



Australian Government
National Emergency Management Agency



Corporate Plan

2023-24 to 2026-27



Corporate Plan 2023-24 to 2026-27

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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.

We acknowledge those who have lost loved ones, homes, businesses and livelihoods in disasters across Australia.

We acknowledge the dedication of emergency workers, front line service providers and volunteers who work tirelessly to provide safety and relief.

We celebrate the strength and resilience of all of those who have been affected by disasters.

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Message from the Coordinator-General

I am pleased to present the National Emergency Management Agency's (NEMA's) Corporate Plan for 2023-24 to 2026-27.



By delivering the objectives in this document, we will enable more secure, stronger and resilient communities before, during and after emergencies, and move closer to our vision of using relationships to build capacity for disaster resilience and support communities.

On 1 September 2023, NEMA reaches its one-year anniversary as Australia's first end-to-end, enduring national emergency management agency.

During the second year of our operation, we will continue NEMA's key foundation work and strengthening relationships with stakeholders, partners and communities to foster improved capability and capacity in Australia's collective emergency management system. While doing this, we will ensure the needs of communities are at the centre of our efforts.

The NEMA Corporate Plan 2023-24 to 2026-27 highlights what is strategically important to us this year, and the coming years, so we can deliver on our remit.

Our Statement of Strategic Intent sets our purpose, vision, and strategic objectives. I encourage you to read our Strategic Intent, but in short, it emphasises that we lead, enable, facilitate, coordinate and support nationally before, during and after emergencies.

We have built productive partnerships across the emergency management continuum during our first year, and we will continue to foster these relationships and forge new ones as we mature.

We will host the country's first National Higher-Risk Weather Season Preparedness Summit ahead of the 2023-24 season, bringing together delegates from across governments, the private sector, and the not-for-profit sector. This is an opportunity to unite emergency management decision-makers with a shared understanding of the seasonal outlook, and best practice crisis response and early recovery activities.

We will continue to develop and coordinate Australian Government Preparedness, Response and Recovery capabilities for all hazards and lead on operationalising the Australian Government Crisis Management Framework.

A robust, tested and collaborative national emergency management capability and capacity is critical for Australia to be ready to respond and recover from increasingly intense and severe disasters.

Communications is one of our focus areas. We have a mandate to take a national leadership role in designing and developing a National Messaging System, using the latest state-of-the-art cell-broadcast technology, and standing up a taskforce to drive the delivery of a national Public Safety Mobile Broadband capability. Collectively, these projects will strengthen the speed and reliability of public safety communications for communities, the states and territories, and emergency services.

When disasters disrupt supply chains, they disrupt the flow of critical goods and services when they're needed most. A Standing Offer Procurement Panel for the National Emergency Management Stockpile will be established by June 2024, to enable the rapid deployment of critical disaster goods, services and resources to the states and territories, when their capabilities are, or are expected to be, fully committed.

NEMA is delivering a range of strategic projects to build greater resilience and reduce risk for Australian communities, through:

- Delivering the Second National Action Plan for Disaster Risk Reduction, which drives Australia's actions on the National Disaster Risk Reduction Framework
- Leading the Hazards Insurance Partnership, which is a formal partnership between the Australian Government and insurers to address disaster risk and the rising cost of hazards insurance
- Continuing to improve our National Joint-Common Operating Picture, a near real-time all-hazards dashboard that displays all active nationally-significant disasters and crisis events. These improvements will support whole-of-nation situational awareness from NEMA's National Situation Room
- Delivering the Disaster Ready Fund, which will provide up to one billion dollars over five years from 1 July 2023 for natural disaster resilience and risk reduction across Australia

All of this is impossible without our employees. Based on feedback from our staff, we are focussed on providing the tools and support they need to get the job done, and grow into the future. We are supporting this effort by

establishing our People and Culture Committee, launching our Awards and Recognition Framework, facilitating new employee connection opportunities and working to our Culture Action Plan.

I'm proud of what NEMA has been able to achieve in its first year. I'm confident we will continue to meet and exceed the expectations of the Australian Government, the states and territories, communities and others, in our pursuit of more secure, stronger and resilient communities before, during and after emergencies.

Statement of preparation

I, as the Accountable Authority of the National Emergency Management Agency, present the 2023-24 National Emergency Management Agency Corporate Plan, which covers the periods of 2023-24 to 2026-27, 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

In the face of devastating fires and floods, the Australian Government created the National Emergency Management Agency (NEMA) as a single, enduring, end-to-end agency to better respond to emergencies, help communities recover, and prepare Australia for future disasters. Achieving our purpose will see us collectively deliver a range of benefits across a connected emergency management ecosystem.



Our Purpose

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



Our Vision

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

For NEMA, our Strategic Objectives represent our Key Activities. These are our significant areas of work that will contribute to achieving our purpose and vision.



Credit: Emergency Recovery Victoria

Strategic Objective 1

Leading and coordinating national action and assistance across the emergency management continuum.



Strategic Objective 2

Building scalable, coordinated emergency management capability for nationally significant, cross-jurisdictional and international crises.



Credit: Emergency Recovery Victoria

Strategic Objective 3

Building evidence, intelligence and insights to empower communities, leaders and stakeholders to make effective decisions.



Credit: Government of South Australia

Strategic Objective 4

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.

NEMA's Charter of Behaviours

NEMA's intent is to build trust and foster a strong culture of integrity which is inclusive, diverse, committed to service, accountable and respectful.

Be dynamic



We stay curious, ask questions and actively listen to each other. At our core we trust, are transparent and embrace teamwork.

We are persistent, adopt a growth mindset and are adaptable.

We are resilient and focus on the shared outcomes.

Be respectful



We collaborate with each other with diverse thinking in mind and consider alternative perspectives.

We provide people the opportunities to learn about each other and practice respect.

We respectfully communicate with each other and use inclusive language to foster employee connection.

Have integrity



We stay calm, collected, and communicate at a consistent standard.

We are approachable, accountable, honest and are empathetic in our decision making where it may impact others outside ourselves.

Value others



We are compassionate, helpful and care about others' wellbeing.

We assist all teams in NEMA to get over the finish line and celebrate achievement together.

We learn from our setbacks and identify these as opportunities for growth.

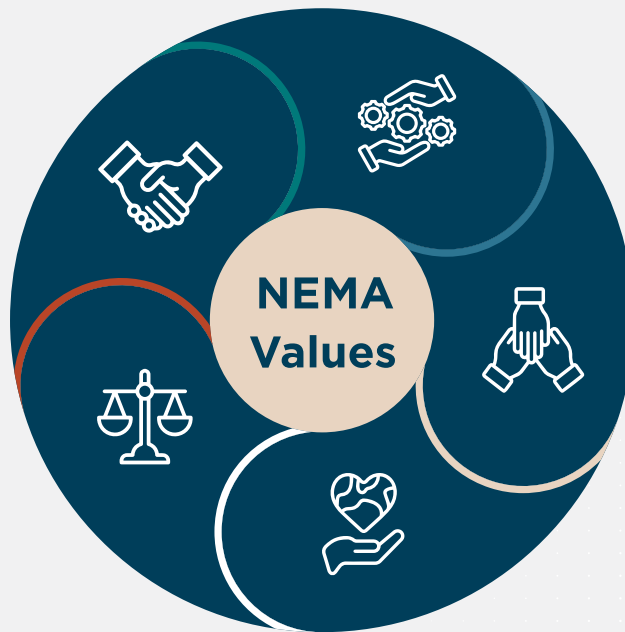
Empower people



We are willing to grow both professionally and personally.

We are bold, brave and fearless and provide continuous quality feedback in a psychologically safe environment.

We empower, and are trusting of our staff.



I (we)
Impartial

C
Committed
to service

A
Accountable

R
Respectful

E
Ethical



Our values are our guiding principles supporting everything we do at NEMA.

Impartial	The Australian Public Service (APS) is apolitical and provides the government with advice that is frank, honest, timely and based on the best available evidence.
Committed to service	The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the government.
Accountable	The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.
Respectful	The APS respects all people, including their rights and their heritage.
Ethical	The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

How We Will Do It

As a new agency, NEMA's culture is evolving. Since NEMA was formed in September 2022, we've been working to shape the culture of our Agency.

Our values are our guiding principles that underpin everything we do at NEMA.

Impartial

At NEMA we remain impartial by:

- Educating and bringing awareness to bias to ensure equitable outcomes and inclusive processes
- Being objective in our advice to government and service to all communities
- Making evidence-based decisions in all aspects of our business
- Providing objective reporting to inform decision-making

Committed to service

At NEMA we are committed to service by:

- Practicing value-driven response, recovery, and resilience
- Ensuring consistent, transparent, and reliable services
- Working collaboratively and collectively to deliver measurable outcomes
- Being dedicated to supporting the Australian community
- Ensuring continual self-development and being open to new ways of thinking

Accountable

At NEMA we remain accountable by:

- Embracing failure as a part of innovation and creating a 'fail-safe' culture
- Taking ownership of our own behaviours, decisions, performance, and integrity
- Being transparent with our compliance, reporting and decision making
- Ensuring we provide honest and accurate advice



Respect

At NEMA, we will practice respect by:

- Valuing the background, experience, skills, and knowledge of all people
- Honouring First Nations peoples' knowledge and culture, the lands of which are impacted by hazards and disasters
- Having diversity at all levels to enable honest and respectful internal and external engagement.
- Being inclusive, considerate, kind and amplifying all diverse voices so all are equitably heard
- Creating an environment where people belong



Ethical

At NEMA, we connect to the ethical values by:

- Ensuring to remain honest and trustworthy in all behaviour
- Continuing to practice and live the APS Code of Conduct
- Developing the skills and knowledge for our employees to work lawfully and acting with integrity
- Ensuring we have the highest standards of behaviour from each employee at NEMA
- Fostering moral conduct through psychological safety



