uninsured and under-insurance) and *affordability* (price, price fluctuations and price sensitivity) across Australia. The Actuaries Institute estimates that 1.24 million households are paying greater than four weeks of annual income on insurance. The Hazards Insurance Partnership (HIP) between the Australian Government and the insurance industry enables collaboration on issues at the intersection of hazard risk and insurance. Members of HIP are working together to reduce risk and strengthen community resilience to disasters through a forward work plan.



How we measure our performance

This diagram shows the alignment of NEMA’s Portfolio Budget Statement and Corporate Plan. Achievement against performance will be reported in NEMA’s 2024-25 Annual Performance Statement



We measure and assess our performance through the lens of our purpose, strategic objectives, key activities and performance measures to understand:

- what we expect to achieve within the reporting period and over the four years of the Plan, and
- the impact we hope to achieve in delivering our purpose.

We will review our performance measures each year to ensure they remain relevant and appropriate. We continue to uplift our performance maturity, by:

- refining our performance framework to strike the right balance between output, effectiveness and efficiency measures
- strengthening our rationales and methodologies
- embedding our monitoring and evaluation practices
- considering new measures as our remit and operating model is further embedded
- continuing to ensure alignment with our key activities.

This approach is supported by our collective learnings and experiences that we gather over the life of this plan. This is reflective of the evolution of the national crisis management system. Any changes as a result of improving our reporting from the performance measures has been noted in the following pages.

Assessing our performance

Over the reporting period, business areas will be responsible for tracking, monitoring and reporting their performance against relevant activities and measures. A predetermined performance methodology (as outlined within each measure) will be used. Where a performance measure is supported by a target, business areas will be required to report against the target to demonstrate performance against the key activity and measure. For all performance measures, business areas will assign a result rating for each measure, supported by clear evidence and data analysis.

Key	
Baseline	First year of data collection
Not achieved	Up to 25% of key activities/outcomes have been completed in the reporting period
Partially achieved	Between 25 and 50% of key activities/outcomes have been completed in the reporting period
Moderately achieved	Between 50 and 75% of key activities/outcomes have been completed in the reporting period
On track	Between 75 and 100% of key activities/outcomes have been completed in the reporting period
Achieved	All key activities/outcomes have been completed in the reporting period



NEMA's 2024-25 Key Activities and Enterprise Performance Measures

Key Activities	
Preparedness	Lead and coordinate national preparedness, build national capabilities and lead policy to support the Australian Government, jurisdictions and the Australian community in responding to and recovering from all-hazard crises
Response	Lead and coordinate Australian Government response and support international response when required
Recovery	Lead and coordinate effective Australian Government recovery support to disaster impacted states, territories, local government and communities
Risk Reduction and Resilience	Lead reforms and activities to reduce Australia's disaster risk in line with national and international frameworks, and through targeted investment in people, capabilities and communities

Enterprise Performance Measures	
1	Leading and coordinating national preparedness contributes to stakeholders' ability to respond to severe and catastrophic events
2	Building national emergency capabilities to support national response to crises and contribute to enhancing community resilience and improve community safety outcomes
3	Coordination of Commonwealth support and planning capabilities enhance response, relief, and recovery outcomes and helps jurisdictions and international partners reduce the impacts of all-hazards crises
4	Communities, leaders and stakeholders make effective decisions through decision-support information and predictive analysis
5	The Government supports jurisdictions to deliver timely and targeted recovery assistance to communities impacted by disasters
6	Leadership and coordination efforts reduce disaster risk across Australia
7	Disaster risk reduction investment supports communities, businesses and individuals to be better prepared for, and more resilient to disaster events
8	Building a national picture of hazard risk, targeting investment and understanding effective mitigation measures

Performance Measure 1

Leading and coordinating national preparedness contributes to stakeholders' ability to respond to severe and catastrophic events

Key Activity	Preparedness			
Rationale	<p>The measure will evaluate NEMA's impact when leading and coordinating national preparedness activities for severe and catastrophic all hazard events that require a coordinated approach to effective national consequence management.</p> <p>Through implementation of the Department of the Prime Minister and Cabinet (PM&C) led review of the Australian Government Crisis Management Framework (AGCMF), NEMA will support the Australian Government's approach to preparing for, responding to and early recovery from all hazards to ensure it is fit for purpose. As stewards and custodians of the AGCMF, NEMA will ensure preparedness through fit for purpose national plans, as stewards of whole-of-nation coordination arrangements and as best practice leaders in crisis capabilities.</p> <p>Through the annual Higher Risk Weather Season (HRWS) Preparedness Program, NEMA will support national resilience through shared situational awareness of the climatic outlook, 'war gaming' of national arrangements to ahead of the HRWS and engagement with national response and recovery stakeholders.</p> <p>Through the National Crisis Exercise Program, NEMA will explore national crisis response and early recovery arrangements, uplift of exercise and lessons capability and support continuous improvement to strengthen multi-jurisdictional, and multi-agency preparedness for crisis response.</p>			
Planned performance results				
	2024-25	2025-26	2026-27	2027-28
	100% achievement of key deliverables for national preparedness activities.	100% achievement of key deliverables for national preparedness activities.	100% achievement of key deliverables for national preparedness activities.	100% achievement of key deliverables for national preparedness activities.
Methodology and data source	<p>Analysis of whether key deliverables have been achieved in leading and coordinating national preparedness activities year on year, specifically for the:</p> <ul style="list-style-type: none"> • implementation of the review of the AGCMF • delivery of the HRWS Preparedness Program, and • delivery of the National Crisis Exercising Program. <p>Data will be drawn from internal records to assess the result. Individual milestones for the 2024-25 delivery period have been captured in detailed control documentation. Milestones for 2025-26 and beyond will be agreed year on year.</p>			
Link to 2024-25 PBS	Program 1.1: NEMA			
Changes since previous year	This measure (previously identified as 1.2) has been realigned from Strategic Objective 1 to Key Activity 1. A new planned performance result has been included to better reflect a single higher-level target for this measure, and the methodology has been updated.			



Performance Measure 2

Building national emergency capabilities to support national response to crises and contribute to enhancing community resilience and improve community safety outcomes

Key Activity	Preparedness			
Rationale	<p>The measure will evaluate how the development of significant national emergency capabilities contributes to enhanced community resilience and improved safety outcomes.</p> <p>The establishment of the National Emergency Management Stockpile (NEMS) Capability will enable alternative Commonwealth capabilities through streamlined procurement mechanisms and the rapid deployment of critical disaster response and relief resources when states and territories request non-financial assistance from the Australian Government.</p> <p>The National Messaging System (NMS) is a cell broadcast system that will be able to send messages, alerts and warnings to both targeted and large numbers of mobile devices across the entire country if needed. These will be delivered in near real-time during emergencies, disasters and crises.</p> <p>A national Public Safety Mobile Broadband (PSMB) capability will provide emergency service personnel with fast, safe and secure voice, video and data communications and near instant access to data, images and information in live situations, emergencies and critical incidents.</p> <p>The Disaster Relief Australia (DRA) Volunteer Uplift program is being delivered through a Commonwealth Grant Agreement to support the rapid uplift of DRA's capacity as an organisation including costs associated with recruitment, deployment, equipment and training of 5,200 new volunteers in addition to DRA's existing disaster volunteer workforce. This increased volunteer base will provide an alternative to deployments of the Australian Defence Force during relief and recovery operations.</p> <p>The National Aerial Firefighting Centre (NAFC) supports the delivery of national, state and territory aircraft for use by fire and emergency services. This investment delivers a broader range of aerial assets, moving from specific firefighting aircraft to a mix of fixed-wing and rotary multi-use assets, significantly strengthening protection for communities as they face a more diverse range of more intense, frequent and concurrent disasters due to the effects of climate change.</p>			
Planned performance results				
2024-25	2025-26	2026-27	2027-28	
100% achievement of delivery milestones for the implementation of capability projects.	100% achievement of delivery milestones for the implementation of capability projects.	100% achievement of delivery milestones for the implementation of capability projects.	100% achievement of delivery milestones for the implementation of capability projects.	

