



Australian Government

National Emergency Management Agency

Incoming Government Brief

Minister for Emergency Management

May 2025

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Acknowledgement of Country

In the spirit of reconciliation NEMA acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and the community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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Agency overview

Welcome

Dear Minister McBain

Congratulations on your appointment as Minister for Emergency Management.

We look forward to supporting you and your office in this important role of strengthening Australia's national resilience against the impact of disasters and supporting communities before, during and after crises.

As you may be aware, the National Emergency Management Agency (**NEMA**) was established in September 2022 to develop, lead and coordinate the Commonwealth's approach to emergency management. Our role includes working through meaningful partnerships with states, territories, industry and community organisations to enable secure, strong and resilient communities.

Our work is divided across 2 core groups, the Emergency Management and Response Group (**EMR**), led by Joe Buffone PSM, and the Disaster Resilience and Recovery Group (**DRR**), led by Dr Jill Charker. These groups are supported by our Chief Operating Officer Group (**COO**), led by Vidoshi Jana PSM.

EMR Group leads and coordinates national responses, immediate relief and early recovery efforts for natural hazard events and significant all-hazard crises. It facilitates the National Coordination Mechanism that brings together representatives from all levels of government, industry and community organisations to ensure effective emergency management for crises of national significance.

DRR Group delivers a range of policy and program initiatives to support communities recovering from natural disasters. DRR administers the Disaster Recovery Funding Arrangements, a cost sharing arrangement between the Commonwealth and states and territories supporting communities to recover and rebuild after disasters. A key focus of DRR is shaping policies and programs that improve national disaster resilience and risk reduction, helping to better prepare Australia for future disasters and ensuring our communities are safe and secure.

COO Group is responsible for the agency's corporate and enabling services, and media, communications and engagement. It includes our data and analytics function which is providing a national consolidated picture of disaster risk for bushfire, flooding, cyclone and heatwave, providing critical evidence to drive government investment decisions.

NEMA's work has never been more important. National-scale crises are becoming more frequent and intense, challenging the wellbeing and security of communities across our nation. Since the start of 2019 there have been more than 350 events that have necessitated the activation of DRFA recovery payments, impacting around 500 local government areas (**LGAs**). Some LGAs have faced multiple disaster events, with DRFA payments activated as many as 26 times during that period.

We look forward to briefing you in more detail.

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Key information

NEMA is Australia's national disaster management organisation and is the accountable Commonwealth authority to deliver a whole-of-nation, end-to-end approach to planning, preparing, responding to and recovering from all hazards and crisis events, and reducing disaster risk across the emergency management continuum. NEMA is responsible for providing national leadership and strategic coordination across all levels of government and sectors.

It is an executive agency under the *Public Service Act 1999* within the Home Affairs portfolio.

The following functions are identified in NEMA's establishing executive order:

- to develop, lead and coordinate the Commonwealth's approach to emergency management, including the support of activities relating to preparedness, response, relief, recovery, reconstruction, risk reduction and resilience for all hazard emergencies and disasters
- to provide national leadership and strategic coordination for emergencies and disaster preparedness, response, relief, recovery, reconstruction, risk reduction and resilience across all levels of government and sectors
- to design, oversee and where relevant administer funding programs related to emergency and disaster preparedness, response, relief, recovery, reconstruction and resilience
- to lead national implementation of the Commonwealth's international and national disaster risk reduction obligations
- to undertake relevant tasks as the responsible Minister may require from time to time

NEMA provides a strategic approach to disaster risk reduction, prevention, preparedness, response, relief, recovery and reconstruction – working in collaboration with a wide range of stakeholders, including Commonwealth, state, territory and local governments, industry, peak bodies and civil society. It also provides the Australian Government with a strong base to continually improve and develop Australia's disaster response, recovery and resilience efforts in consecutive, concurrent and compounding events.

NEMA provides an Australian Government capability that provides shared situational awareness, problem definition and coordinated response to crisis events of national significance, including the Australian Government National Situation Room, the National Joint Common Operating Picture, Australian Government Crisis Coordination Team and the National Coordination Mechanism. NEMA manages 8 national-level plans that facilitate near-term preparedness, response and recovery under the Australian Government Crisis Management Framework (**AGCMF**).

NEMA administers the Disaster Recovery Funding Arrangements (**DRFA**), the primary mechanism for the Australian Government to provide support to the states and territories to assist with the cost of providing agreed relief and recovery assistance measures to disaster affected communities. NEMA also administers the Disaster Ready Fund (**DRF**), a flagship funding program of national importance to promote natural disaster resilience and risk reduction. It supports projects in partnership with state and territory governments that address the physical, social and economic impacts of future natural disasters on Australian communities.

The Department of Home Affairs (**Home Affairs**) and NEMA work closely together on matters of resilience and emergency management, to ensure an end-to-end portfolio approach. Home Affairs deals with all-hazards resilience policy and specific emergency management policy functions (such as emergency management powers and policy responsibility for the *National Emergency Declaration Act 2020*) while NEMA is responsible for policy related to natural hazards resilience and disaster risk reduction, program design and delivery, and coordination and operations.