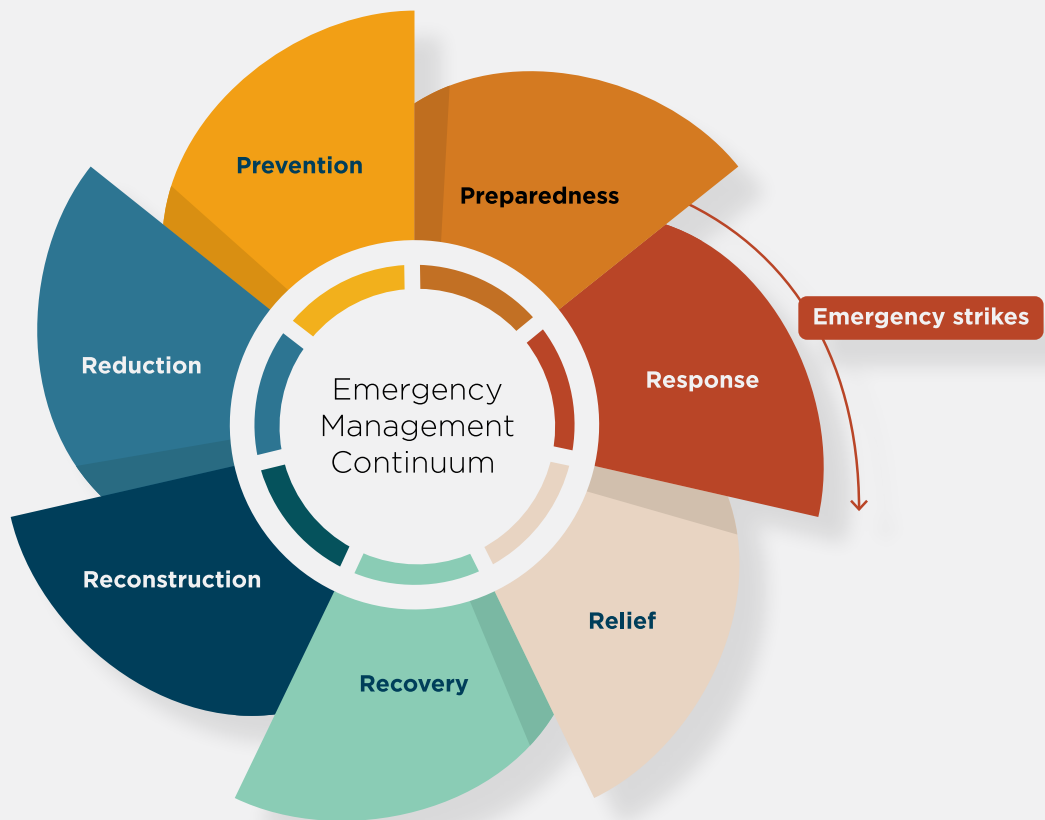
Our Environment

More than ever, managing the consequences from consecutive, concurrent and compounding events requires a coordinated whole of society effort. Action will occur through land-use planning, infrastructure, emergency management, social policy, agriculture, education, health, community development, energy, communications, infrastructure, transport and the environment.

Striking the right balance of investment across each stage of the emergency management continuum (the continuum) remains a challenge for NEMA and the broader all-hazard management ecosystem. We will commit to ensuring investment is informed, accessible and equitable.

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

The Emergency Management Continuum



Improved understanding of the relative value of prevention, acknowledgement of the risks posed by a changing climate, and improved availability of data to drive decisions have all highlighted the need to strengthen our collective focus on taking a more proactive approach.

Communities also desire greater self-determination. They want services that recognise their local expertise and strength and create the conditions that enable them to resume a life which is no longer focused around the disaster. This includes First Nations communities, where expertise and knowledge can be harnessed for more effective emergency response, resilience and recovery services.

Australians increasingly expect government to provide safety and security, and to demonstrate leadership and presence in crisis. As these expectations grow, so does the risk of failing to meet them. While acknowledging states and territories are the first responders for events occurring in their jurisdictions, NEMA provides national leadership and support for coordinated response and recovery actions.

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.

Preparedness

We coordinate national research, exercises and training. This ensures contemporary, seamless and well-practised responses with our partners.

We work with all levels of government, industry and the community sector to make sure we have a coherent suite of plans, legislative authorities, capabilities and stockpiles.

We coordinate a national preparedness program to make sure we are prepared to manage the risks of the seasonal outlook provided by the Bureau of Meteorology.

We mobilise people and assets across our communities and regions.

Response/Relief

We have systemic institutional capacity to surge our operating model and share capability to manage events in an all hazards context.

We serve as the source of expert advice and near real-time information and insights to support effective decisions.

We are the gateway and coordinator for requests of Australian Government assistance during nationally significant crisis events.

We coordinate whole of government preparedness, response and recovery activities.

Recovery/Reconstruction

We provide program design, prioritisation, governance and assurance to support impacted communities with their most immediate needs.

We help communities rebound and recover sustainably in line with their pre-defined economic development needs and objectives.

We work with states and territories, insurance, community, private and philanthropic sectors to maximise and measure collective impact.

We work in partnership with states and territories to deliver targeted recovery assistance packages to disaster-impacted communities through the Disaster Recovery Funding Arrangements.

Prevention/Risk Reduction

In partnership, we collect and analyse climate and other geospatial risk data.

We use scenario analysis and modelling to inform and influence evidence-based approaches to investment in prevention and risk reduction initiatives across our communities and regions. This also involves supporting all sectors to better understand disaster risk and building governance to reduce systemic vulnerability.

External Drivers and Trends Shaping the Emergency Management Ecosystem



Geostrategic uncertainty

Our significant domestic challenges have occurred in the context of macro-economic and geopolitical uncertainty and disrupted international supply chains. A resilient approach to national disaster management becomes even more important as the world becomes increasingly uncertain.

Climatic shifts

Natural hazards are increasing in duration and intensity. They are occurring concurrently or consecutively and expanding traditional hazard seasons to year-long threats. Local emergency management resources are increasingly overwhelmed and national and international resource sharing has become more complex as hazard seasons overlap.

Unprecedented natural hazards

Australia's changing climate has resulted in unprecedented natural disasters. These have exposed vulnerabilities in Australia's disaster response capabilities. NEMA is working with partners across all levels of government on improving national preparedness and capacity to respond to crises and strengthen Australia's national resilience.

Criticality of digital infrastructure

Our society is heavily dependent on digital networks. The connectivity these networks bring is invaluable, however our reliance on them creates new 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.

Tackling hazard convergence

With more frequent and higher impact hazards, hazards are increasingly converging. They overlap or trigger further events so their impact becomes greater. Hazard convergence makes it more important than ever for agencies to quickly leverage resources from the different parts of the system and deploy them dynamically as different hazards emerge.

Building resilience to potential future disease outbreaks

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 and over 13,000 additional deaths.

Strengthening our biosecurity system

Biosecurity risks are growing and 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.

Data-driven decision-making

Advances in data and technology present new opportunities for disaster risk reduction, emergency response and resilience. Recovery organisations can better predict, prepare and respond to hazards.



Proliferation of social media

Social media allows emergency management organisations to directly communicate with communities in real time. Social media also presents challenges through its ability to facilitate the rapid spread of unverified and unauthorised information between individuals and groups.

Staying ahead of cybersecurity threats

A cybercrime against Australian government agencies, businesses and citizens is reported on average every seven minutes. Geopolitical insecurity and the rapid advance of data and technology changing the nature of crime, is contributing to the rise in cybersecurity threats (*Australian Cyber Security Centre, Annual Cyber Threat Report 2022*).

Uncertainty of future risks

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 emergency management continuum.

Geographic expansion of threats

Climate change is driving particular hazards in regions where they were not previously common. This includes droughts, bushfires, biosecurity threats and human diseases. Regions need to develop local capabilities to understand and address these challenges.



Credit: Australian Capital Territory
Emergency Services Agency

Emergency Management Governance

NEMA is the principal executor for the Australian Government Crisis Management Framework (AGCMF). The AGCMF outlines the Australian Government's approach to prepare for, respond to and recover from crises. Over the period of this Corporate Plan, NEMA will co-lead with the Department of the Prime Minister and Cabinet a review of the AGCMF. NEMA will 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*.

An Independent Review of Natural Disaster Governance Arrangements (the Governance Review) will focus on how national governance arrangements can more effectively serve the current and future state of national natural disaster preparedness, adaptation, response, recovery, resilience and long-term policy requirements in Australia. The Final Report for the Governance Review, commissioned in response to Recommendations 3.1 and 3.2 of the Royal Commission into National Natural Disaster Arrangements, will be submitted to NEMA in November 2023, providing recommendations to make sure national governance arrangements work for the current and future state of natural disasters in Australia.

The Independent Review of Commonwealth Disaster Funding will report to government in April 2024 with recommendations to ensure that government investment in disaster funding is fit-for-purpose and effective in the face of increasingly frequent and more severe natural disasters.



A review of NEMA's financial sustainability is also being commissioned to assess the extent of any funding gap against priority functions and resources to ensure NEMA can operate on a sustainable footing. The review will take into account early findings of the Independent Review of Commonwealth Disaster Funding.

The Disaster Recovery Funding Arrangements Review is addressing recommendations by the Royal Commission into National Natural Disaster Arrangements. The review aims to make sure Australians impacted by disasters are treated more consistently and fairly, that governments are able to respond quickly and appropriately, and that communities are built back better. Review activities will be completed by April 2024, with implementation continuing into 2024-25.

NEMA supports the governance function of two bodies to drive national cooperation and consistency on enduring strategic issues in emergency management:

- **The National Emergency Management Ministers' Meeting (NEMMM)**
NEMMM is the ministerial council for emergency management ministers and the Australian Local Government Association
- **The Australia-New Zealand Emergency Management Committee (ANZEMC)**
ANZEMC is the corresponding peak government senior officials' forum responsible for emergency management

Our Stakeholders and Commitment to Engage

Engagement is critical to delivering NEMA's remit to strengthen outcomes across all phases of the emergency management continuum. We engage meaningfully with our stakeholders to best support the Australian community to prepare, respond, recover and thrive in the face of all hazards.



Credit: Queensland Reconstruction Authority

NEMA coordinates action with the following stakeholders:

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

NEMA engages with these stakeholders in various ways to build and enhance capability, capacity and technical knowledge and to support effective consequence 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 NEMA's goals.

We 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.

We engage with people with disabilities, people from diverse backgrounds and others who experience disproportionately more negative consequences in disasters. We will improve policy, frameworks, products, services, and disaster management outcomes overall by listening to and incorporating diverse voices in our programs.

Our planned 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 depending on our stakeholders' interests and communication needs.

NEMA is the lead Australian Government agency responsible for managing the consequences of national crises. We do this by coordinating efforts through the National Coordination Mechanism (NCM), a flexible tool that brings together various levels of government, industries and non-government organisations to identify problems and work together to respond and communicate during significant national emergencies.