<p>Methodology and data source</p>	<p>Analysis of whether delivery milestones for the implementation of capability projects have been achieved in accordance with project governance arrangements. In 2024-25, analysis of milestone achievement will be conducted for the following:</p> <ul style="list-style-type: none"> • National Emergency Management Stockpile (NEMS) • National Messaging System (NMS) • Public Safety Mobile Broadband (PSMB) • Disaster Relief Australia (DRA) • National Aerial Firefighting Centre (NAFC). <p>Data will be drawn from internal records to assess the result. Capability projects and delivery milestones for 2024-25 have been captured in detailed control documentation. Future measure methodologies will be agreed year on year given:</p> <ul style="list-style-type: none"> • The inclusion of NEMS will expire after 2024-25, as it is expected that NEMS will transition from a project to a business-as-usual capability by the end of 2024-25. • The PSMB Taskforce is a time-limited body. Delivery milestones for 2026-27 and 2027-28 will be subject to future Australian Government decisions.
<p>Link to 2024-25 PBS</p>	<p>Program 1.1: NEMA</p>
<p>Changes since previous year</p>	<p>This measure (an amalgamation of measures previously identified as 2.1 and 2.2) has been realigned from Strategic Objective 2 to Key Activity 1. The measure wording has been revised. A new planned performance result has been included to better reflect a single higher-level target for this measure, and the methodology has been updated.</p>



Performance Measure 3

Coordination of Commonwealth support and planning capabilities enhance response, relief, and recovery outcomes and helps jurisdictions and international partners reduce the impacts of all-hazards crises

Key Activity	Response			
Rationale	<p>The measure will evaluate NEMA's success in leading and coordinating action and assistance for all-hazards, in accordance with the Australian Government Crisis Management Framework.</p> <p>The National Coordination Mechanism (NCM) is a flexible tool that harnesses full capabilities of the Australian Government, state and territory governments, and if required the private sector, during a crisis. The NCM ensures shared situational awareness through coordination, collaboration and communication that supports effective consequence management of complex crises events.</p> <p>Australian Government agencies develop national plans and maintain through NEMA an all-hazards national crisis exercising program. National plans assist in preparing for crises within Australia and overseas and may be activated during the course of crisis management. Each year, NEMA coordinates a national response to crisis, and conduct exercises and training under several national crisis response plans.</p> <p>The establishment of the National Emergency Management Stockpile (NEMS) Capability will enable alternative Commonwealth capabilities through streamlined procurement mechanisms and the rapid deployment of critical disaster response and relief resources when states and territories request non-financial assistance from the Australian Government.</p> <p>NEMA's coordination and planning capability provides a critical role in assisting information management between the Australian Government and emergency management practitioners which enables national coordination and leadership through managing issues with state and territory partners.</p>			
Planned performance results				
2024-25	2025-26	2026-27	2027-28	
As agreed by NEMA, response resources and capabilities are deployed 100% of the time and in a timely manner to aid response efforts to disaster impacted jurisdictions.	As agreed by NEMA, response resources and capabilities are deployed 100% of the time and in a timely manner to aid response efforts to disaster impacted jurisdictions.	As agreed by NEMA, response resources and capabilities are deployed 100% of the time and in a timely manner to aid response efforts to disaster impacted jurisdictions.	As agreed by NEMA, response resources and capabilities are deployed 100% of the time and in a timely manner to aid response efforts to disaster impacted jurisdictions.	

<p>Methodology and data source</p>	<p>Analysis of whether appropriate response resources and capabilities have been deployed 100% of the time, and in a timely manner, to aid response efforts to disaster impacted jurisdictions. Analysis will consider the following:</p> <ul style="list-style-type: none"> • The NCM is activated 100% of the time that it is requested and as agreed by NEMA to support preparedness and response events that require national level shared situational awareness or coordination, collaboration and communication for effective consequence management. • A national plan is activated 100% of the time they are required within 48 hours. • 100% of requests for stockpiled goods within the NEMS are ready and available for deployment within 24 hours of tasking. • 100% of requests for coordination and planning support are fulfilled within 48 hours. <p>Data will be drawn from internal records to assess the result.</p>
<p>Link to 2024-25 PBS</p>	<p>Program 1.5: Emergency Management</p>
<p>Changes since previous year</p>	<p>This measure (an amalgamation of measures previously identified as 1.1 and 2.3) has been realigned from Strategic Objectives 1 and 2 to Key Activity 2. The measure wording has been revised. A new planned performance result has been included to better reflect a single higher-level target for this measure, and the methodology has been updated.</p>



Credit: Department of Fire and Emergency Services

Performance Measure 4

Communities, leaders and stakeholders make effective decisions through decision support information and predictive analysis

Key Activity	Response
Rationale	<p>The measure will evaluate NEMA's ability to provide information, evidence, intelligence and insights to empower leaders and stakeholders to make effective decisions around all-hazards crises. NEMA is dedicated to developing intelligence and analytical products using this to support stakeholder decision making, and every effort will be made to meet requests for information. The crisis intelligence function has several areas of focus.</p> <p>This includes current intelligence to monitor and evaluate ongoing events and crises in real time, future intelligence to analyse potential future scenarios and long-term risks to inform strategic planning, geospatial operations to provide spatial products including analysis (e.g. satellite imagery and river system modelling), and an open-source function to gather and analyse information from open-source platforms (such as social media) to provide community sentiment and insights.</p> <p>This work will be driven by 2 of NEMA's key capabilities – the National Joint Common Operating Picture (NJCOP) and the NEMA Data Strategy 2023-25.</p> <p>The National Joint Common Operating Picture (NJCOP) platform is a key digital capability enabling leaders and stakeholders to make effective decisions. Once matured, the NJCOP platform will provide near-real-time situational awareness and decision support to all Australian Government emergency management stakeholders, all state and territory emergency management agencies and other identified industry stakeholders.</p> <p>The NEMA Data Strategy 2023-25 reinforces the intent to collaborate with our user stakeholders to improve access to data. The Strategy reinforces the importance of discovery and data sharing to continue to support our understanding of crises and disasters, and identify opportunities to increase resilience. Under the Strategy, the agency will be both a consumer and provider of reliable data and information, undertaking data sharing across all levels of government, along with our user groups through the use of innovative technology solutions. The Data Strategy 2023-25 supports the implementation of the <i>Data Availability and Transparency Act 2022</i> within NEMA, and combined with the Intergovernmental Agreement for Data Sharing, will increase the Agency on data sharing by default.</p>

Planned performance results			
2024-25	2025-26	2026-27	2027-28
<p>Crisis intelligence delivers a service to meet requirements on 80% of requests for information</p> <p>Increase the percentage of active NJCOP users in 2024-25 from 30% to 40%</p> <p>Localised and location-based natural hazard information is publicly available by NEMA 100% of the time</p>	<p>Crisis intelligence delivers a service to meet requirements on 80% of requests for information</p> <p>Increase the percentage of active NJCOP users in 2025-26 from 40% to 45%</p> <p>Localised and location-based natural hazard information is publicly available by NEMA 100% of the time</p>	<p>Crisis intelligence delivers a service to meet requirements on 80% of requests for information</p> <p>Increase the percentage of active NJCOP users in 2026-27 from 45% to 50%</p> <p>Localised and location-based natural hazard information is publicly available by NEMA 100% of the time</p>	<p>Crisis intelligence delivers a service to meet requirements on 80% of requests for information</p> <p>Increase the percentage of active NJCOP users in 2027-28 from 50% to 55%</p> <p>Localised and location-based natural hazard information is publicly available by NEMA 100% of the time</p>
Methodology and data source	<p>Analysis of how NEMA is supporting communities, leaders and stakeholder to make effective decisions. In 2024-25, this will be through:</p> <ul style="list-style-type: none"> the crisis intelligence function that supports state, territory and Australian Government agencies with information and analysis. While striving to meet 100% of requests, some crises situations require prioritisation. An 80% target has been chosen to account for these circumstances. An increase in the percentage of active users of the NJCOP will demonstrate that communities, leaders and stakeholders have an increased ability to make effective decisions through decision-support information and predictive analysis. A key element of NEMA's Data Strategy is to increase user access to data and analytical products. Ensuring that localised and location-based natural hazard information on NEMA's website is available 100% of the time will demonstrate that our users are enabled to make effective decisions and create their own data products as required. <p>Data will be drawn from internal records to assess the result.</p> <p>In 2025-26, NEMA will establish a methodology to evaluate the effectiveness of the capability to empower communities, leaders and stakeholders to make effective decisions through the provision of decision support information and predictive analysis.</p>		
Link to 2024-25 PBS	Program 1.1: NEMA		
Changes since previous year	<p>This measure (previously identified as 3.1) has been realigned from Strategic Objective 3 to Key Activity 2. New planned performance results have been included to better reflect targets for this measure, and the methodology has been updated.</p>		

Performance Measure 5

The Government supports jurisdictions to deliver timely and targeted recovery assistance to communities impacted by disasters.