Our Coordination and Planning Network (the Network) is a scalable and mobile workforce that engages with state and territory partners to make sure Commonwealth disaster support is provided to those who need it. The Network provides advice on the Australian Government's policies and programs and seeks input from state and territory partners on how NEMA's programs can better serve Australian communities.

Subsidiaries

NEMA does not have any subsidiaries.

Our Capability

As a relatively new agency, we are developing a range of strategies to build the capabilities of our staff to deliver on NEMA's vision and purpose for all Australians.

We will maintain our core focus on:

- strengthening our leadership capabilities
- building a skilled workforce
- growing our data and digital capabilities
- continuously evaluating the impact we are having
- meaningful engagement with our stakeholders to better inform and direct our work

Our People

Our people are the heart of our organisation. They are critical to delivering on NEMA's purpose and Strategic Objectives. We continue to adapt our way of working to position ourselves as a flexible, adaptable, capable, responsive and agile workforce. This also gives our staff a genuine connection with all partners and stakeholders with whom we work.

We are committed to providing a safe and healthy work environment. We will continuously improve our Work Health and Safety Management System to provide our people, leaders and managers with an understanding of their responsibilities under the *Work Health and Safety Act 2011* and empowering them with tools and resources to meet their obligations.

Developing and strengthening our people capability is a priority. We will invest in our workforce and build capability through our people, governance, processes and systems to make sure we deliver on government priorities in line with community expectations. We will do this through:

- specialist training across the full emergency management continuum
- increasing data and digital literacy to better inform analysis, reporting, and evidence based decision making
- embedding a positive risk culture where staff at every level appropriately manage risk in their day-to-day work
- further developing our leadership and management capability
- continuing to develop and deliver robust policy advice, program management and quality services

NEMA aspires to be best placed to support Australian communities before, during and after a crisis through the professionalisation of Australian Government crisis management vocational training and continuously investing in high quality training. NEMA is investing in people, training, capabilities and systems to enable this professionalisation. We are contributing to the sustainability of crisis planning, response and recovery from concurrent, compounding and consecutive domestic and international emergencies.

Data and Information Communications Technology (ICT)

The NEMA Data Strategy 2023-2025 (Data Strategy) outlines our underlying principles and plan to integrate our people, processes and technology to achieve our vision of leveraging data to support informed decision-making.



Credit: Queensland Reconstruction Authority

Building data capability is an iterative process. The inaugural Data Strategy sets an overarching plan for how we will progressively increase our data maturity and use across the emergency management continuum. This will help us achieve our objective of assisting communities to plan, prepare, respond and recover.

NEMA is also developing an ICT Blueprint to:

- map our existing capability
- establish future strategic priorities
- identify opportunities to leverage new and emerging technology
- deliver an environment which embraces innovation

Enterprise Project Management Office

The Enterprise Project Management Office (EPMO) supports appropriate governance by providing holistic reporting of NEMA projects, administered and other programs, including administered programs co-funded with states and territories.

The results of the EPMO's reporting facilitates evidence-based improvements in program design, and targeted funding allocations to improve the benefits provided to disaster-affected communities.

Staff Profile

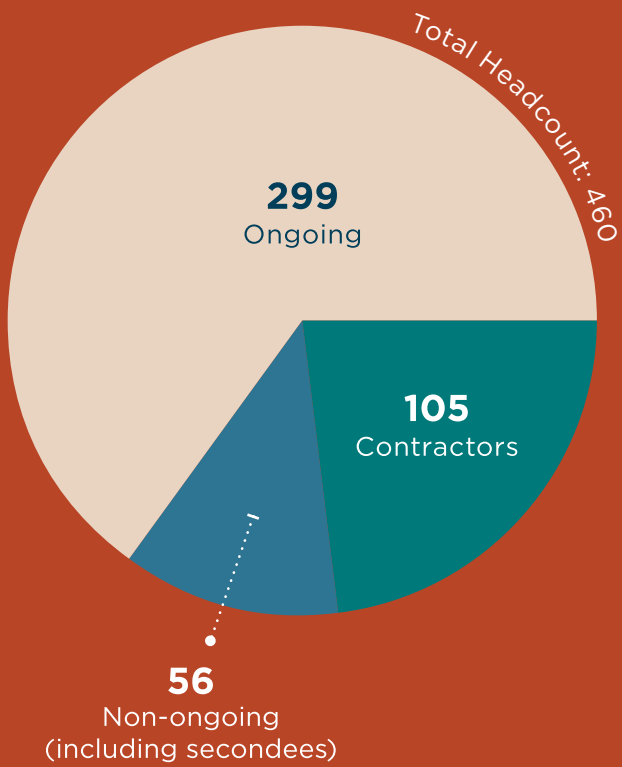
Our staff profile represents a diversity of backgrounds. We have the opportunity to use our skills, share our experiences and learn from each other. We have demonstrated our ability to be responsive, agile and remain highly productive in uncertain times. Our people have displayed an inclusive and strong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

We continue to build our workforce, in number and diversity of background, in line with Australian Public Service (APS) employment targets. We recognise and respect the value of a diverse working cohort and will continue to build NEMA in keeping with whole-of-APS targets.

Our Diversity and Inclusion (D&I) Network helps supports this approach by creating 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 foster diversity in the workplace consistent with the APS values and employment principles.

NEMA Staff Profile

Data as at 1 July 2023



Female: 231

Male: 121

X: 3

This section relates to ongoing and non-ongoing staff only. NEMA does not record this data for contractors.



Living with a disability:
4.79%



Indigenous:
1.69%



LGBTQI+:
2.25%



Non-English speaking background:
7.89%

Our Performance

This Corporate Plan 2023-24 to 2026-27 is NEMA’s primary planning document which is complemented by performance planning and reporting through the Portfolio Budget Statements and the Annual Performance Statements in the Annual Report. We measure and assess our performance through the lens of our purpose, strategic objectives and performance measures. This articulates:

- what NEMA expects to achieve within the reporting period and over the four year life of the NEMA Corporate Plan 2023-24 to 2026-27
- the impact NEMA hopes to achieve in delivering on its purpose

NEMA reports results annually through the Annual Performance Statements and will review its performance measures each year to ensure they remain relevant and appropriate.

Our Purpose

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

For NEMA, our Strategic Objectives represent our Key Activities. These are our significant areas of work that will contribute to achieving our purpose and vision.

Strategic Objective 1

Leading and coordinating national action and assistance across the emergency management continuum.

Performance Measures

1.1 Coordination of Commonwealth support to all-hazards crises, assists jurisdictions and international partners to reduce impacts and consequences to their communities.

1.2 Leading and coordinating national preparedness contributes to stakeholders’ ability to respond to severe and catastrophic events.

1.3 Leadership and coordination efforts reduce disaster risk across Australia.

Strategic Objective 2

Building scalable, coordinated emergency management capability for nationally significant, cross-jurisdictional and international crises.

Performance Measures

2.1 Nationally significant emergency management capability projects contribute to enhanced community resilience and safety outcomes.

2.2 Building alternative Commonwealth capabilities supports states and territories as the primary first responders through significant crises.

2.3 Coordination and planning capability contributes to response, relief, and recovery outcomes.

Strategic Objective 3

Building evidence, intelligence and insights to empower communities, leaders and stakeholders to make effective decisions.

Performance Measures

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

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

Strategic Objective 4

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.

Performance Measures

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

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





Our Performance Journey

Over the period of this Corporate Plan, NEMA will uplift our performance maturity, including 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, and continuing to ensure alignment with our Strategic Objectives as NEMA's key activities.

This approach will be supported by our collective learnings and experiences that we will gather over the outlook of this Corporate Plan. This is reflective of the evolution of the national emergency management system that requires a staged approach to the development of performance criteria.

Any changes as a result of improving our reporting from the performance measures has been noted in the following pages.

Credit: State Emergency Service (Victoria)

01

Leading and coordinating national action and assistance across the emergency management continuum



Strategic Objective 1

The Australian Government performs a critical role in supporting, enabling and coordinating activities during disasters when state and territory governments require assistance. The Australian Government seeks to manage risks holistically using an ‘all-hazards’ approach. This includes mitigation, planning, and assisting states and territories where appropriate to manage emergencies caused by a combination of natural and human-induced events.

NEMA’s role includes the provision of financial support and non-financial support to deal with the consequences of the impact of hazards. NEMA implements its obligations under the Australian Government Crisis Management Framework (AGCMF) through a range of capabilities including the Australian Government’s National Situation Room (NSR), Crisis Coordination Team (CCT) and a series of national plans, such as the:

- Australian Government Disaster Response Plan
- Australian Government Overseas Assistance Plan
- Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas
- Australian Government Response Plan for Overseas Mass Casualty Incidents

NEMA is uniquely placed to address this requirement. Under Australia’s emergency management arrangements the states and territories are responsible for leading response and recovery, however increased pressure on all levels of government over the past few years have highlighted the importance of the strategic role the Australian Government can play in driving risk reduction efforts, and coordinating and enabling additional recovery support for the states and territories and all communities.

National Coordination Mechanism

The National Coordination Mechanism (NCM) is a flexible tool that harnesses full capabilities of the Australian, state and territory governments and, if required, the private sector are implemented 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.



National Situation Room

The Australian Government 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 management 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 and maintains situational awareness on a 24/7 basis. With the exception of the National Security Hotline, the NSR does not have a publicly available number and is not resourced to take calls from the public for crises or emergencies.

Crisis Coordination Teams

NEMA maintains a standby Crisis Coordination Team (CCT) which can be activated in times of nationally significant crises, to supplement the NSR Operations, when requests for non-financial assistance from jurisdictions are anticipated. Jurisdictions may request Commonwealth assistance when they exceed their capacity and the situation means they do not have capabilities to fully respond to an emerging or ongoing disaster. The CCT is central to making sense of the situation nationally and anticipating impacts and consequences. This includes coordinating and administering Commonwealth support for that jurisdiction by working with the requesting state or territory, understanding the desired outcome, and engaging relevant Commonwealth departments, agencies or providers to deliver the support to achieve the outcome.

Performance measure 1.1

Coordination of Commonwealth support to all-hazards crises assists jurisdictions and international partners to reduce impacts and consequences to their communities.

Rationale

The measure will evaluate NEMA's ability to lead and coordinate national action and assistance across the emergency management continuum for all-hazards.

NEMA will evaluate its success in leading and coordinating responses to domestic and international crises and critical disruptions through activation of Crisis Coordination Teams (CCTs). Activations occur in anticipation of, or following, a formal Request for Assistance (RFA) from a state or territory jurisdiction, or international partner through Department of Foreign Affairs (DFAT). CCTs coordinate Commonwealth capability and enhance the capability and/or capacity of the states and territories, and international partners to prepare for, and respond to crises through a variety of mechanisms and national plans under the Australian Government Crisis Management Framework (AGCMF).

NEMA will also evaluate its success through the amount of National Coordination Mechanisms (NCMs) activated. NCMs are designed to operationalise the AGCMF ensuring the government can bring together the relevant stakeholders to stabilise a potential or current crisis situation. The quantity of NCMs annually demonstrates the frequency and volume year on year of coordination of Commonwealth support to all-hazards crises, to reduce impacts and consequences to their communities.

Planned performance results and targets

2023-24	2024-25	2025-26	2026-27
A Crisis Coordination Team is activated 100% of the time prior to a formal RFA.	A Crisis Coordination Team is activated 100% of the time prior to a formal RFA.	A Crisis Coordination Team is activated 100% of the time prior to a formal RFA.	A Crisis Coordination Team is activated 100% of the time prior to a formal RFA.
Number of NCMs activated each financial year.	Number of NCMs activated each financial year.	Number of NCMs activated each financial year.	Number of NCMs activated each financial year.
(Output)	(Output)	(Output)	(Output)

Methodology

An assessment of whether NEMA has activated a CCT 100% of the time prior to receiving a formal RFA from a state or territory jurisdiction or internationally through the Department of Foreign Affairs (DFAT) within the financial year.

A target has not been determined for NCMs as they are initiated in response to crisis events. The number each year is representative of the number of times a NCM is activated given the specific crises event for the year.

Notes

Explanation of changes since 2022-23 Corporate Plan:
Revised wording of performance measure to better reflect outcomes and updated methodology.

Links with PBS: Program 1.6: Emergency Management.

Higher-Risk Weather Season Preparedness Program

Critical to effective response is education, awareness and capability building to enable actors to perform in crisis situations. As such, NEMA also supports the states and territories prepare for the worst-case disaster scenarios through our national exercising program and the Higher-Risk Weather Season (HRWS) Preparedness Program.

Through the annual HRWS Preparedness Program, NEMA supports preparedness and engages with Government Ministers, Members of Parliament, Commonwealth agencies, state and territory agencies, not-for-profit organisations, the media and industry stakeholders, providing advice on the forward climate outlook and national coordination arrangements. The HRWS Preparedness Program demonstrates NEMA's commitment to national leadership and coordination across the emergency management continuum.

As part of our commitment to continual improvement and expansion of our support to stakeholders, NEMA will deliver a pilot HRWS Preparedness Summit (the Summit) ahead of the 2023-24 season. This will bring together delegates from across Australian governments, industry and the not-for-profit sector with responsibility for crisis response and early recovery. The Summit will provide an opportunity for senior officials and representatives to engage with the climate outlook, discuss best practice in crisis response and early recovery and will culminate in a national exercise to review national preparedness.

The Summit will support NEMA's broader preparedness work, including engagement with state and territory Commissioners, Chief Executive Officers and recovery leaders. Annual key leadership briefings to these stakeholders will ensure that they are briefed on national crisis coordination capabilities and the Australian Government's response and recovery arrangements.

NEMA also prepares an annual Disaster Preparedness Reference Booklet ahead of the HRWS. The booklet provides Members of Parliament with information about the seasonal climate outlook and national crisis arrangements to assist them with constituent engagement.



Performance measure 1.2

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

<p>Rationale</p>	<p>The measure will evaluate NEMA's impact in leading and coordinating national action and assistance across the emergency management continuum to support preparedness. This is through collaboration and engagement via the HRWS Preparedness Program.</p>				
<p>Planned performance results and targets</p>					
<p>2023-24</p>	<p>2024-25</p>	<p>2025-26</p>	<p>2026-27</p>		
<p>100% achievement of key deliverables for the 2023-24 HRWS Preparedness Program.</p> <p>100% achievement of key deliverables for the 2023-24 National Crisis Exercising Program.</p> <p>100% achievement of key deliverables for the 2023-24 preparedness strategic plan review.</p> <p>(Output)</p>	<p>100% achievement of key deliverables for the 2024-25 HRWS Preparedness Program.</p> <p>100% achievement of key deliverables for the 2024-25 National Crisis Exercising Program.</p> <p>100% achievement of key deliverables for the 2024-25 preparedness strategic plan review.</p> <p>(Output)</p>	<p>100% achievement of key deliverables for the 2025-26 HRWS Preparedness Program.</p> <p>100% achievement of key deliverables for the 2025-26 National Crisis Exercising Program.</p> <p>100% achievement of key deliverables for the 2025-26 preparedness strategic plan review.</p> <p>(Output)</p>	<p>100% achievement of key deliverables for the 2026-27 HRWS Preparedness Program.</p> <p>100% achievement of key deliverables for the 2026-27 National Crisis Exercising Program.</p> <p>100% achievement of key deliverables for the 2026-27 preparedness strategic plan review.</p> <p>(Output)</p>		
<p>Methodology</p>	<p>Analysis of whether key deliverables have been achieved for national preparedness year on year. Data will be drawn from internal records to assess the result.</p>				
<p>Notes</p>	<p>Explanation of changes since 2022-23 Corporate Plan: Revised wording of performance measure to better reflect outcomes.</p> <p>Links with PBS: Program 1.1: NEMA.</p>				



National Disaster Risk Reduction Framework

The Australian Government is driving a strategic and coordinated national risk reduction agenda to reduce the impact of disasters. Investing in resilience is fundamental to this agenda. It is the most cost-effective way of mitigating risk and driving down the cost of recovery.

The National Disaster Risk Reduction Framework (the Framework) is Australia's overarching disaster risk reduction framework and the domestic implementation mechanism for the Sendai Framework. It was endorsed by all Australian Governments on 13 March 2020. It establishes a 2030 vision, outlines five-year outcomes from 2019 and guides national efforts to proactively reduce disaster risk to minimise the loss and suffering caused by disasters through four priorities:

1. Understand disaster risk
2. Accountable decision
3. Enhanced investment
4. Governance, ownership and responsibility

NEMA, on behalf of National Emergency Management Ministers, develops national action plans to implement the Framework and guides national, whole-of-society efforts to proactively reduce disaster risk to minimise the loss and suffering caused by disasters.

The First National Action Plan highlighted work underway to mature Australia's national disaster risk reduction system and championed shared responsibility, showing by example that disaster risk reduction requires coordinated

action across government portfolios and policy areas. It consolidated these shared efforts and made preliminary steps towards bringing together efforts across the system. In taking stock, the First National Action Plan also highlighted future areas for action.

NEMA has developed the Second National Action Plan (the Plan) through extensive consultation and engagement with hundreds of stakeholders through a mixed methodology approach. Consultation to finalise the Plan occurred through 2023 and included drafting workshops with states and territories. NEMA will champion the Plan through the final endorsement process with state and territories with a view to release the Plan in the second half of 2023.

Over the life of this Corporate Plan, in partnership with states and territories, NEMA will drive a comprehensive program of measures aligned to the Framework focussing on reducing disaster risks and increasing the resilience of Australian communities. This includes delivery of the Disaster Risk Reduction Package and the recent establishment of the Disaster Ready Fund (DRF); delivering the Systemic Monitoring, Evaluation and Learning System (SysMEL) for the Framework; and overseeing key governance bodies, such as the Australia New Zealand Emergency Management Committee (ANZEMC).

Performance measure 1.3

Leadership and coordination efforts reduce disaster risk across Australia.

<p>Rationale</p>	<p>NEMA will assess its efficacy in leading and coordinating efforts to reduce disaster risk by evaluating the impact of the National Disaster Risk Reduction Framework and implementation of the Second National Action Plan.</p>			
<p>Planned performance results and targets</p>				
<p>2023-24</p>	<p>2024-25</p>	<p>2025-26</p>	<p>2026-27</p>	
<p>Demonstrated progress to further operationalise the National Disaster Risk Reduction Framework through achievement of all deliverable milestones.</p> <p>Establishing a baseline for Australia's efforts to reduce systemic risk through the Systemic Monitoring, Evaluation and Learning System and release the inaugural State of the System Report.</p> <p>(Output)</p>	<p>Progress against implementation of the Second National Action Plan.</p> <p>Initiation of a National Disaster Risk Reduction Framework review.</p> <p>Release of the annual State of the System Report.</p> <p>(Output)</p>	<p>Progress against implementation of the Second National Action Plan.</p> <p>Completion of a National Disaster Risk Reduction Framework review and update of National Disaster Risk Reduction Framework.</p> <p>Release of the annual State of the System Report.</p> <p>(Output)</p>	<p>Progress against implementation of the Second National Action Plan.</p> <p>Release of the annual State of the System Report.</p> <p>(Output)</p>	
<p><i>Performance results to reduce systemic risk will be established following the release of the inaugural State of the System Report.</i></p> <p>(Effectiveness)</p>				
<p>Methodology</p>	<p>An analysis of whether milestones to implement the National Disaster Risk Reduction Framework have been achieved. Analysis will also include whether NEMA has established a system for monitoring, evaluation and learning from Australia's efforts to reduce systemic risk through the Systemic Monitoring, Evaluation and Learning System.</p> <p>Details for the analysis of progress in forward years to implement the Second National Action Plan, initiation of a review of National Disaster Risk Reduction Framework, and release of the annual State of the System Report will be outlined in the 2024-25 Portfolio Budget Statement cycle.</p>			
<p>Notes</p>	<p>Explanation of changes since 2022-23 Corporate Plan: Revised wording of performance measure to better reflect outcomes.</p> <p>Links with PBS: Program 1.1: NEMA.</p>			



Credit: Emergency Recovery Victoria

02

Building scalable, coordinated emergency management capability for nationally significant, cross-jurisdictional and international crises



Strategic Objective 2

NEMA has been mandated to take a leadership role in delivering National Public Safety Capability projects to enhance resilience and safety outcomes for the Australian community. These include the cell broadcast National Messaging System (NMS), National Emergency Management Stockpile (NEMS) and the Public Safety Mobile Broadband (PSMB).

National Messaging System

The National Messaging System (NMS) 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. It will be built using state-of-the-art cell-broadcast technology, and will significantly enhance how the country delivers emergency alerts.

The NMS will improve on Emergency Alert (EA), the current state and territory system. Introduced in 2009 after the Black Saturday fires, EA has served the country well, but relies on SMS technology which has a number of disadvantages. In contrast, cell broadcast is able to send messages to mobile devices in a defined area, regardless of the service provider. Messages will also be able to be sent in multiple languages and will appear as a notification, temporarily overriding the device, to ensure the message is seen.