Key Activity	Recovery			
Rationale	<p>The measure will evaluate how the Australian Government provides responsive and effective recovery assistance in collaboration with jurisdictions to support communities impacted by disaster events. The measure will evaluate NEMA's responsiveness to recovery needs of communities through the provision of funding support through and in collaboration with jurisdictions, or through direct Commonwealth payments to affected communities.</p> <p>This funding is through the Disaster Recovery Funding Arrangements (DRFA) (Category A, B, C and D), Australian Government Disaster Recovery Payment (AGDRP) and Disaster Recovery Allowance (DRA). The measure will also evaluate whether advice provided by NEMA to the Minister for Emergency Management on DRFA funding requests considers and addresses the DRFA Principles.</p>			
Planned performance results				
	2024-25	2025-26	2026-27	2027-28
	<p>DRFA, AGDRP, and DRA internal timeliness targets are met 100% of the time</p> <p>100% of DRFA (Cat C & D) funding requests to the Minister address the DRFA Principles</p>	<p>DRFA, AGDRP, and DRA internal timeliness targets are met 100% of the time</p> <p>100% of DRFA (Cat C & D) funding requests to the Minister address the DRFA Principles</p>	<p>DRFA, AGDRP, and DRA internal timeliness targets are met 100% of the time</p> <p>100% of DRFA (Cat C & D) funding requests to the Minister address the DRFA Principles</p>	<p>DRFA, AGDRP, and DRA internal timeliness targets are met 100% of the time</p> <p>100% of DRFA (Cat C & D) funding requests to the Minister address the DRFA Principles</p>
Methodology and data source	<p>Analysis of NEMA's responsiveness to recovery needs of communities through the provision of funding support through and in collaboration with jurisdictions, or through direct Commonwealth payments to affected communities.</p> <p>The performance analysis will consider if NEMA was able to meet internal responsiveness targets 100% of the time for DRFA (Category A, B, C and D), AGDRP and DRA, and that advice from NEMA on all DRFA Category C and D requests has addressed the DRFA Principles. Data will be drawn from internal records to assess the result.</p>			
Link to 2024-25 PBS	Program 1.2: Australian Government Disaster & Emergency Financial Support			
Changes since previous year	<p>This measure (previously identified as 4.1) has been realigned from Strategic Objective 4 to Key Activity 3. The methodology has been updated.</p> <p>The monitoring and evaluation planned performance results have been removed given this measure may be influenced by significant reviews and strategic changes, including implementation of recommendations from the Independent Review of Commonwealth Disaster Funding (the Colvin Review), Independent Review of National Natural Disaster Governance Arrangements (the Glasser Review) and Disaster Recovery Funding Arrangements Review (the DFRA Review). NEMA will reconsider this measure and its planned performance targets in 2025-26.</p>			



Credit: Emergency Services Agency (Australian Capital Territory)

Performance Measure 6

Leadership and coordination efforts reduce disaster risk across Australia.

Key Activity	Risk reduction and resilience			
Rationale	<p>The Australian Government is driving a strategic and coordinated national agenda to reduce the risk and impact of disasters. The measure will assess NEMA's efficacy in leading and coordinating efforts to reduce disaster risk and build resilience nationally by implementing Australia's guiding policy framework; the National Disaster Risk Reduction Framework (NDRRF).</p> <p>The NDRRF is Australia's domestic implementation mechanism for the United Nations Sendai Framework for Disaster Risk Reduction 2015-2030. NEMA leads the development of national action plans to implement the NDRRF. These guide national efforts to proactively reduce disaster risk, minimise the impact of disasters and drive progress towards the Sendai 2030 goals.</p> <p>Implementation of the Second National Action Plan for the NDRRF (the Action Plan) is a shared responsibility. NEMA is working across Government, with states and territories and with key stakeholders, to implement the Action Plan and create stronger, more secure and more resilient communities.</p>			
Planned performance results				
2024-25	2025-26	2026-27	2027-28	
Progress against the implementation of the Second National Action Plan to implement the National Disaster Risk Reduction Framework (NDRRF)	Progress against the implementation of the Second National Action Plan to implement the NDRRF	Progress against the implementation of the Second National Action Plan to implement the NDRRF	Progress against the implementation of the Second National Action Plan to implement the NDRRF	
Methodology and data source	<p>For 2024-25, progress to implement the Second National Action Plan for the National Disaster Risk Reduction Framework will be assessed against;</p> <ul style="list-style-type: none"> The number of Commonwealth investment decisions, policies/frameworks and programs to embed disaster risk reduction principles. The 2024-25 data will provide a baseline for yearly comparisons until 2027-2028. NEMA facilitating cross jurisdictional information sharing via a minimum of four meetings of the cross-government Disaster Risk Reduction Working Group. Reporting of national annual Sendai indicator data to the United Nations Office for Disaster Risk Reduction (UNDRR). <p>Additionally, further work will be undertaken to advance a systemic monitoring, evaluation and learning framework methodology and establish indicators that enable effective monitoring of efforts to reduce disaster risk and build resilience nationally.</p>			
Link to 2024-25 PBS	Program 1.1: NEMA			

Changes since previous year

Realigned from Strategic Objective 1 to Key Activity 4

NEMA has undertaken data collection activities, workshops and consultations to inform development of the Systemic Monitoring, Evaluation and Learning system, (SysMEL). Further work will be undertaken to advance the SysMEL methodology and establish a baseline to monitor how Australia is progressing against actions outlined in the National Disaster Risk Reduction Framework.



Credit: Emergency Management Victoria

Performance Measure 7

Disaster risk reduction investment supports communities, businesses and individuals to be better prepared for, and more resilient to, disaster events.

Key Activity	Risk reduction and resilience			
Rationale	<p>This measure will evaluate how investment through the Disaster Ready Fund (DRF) supports communities to be better prepared and more resilient to disaster events.</p> <p>The DRF program is intended to help to mitigate the devastating impacts of natural hazards by investing in important disaster resilience projects which are targeted at systemic risk reduction to build community resilience and capability.</p>			
Planned performance results				
	2024-25	2025-26	2026-27	2027-28
	<p>100% achievement of program design and delivery milestones for Round Two of the DRF</p> <p>DRF performance health check for 2024-25 completed</p>	<p>100% achievement of program design and delivery milestones for Round Three of the DRF</p> <p>DRF performance health check for 2025-26 completed</p>	<p>100% achievement of program design and delivery milestones for any future rounds of the DRF</p> <p>DRF performance health check for 2026-27 completed</p> <p>An independent evaluation of the effectiveness of DRF Round One is delivered</p>	<p>100% achievement of program design and delivery milestones for any future rounds of the DRF</p> <p>DRF performance health check for 2027-28 completed</p>
Methodology and data source	<p>Analysis of whether DRF program design and delivery milestones have been achieved year on year. The data will be drawn from briefings to the Minister through the Parliamentary Document Management System (PDMS) and compared against the Disaster Ready Fund Act and the guidelines for each funding round which establish round timeframes.</p> <p>A performance health check which will assess the performance of the DRF through reviews of reporting data and regular performance and implementation reports to identify if/when adjustments are required of the DRF will also be completed, in line with the established DRF Monitoring and Evaluation Plan. In 2026-27, NEMA will measure the effectiveness of the DRF against program objectives through an independent evaluation.</p> <p>Data will be drawn from internal and external data sources, which may include interviews with stakeholders, surveys, econometric and thematic analysis.</p>			
Link to 2024-25 PBS	Program 1.3: Australian Government Resilience, Preparedness and Disaster Risk Reduction Support			
Changes since previous year	<p>This measure (previously identified as 4.2) has been realigned from Strategic Objective 4 to Key Activity 4. Additional planned performance results have been included to better reflect achievement against the measure, and the methodology has been updated.</p>			