The NMS is made up of two main components: the Cell Broadcast Entity (CBE) and the Cell Broadcast Centre (CBC). NEMA is leading delivery of the CBE which is the computer interface where messages are composed, authorised, approved and sent. NEMA will send messages on behalf of the Australian Government.

The Department of Infrastructure, Transport, Regional Development, Communications and the Arts is leading delivery of the CBC, which connects the CBE with each of the three major telecommunication networks and sends the messages to the towers and then the device. State and territory emergency service organisations will have access to the NMS to send messages within their own jurisdiction, and to other defined cross border regions.

A comprehensive set of national operating protocols will be developed and co-designed with relevant state and territory agencies to govern the use of the NMS. NEMA will also lead the rollout of initiatives to support operationalisation of the NMS. These include:

- delivering a national public awareness campaign to boost understanding and trust in the NMS
- a training framework and online environment for end users from relevant Commonwealth, state and territory agencies
- a comprehensive testing process to validate the NMS in each jurisdiction



Public Safety Mobile Broadband

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. It will enable real time, data rich analytics, situational awareness and cross-border communications between, for example, ground crews, aerial assets and incident control centres. It is a capability emergency services have been requesting for a long time.

A Taskforce will take forward the recommendations of the 2022 PSMB Review and drive the delivery of a national PSMB capability following the Government's response to the PSMB Review. This includes implementing the framework for the PSMB and development of an inter-governmental agreement (IGA) in collaboration with states and territories.

The IGA will be a critical, foundation document for the PSMB. It will demonstrate support, agreement and commitment from state and territory governments and the Australian Government on the PSMB vision and how the vision will be achieved.

In essence, the National Message System is about the Australian Government talking to the public, while the Public Safety Mobile Broadband is about emergency services talking to each other.



Credit: Government of South Australia

National Emergency Management Stockpile Capability

The National Emergency Management Stockpile (NEMS) capability has three key components:

1. An Australian Government Stockpile of critical disaster goods and services, managed by third parties
2. A NEMS Standing Offer Panel with three service categories: goods, warehousing and logistics and specialist services
3. A Memorandum of Understanding with other Australian Government emergency management and humanitarian capabilities

The stockpile will include re-deployable assets and single-use consumables. Industry will hold and maintain these on behalf of the Australian Government in warehouses ready for deployment within 24 hours of a request by NEMA. It will include resources such as:

- self-sufficient emergency shelter camps to support disaster-displaced communities
- water desalination and purification systems and high-output emergency power generators
- a seasonal strategic reserve of emergency response consumables

The Standing Offer Panel is the foundational enabler of the NEMS Capability. It will enable access and options for approved Australian, state and territory government entities to procure critical disaster resources from the market to build emergency response and relief capabilities. The panel will also enable the rapid deployment of resources to augment state and territory capabilities when their capabilities are, or are expected to be, fully committed.

The NEMS has been in development since the release of the Royal Commission into National Natural Disaster Arrangements Report. The Report made several recommendations around the sharing of critical resources and assuring a supply of critical emergency management resources.

The NEMS will help NEMA and the Australian Government address these recommendations with faster and more targeted deployment of critical goods, resources and services and increased supply chain resilience. Having critical resources on hand, through the stockpile or enabled through contracts established through the panel, will reduce the impact of supply-chain disruptions, disaster driven demand shocks and procurement delays, which can occur in disasters.

Performance measure 2.1

Nationally significant emergency management capability projects to contribute to enhanced community resilience and safety outcomes.

Rationale	<p>The measure will evaluate how increased significant capability contributes to enhanced community resilience and safety outcomes. This is through an analysis of the delivery milestones for three significant national public safety capability projects:</p> <ul style="list-style-type: none"> • Cell broadcast National Messaging System (NMS) • National Emergency Management Stockpile (NEMS) • Public Safety Mobile Broadband (PSMB) 			
Planned performance results and targets				
2023-24	2024-25	2025-26	2026-27	
100% of NEMS milestones achieved. (Output)	100% of PSMB milestones achieved. 70% of NMS milestones achieved. (Output)	100% of NMS milestones achieved. Full PSMB taskforce transitioned out. (Output)	Full NMS transition to business as usual. (Output)	
Methodology	<p>Analysis of delivery milestones for implementation of three core capability projects in accordance with project governance arrangements. Data will be drawn from internal records to assess the result.</p>			
Notes	<p>Explanation of changes since 2022-23 Corporate Plan: Revised wording of performance measure to better reflect outcomes.</p> <p>Links with PBS: Program 1.1: NEMA.</p>			

Building Alternative Commonwealth Capabilities

The increasing prevalence and intensity of disasters across Australia requires the Commonwealth to develop alternative capabilities that will support states and territories as primary first responders through severe and catastrophic crises. Key work streams that contribute to this include:

- The funding for Disaster Relief Australia (DRA) aims to add 5,200 additional volunteers to its existing disaster volunteer workforce by covering the uplift costs associated with recruitment, deployment, equipment and training. DRA will be a resource for the Australian Government to further support states and territories, and in turn Australian communities, during the relief and recovery period

- Establishment of the NEMA capability which will support rapid deployment of critical disaster response and relief assets and resources
- Development of a National Capability Catalogue which will facilitate matching of non-government capabilities with state and territory requirements in times of disaster

Together these capabilities contribute to the building of alternative Commonwealth capabilities, going toward reducing the reliance on deployments of the Australian Defence Force (ADF) during relief and recovery operations.

Performance measure 2.2

Building alternative Commonwealth capabilities to support states and territories as the primary first responders through significant crises.

<p>Rationale</p>	<p>The measure will evaluate the delivery milestones of key work streams which contribute to the development of alternative Commonwealth capabilities that will support states and territories as the primary first responders through significant crises.</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 establishment of National Emergency Management Stockpile (NEMS) capability will also enable alternative Commonwealth capabilities through the rapid deployment of critical disaster response and relief assets and resources when the states and territories request non-financial assistance from the Australian Government.</p> <p>The development of a National Capability Catalogue will facilitate the matching of non-government organisations and volunteer organisations with state and territory requirements in the context of crises that exceed, or expect to exceed, the capacity of the responding jurisdictions resources.</p>			
<p>Planned performance results and targets</p>				
	<p>2023-24</p>	<p>2024-25</p>	<p>2025-26</p>	<p>2026-27</p>
<p>100% of 2023-24 DRA milestones achieved through the grant funding agreement.</p> <p>100% of NEMS milestones achieved.</p>	<p>100% of 2024-25 DRA milestones achieved through the grant funding agreement.</p> <p>(Output)</p>	<p>100% of 2025-26 DRA milestones achieved through the grant funding agreement.</p> <p>(Output)</p>		
<p>Finalisation of a National Capability Catalogue.</p> <p>(Output)</p>	<p><i>Additional targets to be confirmed following further advice from the Australian Government for ongoing support to the non-defence capability.</i></p>			
<p>Methodology</p>	<p>An analysis of whether delivery milestones for implementation of the work streams in accordance with the Grant Agreement and the project governance arrangements. Data will be drawn from Business Grants Hub, hosted by the Department of Industry, Science and Resources (DISR), internal project reporting records, and other internal reporting to Executive, to assess the result.</p>			
<p>Notes</p>	<p>New measure for 2023-24.</p> <p>Links with PBS: Program 1.1: NEMA.</p>			

Coordination and Planning Network

NEMA's Coordination and Planning Officers, 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 operates across the emergency management continuum. It can scale to meet the requirements of disaster events and can provide targeted, expert and timely support to state and territory partners.

Coordination and Planning Officers make sure Australian Government disaster support is understood and accessible to those who need it and that NEMA and the Australian Government are informed by timely and accurate information. This allows NEMA and the Australian Government to make strategic planning outcomes and facilitate decisions which respond to the emergency management needs of all communities. As a trained on-site presence, these officers make sure state and territory partners can harness the financial and non-financial capacity and capability of NEMA and the broader Australian Government.

Performance measure 2.3

Coordination and planning capability contributes to response, relief, and recovery outcomes.

<p>Rationale</p>	<p>The measure will evaluate how implementation of a coordination and planning capability will contribute to end-to-end preparedness planning that supports response, relief, and recovery outcomes. In 2023-24, the measure will commence to evaluate delivery milestones for the initial phases of the Coordination and Planning Transition Project. During this time NEMA will develop a project plan to further evolve their implementation approach. The coordination and planning capability will support jurisdictions across the emergency management continuum to provide rapid surge support to impacted jurisdictions and communities, and enable effective decision making by communities, leaders and stakeholders.</p>				
<p>Planned performance results and targets</p>					
<p>2023-24</p>	<p>2024-25</p>	<p>2025-26</p>	<p>2026-27</p>	<p>Achievement of all project delivery milestones for initial phases of the Coordination and Planning Transition Project. (Output)</p> <p style="text-align: center;"><i>Planned performance results to be determined for forward years following completion of the project plan.</i></p>	
<p>Methodology</p>	<p>An analysis of whether delivery milestones for the initial stages of the Coordination and Planning Transition Project have been achieved. Data will be drawn from internal records to assess the result. Delivery milestones for forward years will be determined following completion of the project plan.</p>				
<p>Notes</p>	<p>New measure for 2023-24. Links with PBS: Program 1.1: NEMA.</p>				

03

Building evidence, intelligence and insights to empower communities, leaders and stakeholders to make effective decisions



Strategic Objective 3

National Joint Common Operating Picture

NEMA continues to build a comprehensive array of information and intelligence to enable near real time situational awareness at the national level. NEMA, communities, Australian Government leaders and stakeholders can access this to analyse and anticipate impacts and consequences and enable a common understanding of crises events through the National Joint Common Operating Picture (NJCOP).

The NJCOP is a web-based platform. It displays all active nationally significant disasters and crisis events to provide near-real-time situational awareness. This supports analysis and improves the timeliness of decision-making. It provides collective and common visibility of hazards across jurisdictions and the Commonwealth as a trusted single source of truth. This supports unity of action and collective decision-making in the best interests of communities impacted by severe events.

The NJCOP uses data from Commonwealth agencies including weather modelling from the Bureau of Meteorology, geospatial and earthquake modelling from Geoscience Australia, demographic data from the Australian Bureau of Statistics, and hazard information from states and territories.

The NJCOP will continue to evolve by:

- adding new data feeds and layers
- expanding to be mobile responsive
- providing notifications, alerts and warnings
- displaying impact analysis and consequence assessment information

Performance measure 3.1

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

<p>Rationale</p>	<p>The measure will evaluate NEMA's ability to provide information, evidence, intelligence and insights to empower leaders and stakeholders to make effective decisions.</p> <p>The measure will evaluate project delivery milestones for the implementation of the National Joint Common Operating Picture (NJCOP) platform, which is a key digital capability enabling leaders and stakeholders to make effective decisions.</p> <p>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 and community stakeholders.</p> <p>In 2024-25, 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 through NJCOP.</p>			
<p>Planned performance results and targets</p>				
<p>2023-24</p> <p>All NJCOP project sprints are delivered in accordance with agreed Steering Committee requirements.</p> <p>(Output)</p>	<p>2024-25</p> <p>All NJCOP project sprints are delivered in accordance with agreed Steering Committee requirements.</p> <p>Establish a monitoring and evaluation methodology to determine effectiveness of decision making through the provision of decision support products and predictive analysis.</p> <p>(Output)</p>	<p>2025-26</p> <p>Establish measurement baseline for effectiveness of decision making through the provision of decision support products and predictive analysis.</p> <p>(Output)</p>	<p>2026-27</p> <p><i>Performance results, for forward years will be established in 2025-26 to measure the effectiveness of decision making through the provision of decision support products and predictive analysis.</i></p>	
<p>Methodology</p>	<p>Analysis of NJCOP project delivered in accordance with Steering Committee requirements. Data will be drawn from internal records to assess the result.</p> <p>In forward years, the analysis will also comprise of detailing whether NEMA has been able to achieve completion of a monitoring and evaluation methodology, to evaluate the effectiveness of decision making through the provision of decision support products and predictive analysis. The data sources are yet to be determined until such times that the monitoring and evaluation methodology has been established.</p>			
<p>Notes</p>	<p>Explanation of changes since 2022-23 Corporate Plan: Revised wording of performance measure to better reflect outcomes.</p> <p>Links with PBS: Program 1.1: NEMA.</p>			

Hazards Insurance Partnership

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.

Working in collaboration with the Australian Climate Service (ACS), the Department of the Treasury (Treasury), and industry stakeholders, NEMA is delivering streams of work to put downward pressure on insurance premiums and better target mitigation investment to help improve insurance affordability over time.

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 are working together to reduce risk and strengthen community resilience to disasters through a forward work plan, which includes two main projects:

- A Data Project which will deliver an interim data asset on insurance availability, affordability and coverage in partnership with the ACS. This will help inform government decision-making and investments
- A Mitigation Project which will:
 - create a better understanding of communities at risk to different natural hazards, starting with flood
 - increase understanding of how mitigation investment can impact communities' risk and potential insurance affordability and availability
 - establish an initial knowledge base of actions that can support households (in particular) and communities to reduce risk and create resilience against identified hazards
 - enable the delivery of targeted education and outreach activities to enable households and communities to build resilience against a range of natural hazards

The HIP will also input into other key pieces of work, such as the Independent Review into Disaster Funding and the Round Two consultations for the Disaster Ready Fund.

Performance measure 3.2

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

<p>Rationale</p>	<p>The measure will evaluate NEMA's delivery of strategic initiatives to provide information, evidence, intelligence and insights to enable targeted action investment and understanding of effective mitigation measures. The initiative includes development of a national picture of risk, as well as delivery of strategic insurance initiatives arising from the Australian Government investment of \$22.6 million over four years. The outcomes of the initiatives are to better understand insurance affordability and availability issues as driven by natural hazard risk.</p> <p>In 2023-24 and over the forward years NEMA will evaluate work plan deliverables and subordinate project milestones to provide further evidence to underpin natural hazard risk reduction.</p>			
<p>Planned performance results and targets</p>				
<p>2023-24</p>	<p>2024-25</p>	<p>2025-26</p>	<p>2026-27</p>	
<p>Establishment of partnerships, work plans, and initial deliverables completed in line with agreed key work stream requirements.</p> <p>(Output)</p>	<p>100% of 2024-25 financial year work plan deliverables and subordinate project milestones are completed within agreed timeframes.</p> <p>(Output)</p>	<p>100% of 2025-26 financial year work plan deliverables and subordinate project milestones are completed within agreed timeframes.</p> <p>(Output)</p>	<p>100% of 2026-27 financial year work plan deliverables and subordinate project milestones are completed within agreed timeframes.</p> <p>(Output)</p>	
<p>Methodology</p>	<p>An analysis of whether work plan deliverables and subordinate project milestones have been achieved. Data will be drawn from internal records to assess the result.</p>			
<p>Notes</p>	<p>New measure for 2023-24.</p> <p>Links with PBS: Program 1.1: NEMA.</p>			

04

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



Strategic Objective 4

National emergencies and disasters are becoming more frequent and severe and often result in compounding and cascading effects. A unified and proactive national emergency management program is critical to mitigating impacts on individuals and communities, the economy and the environment, and improving community resilience to future disasters.

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

Disaster Recovery Funding

NEMA is responsible for the Disaster Recovery Funding Arrangements (DRFA). This is the primary method through which the Australian Government financially supports the jurisdictions to provide agreed relief and recovery activities to disaster affected communities. The DRFA has two 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 four 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. Category A assistance is provided automatically by states and territories without requiring approval from the Australian Government
- **Category B:** assistance to the state, territory and/or local governments for the restoration of essential public assets and certain counter-disaster operations. Category B assistance also covers assistance to small businesses, primary producers, not-for-profit organisations and needy individuals through concessional loans, subsidies or grants. Category B 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 and includes clean-up and recovery grants for small businesses and primary producers and/or the establishment of a Community Recovery Fund. Category C assistance is only made available when the impact of a disaster is severe. It is intended to be in addition to assistance under Categories A and B and is usually considered once the impacts of the disaster on affected communities have been assessed. Category C assistance must be requested by a state or territory and requires agreement by the Prime Minister



Credit: Northern Territory Government

- **Category D:** exceptional circumstances assistance beyond Categories A, B and C, Category D assistance is generally considered once the impact of the disaster has been assessed and specific recovery gaps identified. Category D assistance must be requested by a state or territory and requires agreement by the Prime Minister

NEMA administers the DRFA in line with the principles outlined in the DRFA Determination:

- 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 other state and territory-based strategies, such as insurance and natural disaster mitigation planning and implementation
- Natural disaster mitigation, in partnership with the states and territories, is an important principle to be advanced under the DRFA
- The financial exposure of taxpayers by all levels of government under the DRFA should be minimised

NEMA is responsible for working closely with states and territories on the activation and development of recovery assistance under the DRFA. NEMA is also responsible for the administration and assurance of expenditure under the DRFA by the states and territories, to ensure appropriate use of Commonwealth funds.

Funding can also be provided to individuals through the Australian Government Disaster Recovery Payment (AGDRP) and the Disaster Recovery Allowance (DRA). The AGDRP is a one-off, non-means tested payment of \$1,000 for eligible adults and \$400 for eligible children adversely affected by a 'major disaster.' The DRA is 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*.

NEMA provides advice to the Minister for Emergency Management on whether the payments should be made available following a major disaster. NEMA works closely with Services Australia to deliver the funding.

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

<p>Rationale</p>	<p>The measure will evaluate how the Government provides responsive and effective recovery assistance in collaboration with jurisdictions to support communities impacted by disaster events.</p> <p>In 2023-24 and forward years, the measure will evaluate NEMA's responsiveness to recovery needs of communities through the provision of funding support through jurisdictions, or through direct Commonwealth payments to affected communities. 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).</p> <p>In 2023-24 and the forward years, the measure will evaluate whether advice provided by NEMA to the Minister for Emergency Management on DRFA funding requests considers and addresses the DRFA Principles.</p> <p>During 2023-24, NEMA will complete a meta-analysis of DRFA Category C evaluation reports from previous years funding to determine a baseline for the effectiveness of DRFA Category C Programs for forward years. This evaluation is the starting point to commence measurement of the impact of DRFA Funding, which will evolve over the forward years to measure the effectiveness of all DRFA funding (Category A-D).</p> <p>Throughout 2023-24, NEMA will establish a monitoring and evaluation methodology for DRFA Category C and D, using the outcomes of the meta-analysis of DRFA Category C. In 2024-25 NEMA will establish a monitoring and evaluation methodology for DRFA Category A and B, as well as establish a baseline for measuring the effectiveness of DRFA funding (Category A-D) in forward years.</p>			
<p style="text-align: center;">Planned performance results and targets</p>				
<p>2023-24</p> <p>DRFA, AGDRP, and DRA timeliness targets are met 100% of the time.</p> <p>100% of DRFA (Category C and D) funding requests to the Minister address the DRFA Principles.</p> <p>Completion of a meta-analysis to determine a baseline for effectiveness of DRFA Category C.</p> <p>Establish a monitoring and evaluation methodology for DRFA Category C and D.</p> <p>(Efficiency/ Output)</p>	<p>2024-25</p> <p>DRFA, AGDRP, and DRA timeliness targets are met 100% of the time.</p> <p>100% of DRFA (Category C and D) funding requests to the Minister address the DRFA Principles.</p> <p>DRFA Category C performance results for forward years will be established in 2024-25 to measure the effectiveness of DRFA Category C following the DRFA Category C meta-analysis.</p> <p>Establish a monitoring and evaluation methodology for DRFA Category A and B.</p> <p>Establish a baseline for effectiveness of DRFA Category A, B and D.</p> <p>(Efficiency/Output/ Effectiveness)</p>	<p>2025-26</p> <p>DRFA, AGDRP, and DRA timeliness targets are met 100% of the time.</p> <p>100% of DRFA (Category C and D) funding requests to the Minister address the DRFA Principles.</p> <p>(Efficiency/Output/ Effectiveness)</p>	<p>2026-27</p> <p>DRFA, AGDRP, and DRA timeliness targets are met 100% of the time.</p> <p>100% of DRFA (Category C and D) funding requests to the Minister address the DRFA Principles.</p> <p>(Efficiency/Output/ Effectiveness)</p>	<p><i>Planned performance results, for forward years will be established in 2024-25 to measure the effectiveness of DRFA Funding Category A-D.</i></p>
<p>Methodology</p>	<p>An analysis of whether NEMA was able to meet responsiveness targets to activate funding through the DRFA and the AGDRP/DRA, and whether advice from NEMA on all DRFA Category C and D requests have addressed the DRFA Principles. Analysis will also consider whether NEMA has completed a meta-analysis to determine a baseline for the effectiveness of DRFA Category C, as well as establish a monitoring and evaluation methodology to measure the effectiveness of DRFA Category C and D. Data will be drawn from internal records to assess the result.</p>			
<p>Notes</p>	<p>Explanation of changes since 2022-23 Corporate Plan: Revised wording of performance measure to better reflect outcomes and updated methodology.</p> <p>Links with PBS: Program 1.2: Australian Government Disaster & Emergency Financial Support.</p>			



Credit: Government of South Australia

Disaster Resilience and Risk Reduction Support

Supporting communities to be better prepared is at the heart of our work. The government is investing in disaster risk reduction and resilience programs. These will be delivered over the period of this Corporate Plan.