Performance Measure 8

Building a national picture of hazard risk, targeting investment and understanding effective mitigation measures

Key Activity	Risk reduction and resilience			
Rationale	<p>The measure will evaluate how the Australian Government and the insurance industry collaborate, through the Hazards Insurance Partnership (HIP), on issues at the intersection of hazard risk and insurance.</p> <p>The intensity and frequency of disasters is increasing pressure on insurance coverage (un-insured and under-insurance) and affordability (price, price fluctuations and price sensitivity) across Australia. The Actuaries Institute estimates that 1.24 million households are paying greater than four weeks of annual income on insurance.</p> <p>Members of HIP are working together to reduce risk and strengthen community resilience to disasters through a forward work plan, which for 2024-25, includes three main projects discussed below.</p> <p>The Mitigation Measures Knowledge Base (MMKB) is a public collection of evidence-based household flood, bushfire and tropical cyclone risk mitigation activities to help ensure property owners, communities and all levels of government have readily available advice on best practice mitigation measures.</p> <p>The Enduring Data Asset will help measure insurance affordability and availability to enable NEMA and other government departments and agencies to more effectively target policy and programs to areas of risk.</p> <p>The development of a community education and awareness strategy to help build awareness among households and communities to better understand mitigation and take action to reduce their hazard risk.</p>			
Planned performance results				
2024-25	2025-26	2026-27	2027-28	
Deliver on the HIP strategic priorities as per annual work plan	Deliver on the HIP strategic priorities as per annual work plan	Deliver on the HIP strategic priorities as per annual work plan	Deliver on the HIP strategic priorities as per annual work plan	
Methodology and data source	<p>Analysis of whether work plan deliverables and subordinate project milestones have been achieved. In 2024-25, analysis will consider whether NEMA has met agreed work plan deliverables and subordinate project milestones of HIP projects, including the MMKB project, the Enduring Data Asset project, and the development of a community education and awareness strategy. Data will be drawn from internal records to assess the result.</p> <p>Future years will measure the delivery of the HIP strategic priorities as per annual work plans.</p>			
Link to 2024-25 PBS	Program 1.1: NEMA			
Changes since previous year	This measure (previously identified as 3.2) has been realigned from Strategic Objective 3 to Key Activity 4. The planned performance result wording has been revised, and the methodology has been updated.			



Risk oversight and management

Our complex and rapidly changing setting and key activities shape our diverse range of responsibilities. We face a range of risks and have defined a risk appetite statement to support staff to make considered judgements when managing our risks:

We make risk-based decisions focused on prioritising support to Australian society and work with partners to prepare for, respond to and recover from emergencies and government-agreed international commitments.

We minimise the risk to our people and will not intentionally expose our staff to known and unmanaged risks that could put their wellbeing or the wellbeing of others in jeopardy.

We establish and maintain a risk culture that enables us to engage with risk where the benefit to Australian society is substantial and empowers our staff to make informed risk management decisions.

Our effectiveness requires an active approach to managing risk in order to achieve our purpose in a constantly evolving environment. Our Risk Management Framework enables risk to be managed in accordance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the Commonwealth Risk Management Policy. The framework is a set of policies, processes and structures for a systematic and comprehensive approach to managing risk.

The Coordinator-General has overarching responsibility for the framework. This includes setting our risk appetite and tolerance levels. The Coordinator-General is supported by the Executive, the Chief Risk Officer, a central risk function and key governance committees to embed a positive risk culture. Responsibility for operational risks are assigned to senior executive officers as risk owners, who report through various governance mechanisms.

Risk management is the *responsibility of all staff*. We encourage staff to openly discuss risk and incorporate risk management into their day-to-day work. We support staff with specific risk category tolerance statements and levels, as well as detailing associated consequences, likelihoods and impacts they can use. We are continuing to build and promote a risk-aware culture that encourages informed risk-taking in support of achieving our purpose.

Over the period of this Plan, we will also contribute to whole-of-government activities including [APS Net Zero](#) and the [Climate Risk and Opportunity Management Program](#). Failure to address climate-related risk poses a serious threat to delivering our purpose, and all staff are responsible for considering climate risks in the context of risk management activities. As a non-corporate Commonwealth Entity, we will continue to embed our commitment to achieve net zero operations by 2030 and identify, assess, prioritize and manage climate risks and opportunities across its operations, policies and programs.

The framework is designed to integrate risk management with governance, planning and performance, integrity, assurance and our day-to-day operations to better understand and respond to risk. We regularly review the framework over the reporting period to make sure the practices continue to mature and appropriately reflect the changing operating environment.



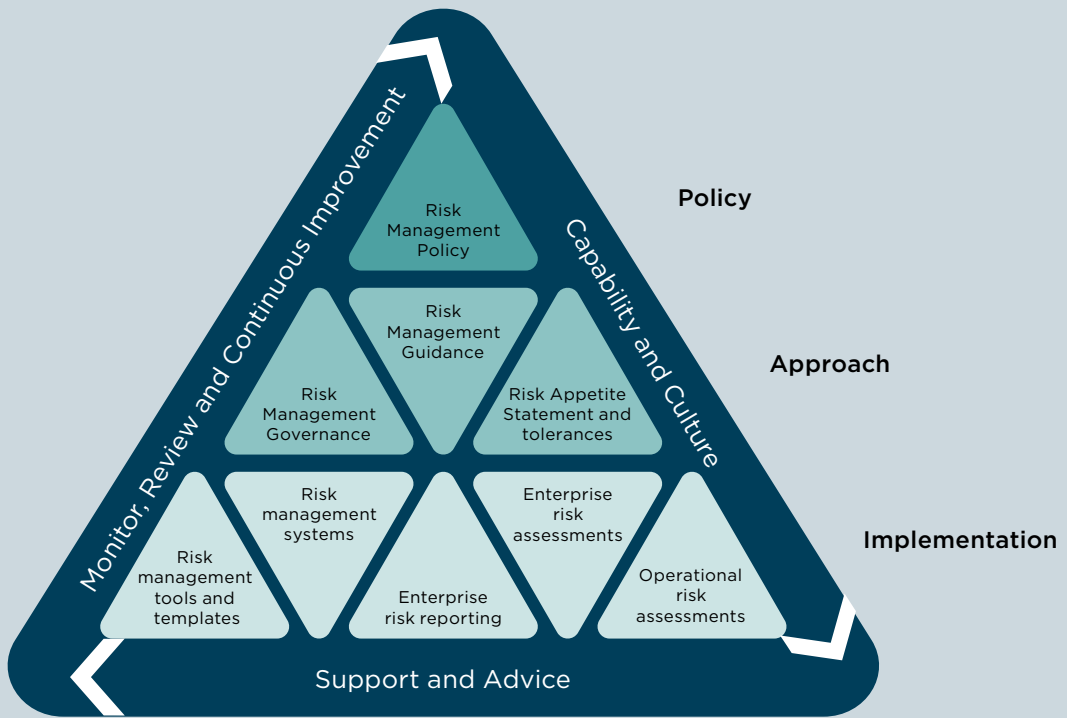


Figure 3: Risk oversight

Governance

The Executive Group, chaired by the Coordinator-General, continuously identifies, monitors and evaluates key risks to achieving our purpose, including emerging risks. The Executive Group is supported by several subcommittees, which monitor and evaluate key risks within each committee's remit.

Our Audit and Risk Committee is established in compliance with Section 45 of the PGPA Act. It also has a role in overseeing risk management and internal control practices. The committee provides independent advice to the Coordinator-General on financial and performance reporting responsibilities, risk oversight and management, and systems of internal control.



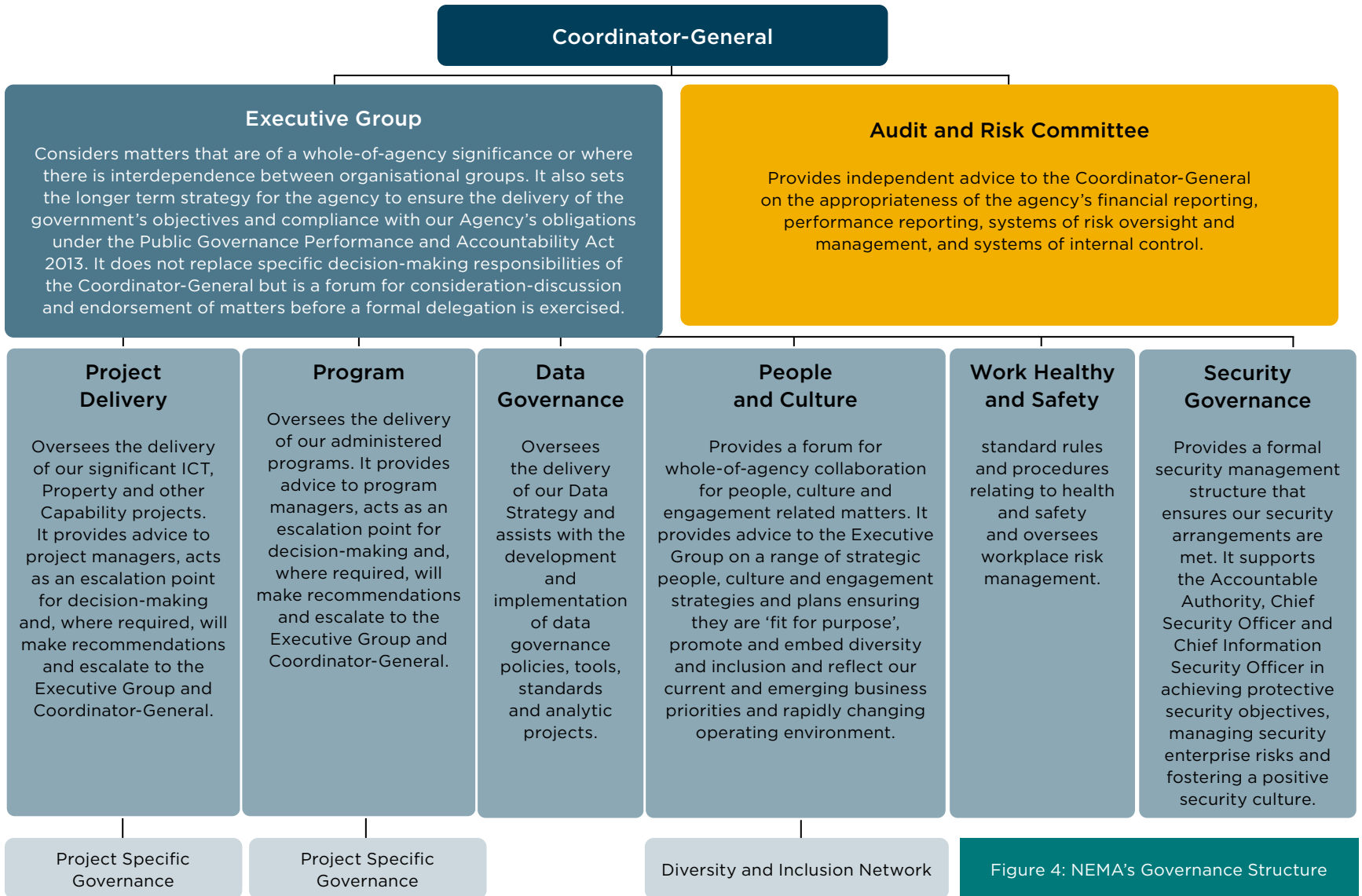


Figure 4: NEMA's Governance Structure

Opportunities and risks

Taking a risk-dependent approach is critical to designing appropriate strategies and controls that enable the mitigation or pursuit of risk in line with achieving our purpose, strategic objectives and intended results. Each year, as part of the corporate planning cycle, the Executive review our key risks and opportunities, as shown on the following page.



Our opportunity

Using our national leadership to improve and strengthen coordination with and between state and territory crisis management agencies.

Key risks	Mitigation strategies
<p>We fail to maintain our national leadership role and work effectively through meaningful partnerships to deliver government priorities.</p>	<ul style="list-style-type: none"> • We manage this risk through our inter-agency and inter-jurisdictional governance forums. All forums have terms of references with clear roles and responsibilities. • Effective coordination and national leadership in crisis management is managed through the AGCMF.
<p>As stewards, we fail to instil confidence in the system that provides community support.</p>	<ul style="list-style-type: none"> • We will implement the findings from the Independent Review of Commonwealth Disaster Funding and the review of the AGCMF. • Ahead of each HRWS, we deliver a HRWS Preparedness Program to prepare Australian, state, territory and local governments, key industry sectors and relevant not-for-profit organisations for the seasonal climate outlook. • We develop our programs in line with the PGPA Act and Commonwealth Grant Rules and Guidelines and use the oversight from the EPMO, internal audits and other assurance mechanisms to identify opportunities for improvement.
<p>We fail to use our resources to provide timely, coordinated and effective support.</p>	<ul style="list-style-type: none"> • We will implement the findings from the Independent Review of Commonwealth Disaster Funding and the review of the AGCMF. • We also manage this risk through our internal governance forums and oversight from the EMPO. This includes regular oversight of Commonwealth funding, prioritisation of activities and resourcing.
<p>The impact of all hazards on Australian communities is not diminished by the Australian Government's involvement (facilitated by NEMA) in crisis management.</p>	<ul style="list-style-type: none"> • Coordination and national leadership in crisis management is managed through the AGCMF and National Coordination Mechanism (NCM), which coordinates responses across all sectors. Strategic foresight and planning capability also analyses available information to anticipate potential events and consequences.
<p>We fail to influence the national disaster mitigation policy agenda to build greater resilience, response, recovery and risk mitigation outcomes.</p>	<ul style="list-style-type: none"> • We influence the national disaster mitigation policy through the implementation of the National Disaster Risk Reduction Framework (NDRRF) and the Second National Action Plan. Our Monitoring and Evaluation Strategy and annual plan feed lessons learnt back into the policy development cycle.
<p>We fail to adequately support the physical and psychological health and wellbeing of staff.</p>	<ul style="list-style-type: none"> • We function in a fast-paced environment with a dispersed network of staff and the National Situation Room (NSR), which operates 24/7. Staff can also be deployed to disaster zones domestically and overseas. To support this, we place a strong focus on the <i>safety and wellbeing</i> of staff. This is reflected in our Work Health and Safety (WHS) Management System framework, policies, procedures and awareness programs, which all play a critical role in managing risks and keeping staff safe. Our WHS Committee oversees workplace risk management, consistent with the requirements of the <i>Work Health and Safety Act 2011 (Cth) (WHS Act)</i>.

Integrity

Our *Integrity Framework* supports a strong integrity culture by clearly articulating the standards and obligations for conduct, performance and behaviour of all staff. It is based on the Commonwealth Integrity Maturity Framework, which is a set of 8 Integrity Principles that are derived from the key Commonwealth integrity laws, policies and procedures. It also considers the requirements of the National Anti-Corruption Commission (NACC), which commenced on 1 July 2023.

In 2023-24, we undertook a maturity assessment, conducted by our internal auditors, to provide assurance that our Integrity Framework was designed effectively. Work continues to implement the recommendations, and further internal audits will be conducted in 2024-25 and over the forward years to ensure each element is operating effectively.