The Disaster Ready Fund (DRF) will deliver up to \$1 billion of Commonwealth funding over five years from 2023–24, matched by the states and territories and other delivery partners where possible, to deliver disaster resilience and mitigation projects across Australia.

NEMA is responsible for the design and delivery of the DRF and works closely with states, territories, local government and other key stakeholders to make sure the DRF will improve Australia's resilience and reduce risk to natural disasters. The objectives for Round One of the DRF are guided by Australia's national disaster risk reduction obligations and priorities. These are detailed in the Sendai Framework for Disaster Risk Reduction 2015–2030 and the National Disaster Risk Reduction Framework.

Round One of the DRF provides \$200 million of Commonwealth investment in 2023–24 to support 187 projects to better protect Australian communities from the impacts of disasters.

Up to \$200 million in Commonwealth funds will become available to support projects in 2024–25. Round Two provides an opportunity for all levels of government to advance jurisdictional and national priorities under the Second National Action Plan.

Performance measure 4.2

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

<p>Rationale</p>	<p>The measure will evaluate how investment through the Disaster Ready Fund (DRF) supports communities, businesses and individuals to be better prepared and more resilient to, disaster events.</p> <p>In 2023-24, the measure will commence evaluation of the DRF program design and delivery milestones as a key contributor to reducing disaster risk. The DRF will help to curb the devastating impacts of natural hazards by investing in important disaster prevention projects which are targeted at systemic risk reduction to build community resilience and capability. During 2023-24 NEMA will establish a methodology to evaluate the effectiveness of investment through the DRF in forward years.</p>				
<p>Planned performance results and targets</p>					
<p>2023-24</p>	<p>2024-25</p>	<p>2025-26</p>	<p>2026-27</p>		
<p>100% achievement of all program design and delivery milestones for round 1.</p> <p>Establish a monitoring and evaluation framework to measure the effectiveness of disaster risk reduction investment.</p> <p>(Output)</p>	<p>100% achievement of all program design and delivery milestones for round 2.</p> <p>Establish a baseline for measuring the effectiveness of disaster risk reduction.</p> <p>(Output)</p>	<p>100% achievement of all program design and delivery milestones for round 3.</p> <p>(Output)</p>	<p>100% achievement of all program design and delivery milestones for round 4.</p> <p>(Output)</p>	<p><i>Planned performance results for forward years will be established in 2024-25 to measure the effectiveness of the Disaster Ready Fund.</i></p> <p>(Effectiveness)</p>	
<p>Methodology</p>	<p>An analysis of whether Disaster Ready Fund (DRF) program design and delivery milestones have been achieved year on year. The analysis will also consider whether NEMA has been able to establish a monitoring and evaluation methodology to measure the effectiveness of the DRF in forward years. The data will be drawn from briefings to the Minister through the Parliamentary Document Management System (PDMS).</p> <p>In forward years, an evaluation of the impact of the DRF will take place. The data sources cannot be determined until such time as a monitoring and evaluation methodology is finalised.</p>				
<p>Notes</p>	<p>Explanation of changes since 2022-23 Corporate Plan: Updated methodology.</p> <p>Links with PBS: Program 1.3: Australian Government Resilience, Preparedness and Disaster Risk Reduction Support.</p>				

Risk Oversight and Management

Our Risk Appetite

NEMA has a diverse range of responsibilities and operates in an increasingly complex and rapidly changing environment. We face a range of risks reflecting our broad and diverse responsibilities.

NEMA has defined its risk appetite statement to support staff to make considered judgements when managing our risks:

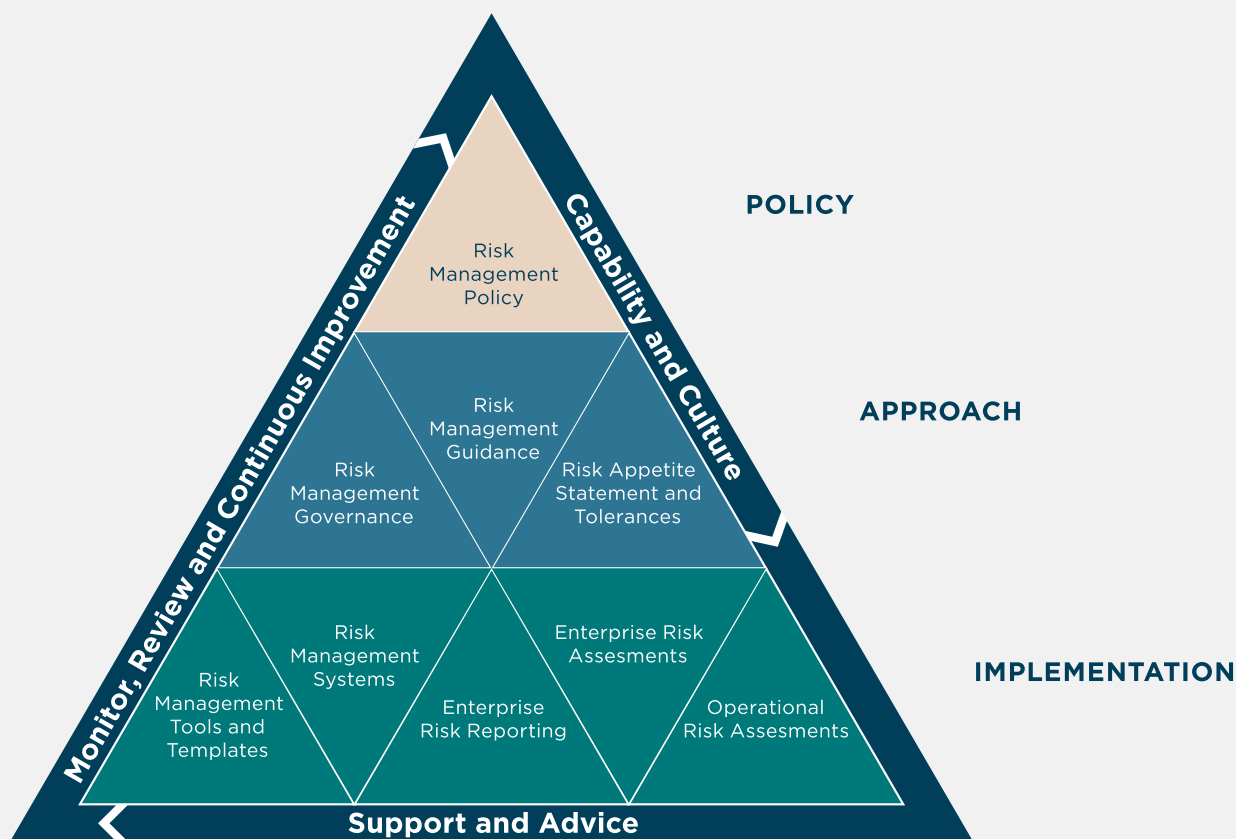
We make risk-based decisions focused on prioritising support to Australian society and work with partners to prepare for, respond to and recover from emergencies and government agreed international commitments.

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.



Credit: State Emergency Service (Tasmania)



Our Risk Management Approach

NEMA’s effectiveness requires an active approach to managing risk in order to achieve its purpose in a constantly evolving environment. NEMA’s Risk Management Framework (the 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 the set of policies, processes and structures which provides NEMA with a systematic and comprehensive approach to managing risk.

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. NEMA supports staff with specific risk category tolerance statements and levels, as well as detailing associated consequences, likelihoods and impacts they can use.

For 2023–24 and the outlook period (2024–25 to 2026–27), NEMA is committed to building and promoting a risk-aware culture that encourages informed risk-taking in support of achieving its purpose.

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

The Coordinator-General has overarching responsibility for the Framework. This includes setting NEMA’s risk appetite and tolerance levels. The Coordinator-General is supported by NEMA 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 Framework

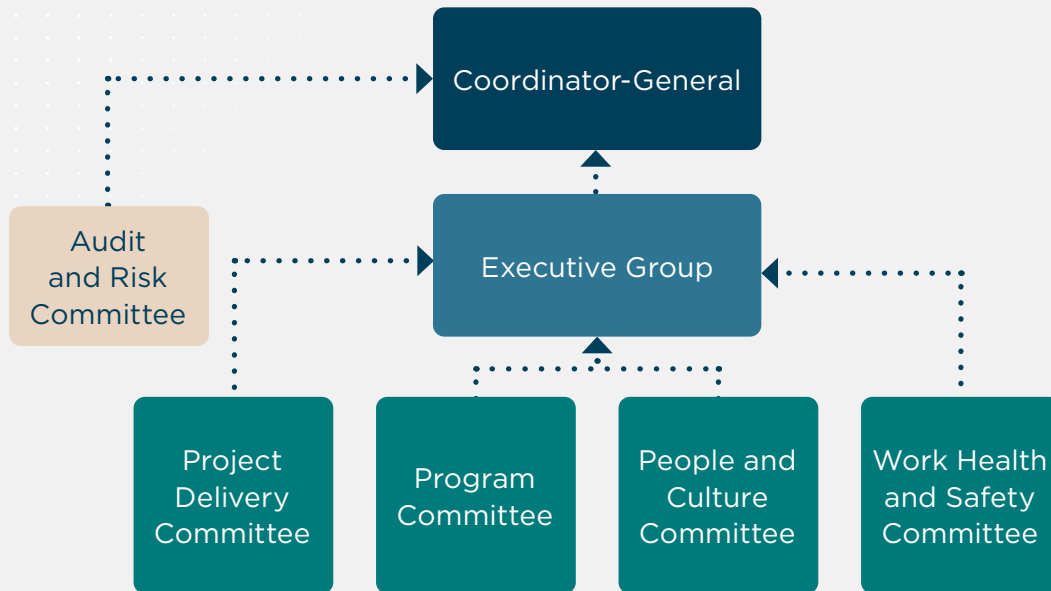


Governance

The Executive Group, chaired by the Coordinator-General, continuously identifies, monitors and evaluates key risks to NEMA achieving its purpose, including emerging risks. The Executive Group is supported by several sub-committees which also monitor and evaluate key risks within the committees' remit.