A key element of our integrity landscape is the Fraud and Corruption Control Framework. It is consistent with the revised Commonwealth Fraud and Corruption Control Framework, which came into effect on 1 July 2024. We undertake annual fraud and corruption risk assessments to identify the key fraud and corruption risks to actively manage in line with our Fraud and Corruption Control Plan. In some circumstances, fraud and corruption risks are shared with delivery partners.

In 2024-25 and over the forward years, we will continue to build on our fraud and corruption control foundations to ensure roles and responsibilities are well understood and that our key fraud and corruption controls are appropriately designed and operating effectively.

From crises. During the period of this corporate plan, we will co-lead a review of the AGCMF with the Department of the Prime Minister and Cabinet.

Our environment

Understanding our operating context is critical to delivering on our purpose. Many factors are out of our direct control; however, we respond by assessing the impact of these factors on our delivery.

States and territories are the first responders for disaster events occurring in their jurisdictions. We provide critical national leadership and support for coordinated response and recovery actions, particularly for severe and catastrophic crises that extend beyond the boundaries of a single jurisdiction – and these events are increasing.

Climate change is creating a disaster landscape that is more challenging than ever before. In recent years there has been an exponential increase in the size, scale and complexity of natural disasters, with recovery costs at unsustainable levels.

Our national emergency management system is under extreme pressure with many Australian communities finding themselves in a constant state of response and recovery. To effectively navigate this challenge our emergency management systems need to continue to evolve.

The Australian Government commissioned a number of reviews to better understand the natural hazard challenges Australia faces and how our emergency management systems need to change to ensure we are resilient and effectively prepared. This included the:

- Independent Review of National Natural Disaster Governance Arrangements
- Independent Review of Commonwealth Disaster Funding, and
- Disaster Recovery Funding Arrangements Review.

The Independent Review of National Natural Disaster Governance Arrangements (the Glasser Review) focused on the need to strengthen national decision-making mechanisms to ensure appropriate focus on risk reduction and resilience around the most critical challenges facing our nation. The Final Report of the Glasser Review was delivered to Government in December 2023.

The Independent Review of Commonwealth Disaster Funding (the Colvin Review) focused on ensuring Commonwealth funding for disaster recovery was effectively targeted, equitable, accessible and financially sustainable. The Final Report of the Colvin Review was delivered on 30 April 2024.

The Disaster Recovery Funding Arrangements Review (the DFRA Review) provides an in-depth examination of the lessons learnt from the implementation of these funding arrangements and how recovery funding can evolve to ensure impacted Australians are treated consistently and fairly, that governments are able to respond quickly and appropriately, and that communities are built back better. The DRFA Review was delivered to Government in July 2024.

All three reviews are the product of significant stakeholder engagement – including with individual states and territories, as well as other key stakeholders, such as local government, industry and the not-for-profit sector – literature research and policy review, as well as financial analysis.

Over the course of this plan, we will support the government's holistic consideration and implementation of the Glasser, Colvin and DRFA reviews, recognising the interdependent nature of the issues these reviews are considering. Recognising that a whole-of-nation (individuals, households, communities, industry, not-for-profit organisations, academia and all levels of government) approach is needed to achieve the transformative changes that are needed to reduce disaster risk and build resilience, we will work closely with stakeholders to evolve our emergency management systems across the continuum.

We also support the National Resilience Taskforce and its review of Commonwealth Emergency Management Powers and the Australian Government's role and responsibilities in managing nationally significant crises. This work will include ensuring the overall effectiveness of the *National Emergency Declaration Act 2020*.

Our agency is the principal executor for the AGCMF. The AGCMF outlines the Australian Government's approach to prepare for, respond to and recover from crises. During the period of this corporate plan, we will co-lead a review of the AGCMF with the Department of the Prime Minister and Cabinet.

Horizon scanning

Managing the consequences of consecutive, concurrent and compounding events now – and in the future – requires a coordinated whole-of-society effort. Strengthening our collective focus on taking a more proactive approach is essential. This is due to our improved understanding of the relative value of prevention, acknowledgement of the risks posed by a changing climate, and improved availability of data to make decisions.

The impact of climate change means the threats we face today will be experienced inherently differently from the threats we will face tomorrow. This complicates and increases the importance of disaster risk reduction and resilience building across the crisis management continuum. Climate change is driving particular hazards in regions where they were not previously common. These include droughts, bushfires, biosecurity threats and human diseases. Regions need to develop local capabilities to understand and address these challenges. Hazards are also increasingly converging. They overlap or trigger further events, so their impact becomes greater. Hazard convergence makes it important for agencies to quickly leverage resources from the different parts of the system and deploy them dynamically as different hazards emerge.

<p>Geostrategic uncertainty</p>	<p>Significant domestic challenges have occurred in the context of macro-economic and geopolitical uncertainty, resulting in disrupted international supply chains. A resilient approach to national disaster management becomes even more important as the world becomes increasingly uncertain.</p>
<p>Natural hazards</p>	<p>Australia's changing climate has resulted in unprecedented natural disasters which are increasing in duration and intensity. They are occurring concurrently or consecutively, and expanding traditional hazard seasons to year-long threats in both a domestic and international context. Local emergency management resources are increasingly overwhelmed, and national and international resource sharing has become more complex as hazard seasons overlap. This has exposed vulnerabilities in Australia's disaster response capabilities.</p>
<p>Biosecurity</p>	<p>Biosecurity risks are increasing in complexity. These are driven by factors such as climate change, unpredictable trade and travel patterns, and changes in land use. These risks can devastate native flora and fauna, damage our agricultural, seafood and forestry industries, and compromise our clean air, water and land. COVID-19 has exposed society's vulnerability to pandemics – from health, economic and social perspectives. Australia's Gross Domestic Product (GDP) saw a \$158 billion cumulative loss over the first 2.5 years of the COVID-19 pandemic. During this time, there were more than 13,000 additional deaths.</p>
<p>Social cohesion</p>	<p>Social cohesion is critical to enduring resilience. Social media enables emergency management organisations to directly communicate with communities in real time. Social media also presents challenges through the ubiquitous spread of unverified and inaccurate information.</p>
<p>Cyber</p>	<p>Modern society is heavily dependent on digital networks. The connectivity these networks provide is invaluable; however, our reliance on them creates novel risks. It is increasingly vital to build resilience to hazards across our digital infrastructure – telecommunications networks, key government and corporate systems, digital-enabled supply chains – and recovering this infrastructure following crises. A cybercrime against Australian Government agencies, businesses and citizens is reported on average every 7 minutes. Geopolitical insecurity and the rapid advance of data and technology changing the nature of crime are contributing to the rise in cybersecurity threats.</p>



Emergency management governance

We empower effective and innovative decision-making on the current and future state of national disaster preparedness, adaptation, response, recovery, resilience and long-term policy by delivering effective governance through the active stewardship of Australia's primary national emergency management committees.

The National Emergency Management Ministers' Meeting (NEMMM), chaired by the Minister for Emergency Management, is the ministerial council for emergency management. Reporting to National Cabinet, it brings together all emergency management ministers and the President of the Australian Local Government Association (ALGA) to set national priorities and deliver outcomes that strengthen Australia's resilience, preparedness and capability.

NEMMM is supported by the Australia-New Zealand Emergency Management Committee (ANZEMC) chaired by our Coordinator-General. ANZEMC brings together senior officials with responsibility for emergency management, recovery and policy from all states and territories in Australia, as well as New Zealand, along with the Australian Local Government Association. ANZEMC delivers on agreed NEMMM priorities through a strategic, forward-focused work plan that identifies key deliverables that require national leadership and investment to advance.

Through the life of this plan, we will continue to work with committee members to implement reforms designed to strengthen the decision-making capability, strategic focus and delivery of these forums, guided by the Australian Government's response to the Independent Review of National Natural Disaster Governance Arrangements.



Our stakeholders

We deliver real impact and leadership, working with local communities, and in collaboration with state and local governments, so all Australians are better prepared for, and supported, during disasters and emergencies

Australia’s emergency management arrangements bring together the efforts of governments, industry, the non-government sector and communities to deliver coordinated emergency response and recovery across all hazards. We recognise effective consequence management requires leadership before, during and after crises to ensure the safety and prosperity of all Australians.

Our engagement approach includes techniques and methods to make sure stakeholders can participate and contribute equitably, effectively and constructively. We will tailor our engagement goals, methods and tools to our stakeholders’ communication needs and recognise the importance of genuine co-design.

Our engagement approach means we:

- harness the expertise and knowledge of all communities so our emergency response, resilience and recovery services are more effective

- commit to a meaningful and ongoing relationship with First Nations peoples and celebrate and respect the unique place Aboriginal and Torres Strait Island peoples hold as the First Australians, and
- engage with people with disabilities, people from diverse backgrounds and people facing disadvantage or vulnerability.

Communities expect greater self-determination. They want services that recognise local expertise and strengths. Services need to create the conditions for people to resume a life which is no longer focused on a disaster. We improve policy, frameworks, products, services, and disaster management outcomes by listening to and incorporating diverse voices in our programs.

We engage with these stakeholders to build and enhance capability, capacity and technical knowledge, and to support effective management before, during and after a crisis. We recognise there are areas of local knowledge and expertise among our stakeholders that can positively contribute to achieving our strategic objectives and key activities.

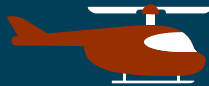
We work with:



federal, state and local governments



emergency management ministers



emergency management organisations

- service providers working in communities
- national charities, not-for-profit and philanthropic organisations
- research organisations and academia
- committees/forums within regions, related to resilience, health and wellbeing, economic development and support, and community development
- community leaders
- industry and peak bodies
- international organisations.

Linked programs display how programs delivered by other Commonwealth entities contribute to common government objectives. We collaborate with the following entities to achieve our outcome.

PBS 2024-25	
<p>Outcome 1: <i>Linked programs display how programs delivered by other Commonwealth entities contribute to common government objectives. We collaborate with the following entities to achieve our outcome</i></p>	
Bureau of Meteorology	<ul style="list-style-type: none"> • Collaborates with products and briefings relating to severe weather events. • Supports us to improve <i>High Risk Weather Season (HRWS)</i> preparedness by assisting with scenario development, exercises and training.
Department of Health and Aged Care	<ul style="list-style-type: none"> • Working together to implement the National Disaster Mental Health and Wellbeing Framework, which articulates national principles for effective and coordinated mental health support and services for communities at risk of, and affected by, disasters.
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	<ul style="list-style-type: none"> • Contributes by investing in transport infrastructure projects, national and regional economic and social developments, and major disaster resilience and recovery.
Department of Industry, Science and Resources	<ul style="list-style-type: none"> • Collaborates to ensure broad policy alignment on the Australian Building Codes Board Intergovernmental Agreement. • Works together to manage risks posed by space events and re-entering space debris. • Makes payments for programs related to recovery and resilience.
Department of Treasury	<ul style="list-style-type: none"> • Makes payments to the states related to recovery, resilience and emergency management programs.
Services Australia	<ul style="list-style-type: none"> • Makes payments to the states related to recovery, resilience and emergency management programs.

Our capability

We continue to build the capabilities of our staff to deliver on our vision and purpose for all Australians.

Our people are the heart of our organisation and are critical to delivering on our purpose and strategic objectives. We have a professional, committed and skilled workforce who bring our vision to life. Our people are supported by a culture that embraces diversity, innovation and inclusion through agile, resilient, responsive and adaptive ways of working. We support staff to develop their cultural capability through access to continuous learning opportunities. Part of this commitment is embed understanding of First Nations peoples. We have taken steps in developing our own Reconciliation Action Plan to take meaningful action to advance reconciliation and continue to build our cultural competency as an Agency.

We are committed to providing a safe and healthy work environment for our people and continually review and strengthen our WHS Management System to empower our people with tools and resources to ensure an understanding of responsibilities under the WHS Act.

In 2024–25, we will develop a People Strategy and Employee Value Proposition, demonstrating our commitment to our people and outlining initiatives that position us as an employer of choice. We will continue to build on the capability of our workforce, defining critical skills and addressing workforce risks and gaps through workforce planning initiatives aligned with learning and development investment and recruitment activities.

During 2024–25, we will also embed the Australian Public Service (APS) Strategic Commissioning Framework into our internal policies, processes and systems to prioritise direct employment as the default for our core work and ensure the benefits of any external arrangement are maximised.

Emergency management expertise

We lead training design, development, delivery, coordination and procurement to meet the general and specialist vocational training requirements of our staff and to support skill development of Commonwealth, state and territory partners.

We will deliver *Observation, Insight, Lessons Identified, Lessons Learnt (OILL) workshops* to Australian, state and territory government representatives. The workshops provide information on the OILL methodology as set out in the Australian Disaster Resilience Handbook for Lessons Management.

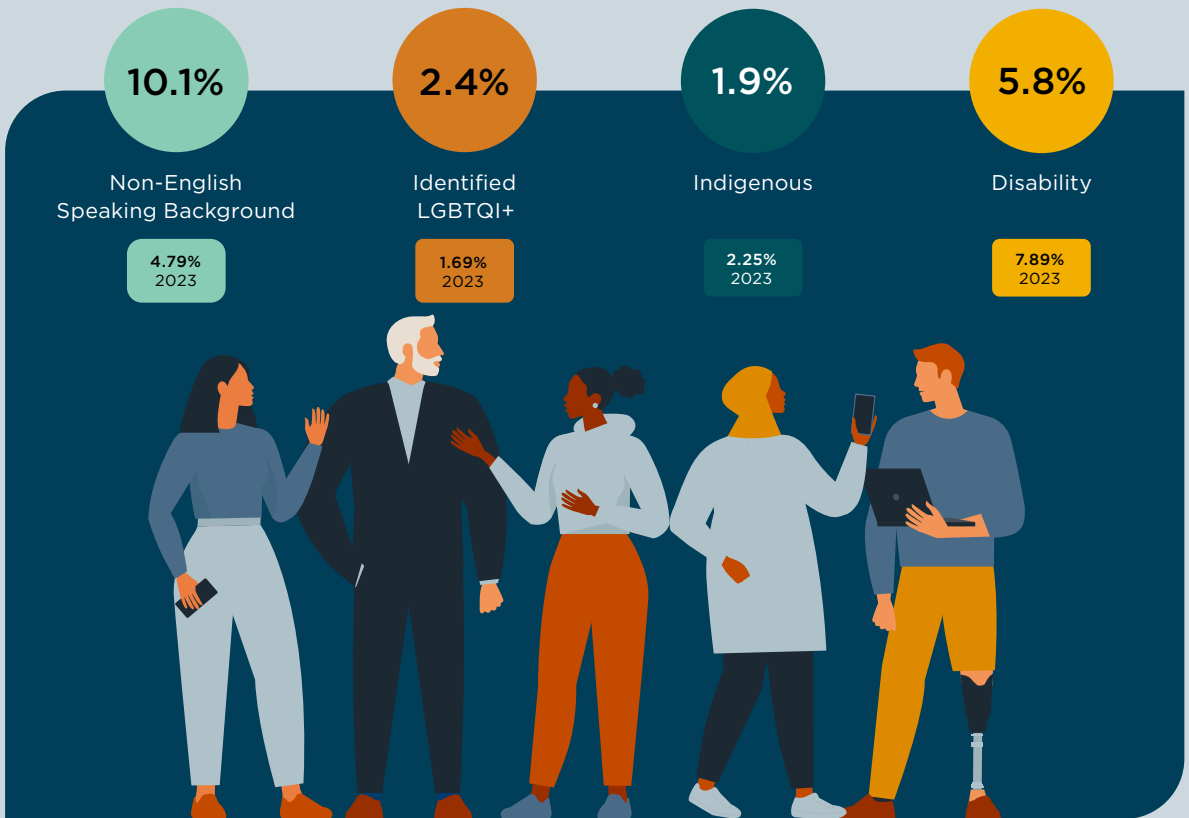
We will deliver *Crisis Appreciation and Strategic Planning (CASP) methodology training* to our staff as well as Australian, state and territory government representatives to contribute to national consistency in planning. This training will support the uplift of planning capability for our stakeholders. CASP was identified in the AGCMF as the preferred planning methodology for the Australian Government. It provides agencies with a scalable and repeatable planning process to support effective preparedness, response and recovery operations. It enables agencies to define the operating environment, analyse priorities, conduct a gap analysis, identify lines of effort and implement a successful crisis response.