NEMA's 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 NEMA's financial and performance reporting responsibilities, risk oversight and management, and systems of internal control.

National Emergency Management Agency Governance Framework



Key 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 NEMA’s purpose, strategic objectives and intended results. NEMA has identified its key opportunities and risks.

Our Opportunities

Bringing together our collective experiences provides an opportunity to provide scalable emergency management arrangements, improve community-led recovery learnings over time and provide a long-term approach to the reduction of disaster risk.

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

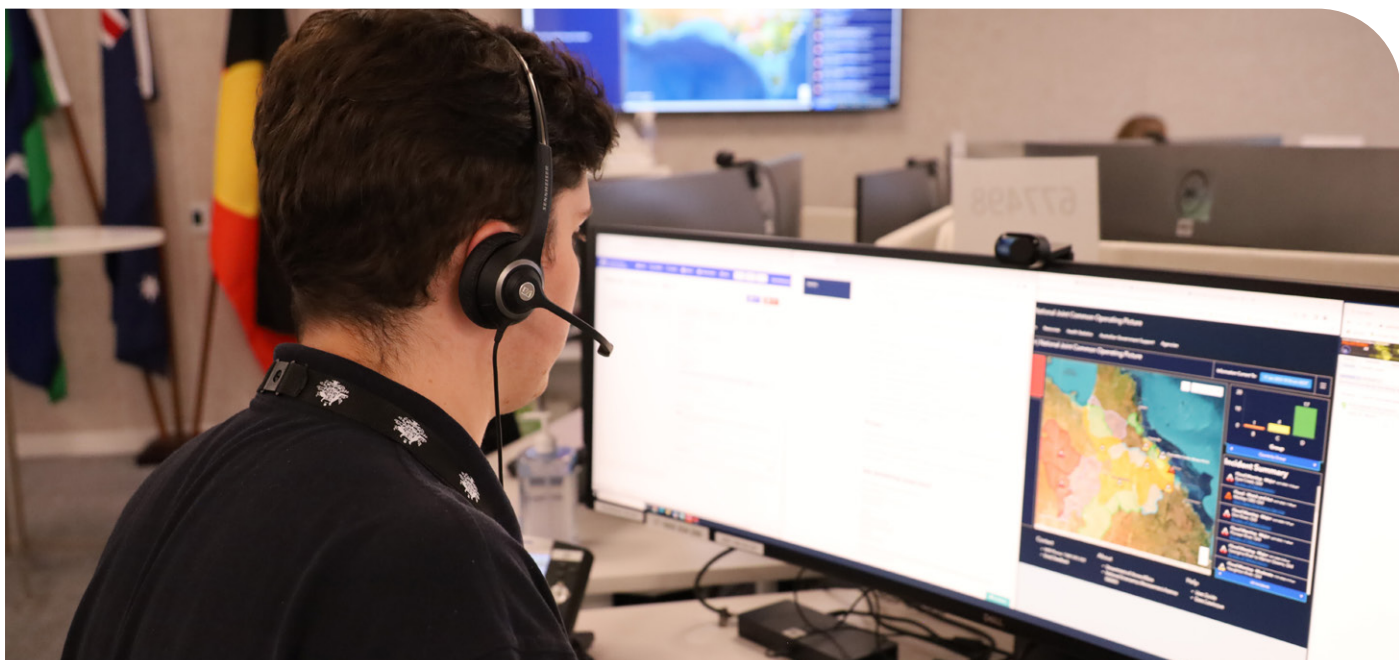
Our Key Risks

We fail to leverage our resources (intelligence, technical, budgetary, stakeholders, etc.) to empower a community-led approach to preparedness, response, recovery, resilience and risk reduction.

The impact of all hazards on Australian communities is not diminished by the Australian Government’s involvement (facilitated by NEMA), due to an inability to provide effective coordination and national leadership in emergency management.

We fail to influence the national disaster mitigation policy agenda to build greater resilience, response, recovery and risk mitigation outcomes.

We fail to maintain our reputation in the national leadership role to appropriately manage Australia’s response, recovery, risk reduction and preparedness for disasters.



NEMA manages these risks and opportunities through its established internal governance forums and inter-agency and inter-jurisdictional governance forums with terms of references and clear roles and responsibilities. This includes regular oversight of Commonwealth funding, prioritisation of activities and resourcing.

We develop our programs in line with the PGPA Act, Commonwealth Grant Rules and Guidelines (CGRGs) and Commonwealth Procurement Rules (CPRs) and use internal audits to identify opportunities for improvement. NEMA's internal budgeting and business planning process identifies priorities and aligns resources to these agreed priorities.

NEMA's effective coordination and national leadership in emergency management is managed through the Australian Government Crisis Management Framework and National Coordination Mechanism which coordinates responses across all sectors. Strategic foresights and planning capability also analyses available information to anticipate potential events and consequences.

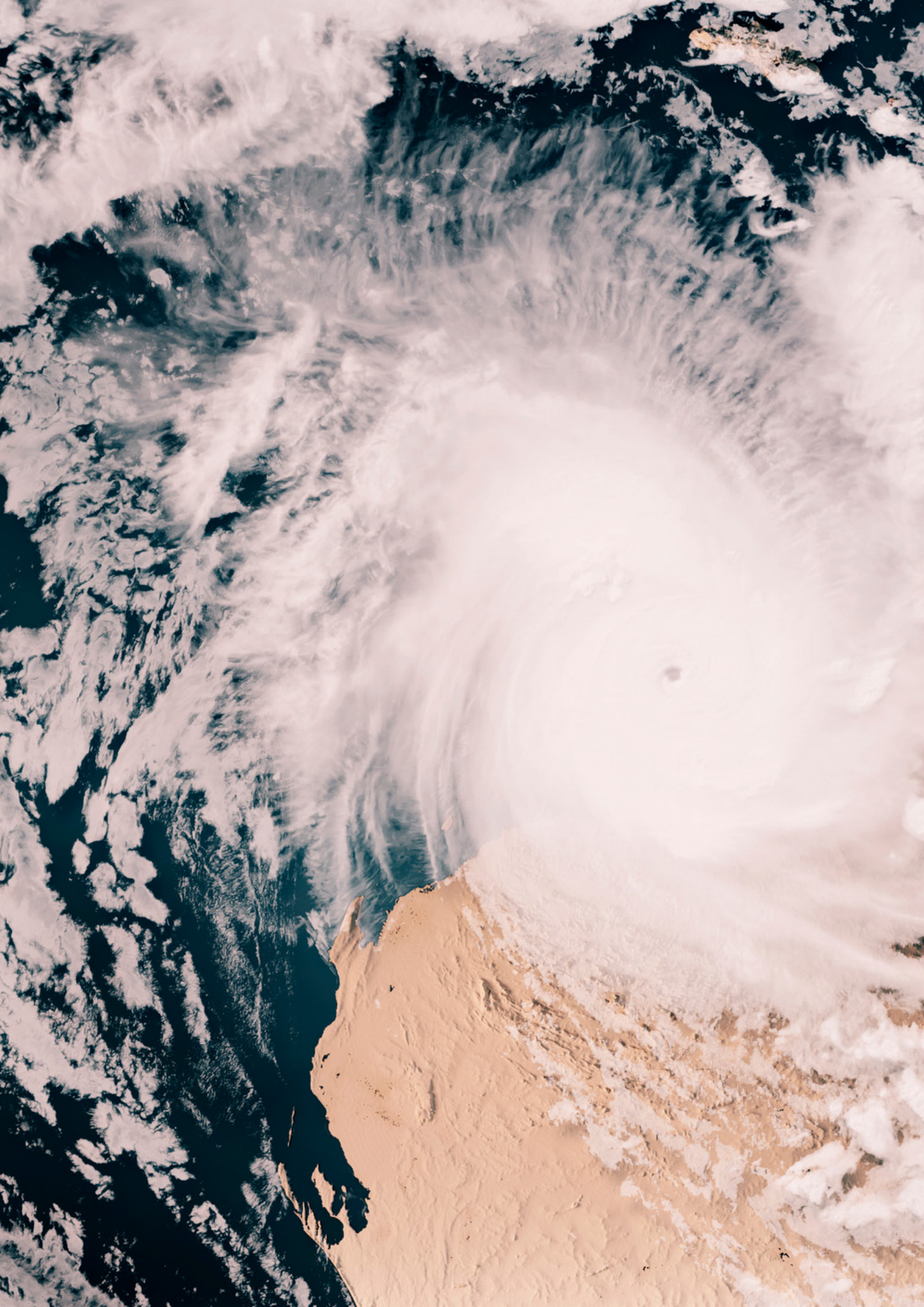
NEMA influences the national disaster mitigation policy through the implementation of the National Disaster Risk Reduction Framework and the National Action Plan. NEMA also has an established Monitoring and Evaluation Strategy and annual plan which feeds lessons learned back into the policy development cycle.

In addition, NEMA operates in a high-tempo environment with a dispersed network of staff and a National Situation Room which operates 24/7. Staff can also be deployed to disaster zones and overseas. NEMA has a strong focus

on the safety and wellbeing of staff. This is reflected in our Work Health and Safety (WHS) policies, procedures and awareness programs, which all play a critical role to manage risks and to ensure a safe work environment for all staff. NEMA has a WHS Committee to oversee workplace risk management, consistent with the requirements under the *Work Health and Safety Act 2011 (Cth)* (WHS Act).

NEMA's Integrity Framework supports a strong integrity culture by clearly articulating the standards and obligations for conduct, performance and behaviour of NEMA employees. 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.

A key element of NEMA's integrity landscape is the Fraud and Corruption Control Framework which is consistent with the Commonwealth Fraud Control Framework. Throughout this reporting period, NEMA will undertake annual fraud risk assessments to identify the key fraud risks for NEMA to actively manage in line with its Fraud and Corruption Control Plan. Fraud risks in some circumstances are also shared with delivery partners and over the period of this plan, NEMA will continue to build on its fraud control foundations with a focus on ensuring roles and responsibilities are well understood.







Australian Government

National Emergency Management Agency