Our people

Our staff profile demonstrates a diversity of backgrounds. We have the opportunity to use our skills, share our experiences and learn from each other. We have proven our ability to be responsive, agile and remain resilient in uncertain times. Our people have displayed an inclusive and strong can-do culture and ethos with a strong connection to our purpose.

We will continue to build our workforce following sustainability funding in the 2024–25 Budget in line with APS employment targets. Our Diversity and Inclusion (D&I) Network supports our approach. The D&I Network seeks to create an inclusive workplace where all staff feel safe to bring their whole selves to work. The D&I Network recognises the diversity of the Australian community and fosters diversity in our workplace.

Our People and Culture Committee has a strong focus on people and encouraging workforce participation in building a great culture.



Total Headcount: 511		Total Headcount: 460	
375 Ongoing	261 Female	299 Ongoing	231 Female
43 Non-ongoing (including secondees)		56 Non-ongoing (including secondees)	
93 Contractors	150 Male	105 Contractors	121 Male
90.4% Full Time		93.5% Full Time	
9.6% Part Time	4 X	6.5% Part Time	3 X
Data as at 1 July 2024		Data as at 1 July 2023	

Figure 5: Staff profile

Data and analytics

Building data capability is an iterative process. Our *Data Strategy 2023–2025* outlines principles to integrate our people, processes and technology to achieve our vision of leveraging data to support informed decision-making. The strategy sets an overarching plan for how we will progressively increase our data maturity across the crisis management continuum. This will help us achieve our objective of assisting communities to plan, prepare, respond and recover.

Information Communications Technology (ICT)

Technology enables us to achieve our strategic objectives. Our Technology Strategy 2024–2026 sets out the technology vision for the agency. Over the next 2 years, we will seek to leverage fit-for-purpose technology and innovation that enables the delivery of efficient and effective business outcomes across the crisis management continuum, while improving employee experiences. Our aim is to have:

- contemporary and streamlined architecture that enables efficient and agile services
- technology investments that deliver enduring value and are driven by business needs, cognisant of the unique nature of emergency response requirements
- a culture of innovation, continuous improvement and data-driven decision-making to enhance our services
- continuous enhanced and streamlined communication and information exchange
- rationalised infrastructure to deliver scalable and flexible solutions that can rapidly adapt to meet high demand and innovate quickly.

We have identified 3 strategic technology priorities to deliver our vision:

- **Simple:** simple, appropriately secure and reliable technology capabilities across the crisis management continuum.
- **Scalable:** reusable, scalable and resilient technology solutions across our organisational framework and tools.
- **Collaborative:** technology that enables collaborative partnerships to build capacity, enable disaster resilience and support delivery to our communities.

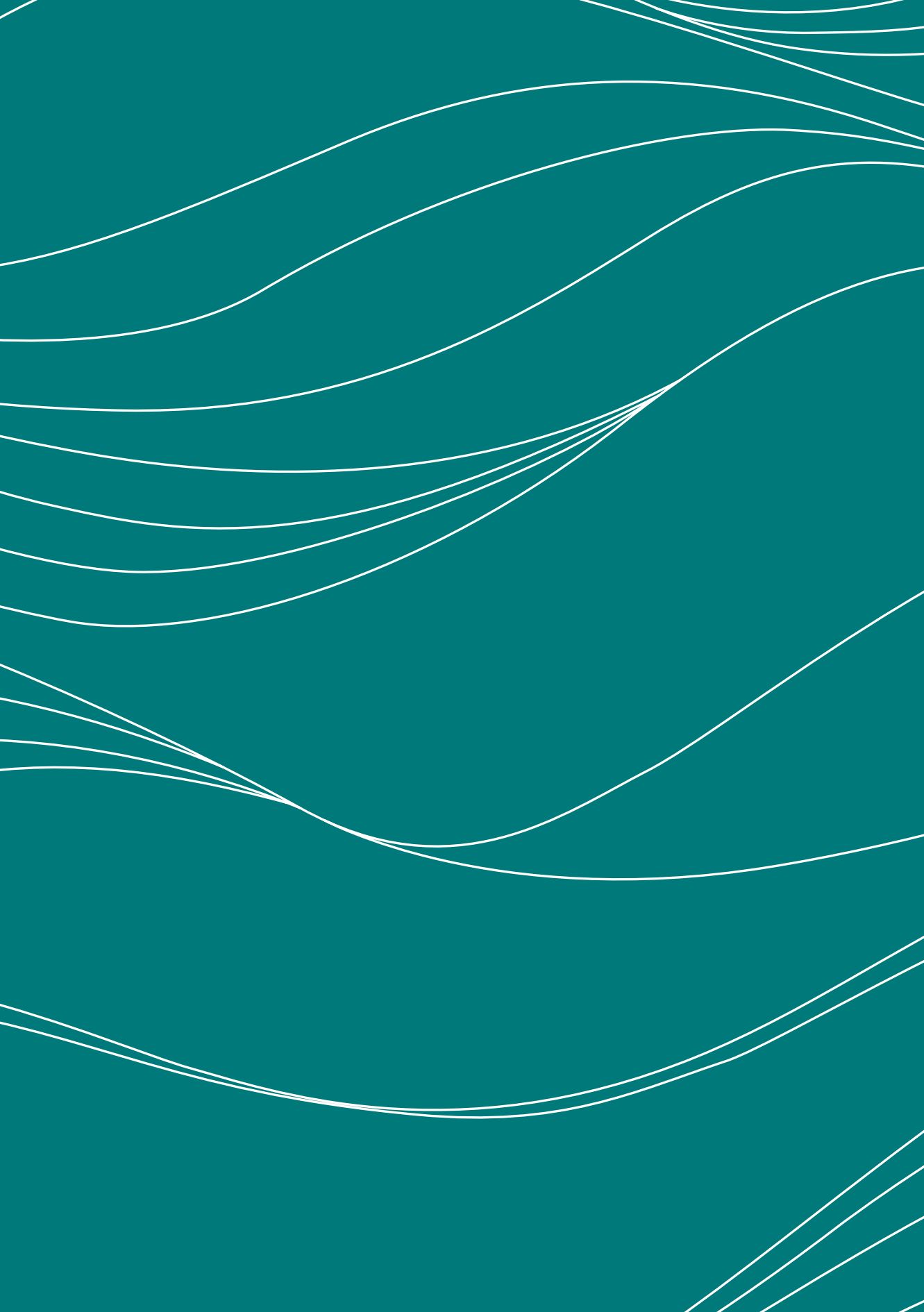
We operate on a corporate network managed by the Department of Home Affairs. The department is our primary IT provider for infrastructure and common business applications, and IT provider of choice for bespoke technology requirements.

We will invest in technology to improve the management of administered programs supporting disaster-affected communities, enhanced situational awareness tools providing common visibility during crisis response, and tools for improved collaboration with key stakeholders.

Enterprise Portfolio Management Office

The Enterprise Portfolio Management Office (EPMO) within the Program Delivery Assurance and Evaluation Branch is responsible for providing independent, objective assessments to support delivery of governance and executive decision-making for our projects and administered programs.

The EPMO provides quality assessments and insights of project and program performance through the consistent and detailed assessment of documentation and data and through direct engagement with Senior Responsible Officers and project/program leads. The EPMO also maintains the enterprise-level standards for project management and standardised project and program reporting.





Australian Government

**National Emergency
Management Agency**