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Organisational governance

Under the *Public Governance Performance and Accountability Act 2013 (PGPA Act)*, NEMA has established governance systems and processes that:

- promote the proper (efficient, effective and ethical) use and management of public resources
- promote the achievement of NEMA's function and activities, including monitoring performance
- promote NEMA's financial sustainability
- take account of the effectiveness of NEMA's decisions on public resources generally
- establish appropriate systems of risk management and internal control, including measures directed at ensuring all officials comply with relevant laws.

As integrity and public trust is at the forefront of the Australian Public Service and NEMA's reputation, we are committed to embedding integrity in all aspects of our work: in governance and administration, systems and controls, culture and attitude, decision making and accountabilities.

Our governance framework integrates our agency structure, which reflects our decision making process, underpinned by our approach to risk management. In turn, these are supported by key elements that ensure our decisions and operations align with legislative requirements, including the PGPA Act, financial stewardship, workforce engagement and secure data management.

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Risk Management

Our Risk Management Framework outlines our approach including being proactive, understanding our obligations, appetite and tolerances, and embedding a positive risk culture.

Planning and Performance

Planning and performance is integral to our approach to governance. It informs our prioritisation, resource allocation, risk management, application of controls and reporting.

People and Culture

Advancing agency initiatives and providing oversight via committees, and supporting the workforce through legislative frameworks such as the NEMA enterprise agreement.

Assurance

Our Assurance Framework assists in risk management and control, focusing on internal and external audit, the Enterprise Program Management Office and DRFA claims and assurance.

Compliance

Our Legislative Compliance Framework sets out our methods and approach to ensuring ongoing compliance with Commonwealth legislation, instruments and policy.

Integrity

Our Integrity Framework, Fraud and Corruption Control Framework and Conflict of Interest Policy form the foundation of NEMA's strong integrity culture.

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Senior executive



Mr Brendan Moon AM was appointed as the first NEMA Coordinator-General in October 2022. Mr Moon led the establishment of an all hazards, end-to-end agency to lead and coordinate Australian Government support for emergency management across Australia. Mr Moon is a highly experienced leader in the emergency management sector and has extensive expertise across disaster response, recovery, preparedness and risk reduction.

Prior to joining NEMA, Mr Moon was the Chief Executive Officer of the Queensland Reconstruction Authority since 2016. There he led operations for Tropical Cyclones Oswald and Marcia, as well as state-wide reconstruction and recovery efforts for all significant natural disasters in Queensland since late 2015. This included Severe Tropical Cyclone Debbie in 2017, the Central Queensland Bushfires in 2018, the North and Far North Queensland monsoon trough flooding event and the Queensland Bushfires in 2019. He also oversaw the development of the Queensland Strategy for Disaster Resilience which guides how the Queensland Government works together to deliver disaster resilience commitments and actions, based on local and regional needs, to strengthen community resilience.



Mr Joe Buffone PSM is Deputy Coordinator-General, Emergency Management and Response (**EMR**) Group. Mr Buffone has been with EMR (formerly Emergency Management Australia) since December 2016 and has held multiple roles within the organisation. Mr Buffone is responsible for overseeing the development of national operational capabilities, Australian Government Crisis Coordination for all hazards, the Australian Government National Situation Room, coordination of Australian Government non-financial assistance and for the execution and operationalisation of the AGCMF.



Dr Jill Charker is Deputy Coordinator-General, Disaster Resilience and Recovery (**DRR**) Group and joined NEMA in November 2023. Dr Charker is responsible for overseeing policy and program functions. These include budget and cabinet material, resilience and recovery policy, leadership of the Hazards Insurance Partnership, grants, NEMA's program delivery assurance and evaluation, and the administration of a range of independent reviews. She is also responsible for supporting key emergency management governance forums (such as the National Emergency Management Ministers' Meeting and the Australia New Zealand Emergency Management Committee), as well as delivering on hazard mitigation measures.



Ms Vidoshi Jana PSM (VJ) is the Chief Operating Officer and heads the Chief Operating Officer (**COO**) Group. Promoted in August 2022, Ms Jana leads the corporate functions which includes Financial Operations (including budgets), HR, Security, Property, Communications and Media, ICT, Governance, Ministerial and Parliamentary, Freedom of Information, Risk and Secretariat, Legal and the management of shared services arrangements provided by Home Affairs.

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Agency statistics

Budget

NEMA's total funding as at the 2025-26 Portfolio Budget Statements is:

- \$275 million in 2025-26
- \$867 million over the forward estimates from 2025-26.

Home Affairs Portfolio Funding and Average Staffing Levels (Based on publicly available information)										
(\$'million)	2020-21 Actuals	2021-22 Actuals	2022-23 Actuals	2023-24 Actual	2024-25 Estimated Actual	2025-26 Budget	2026-27 Estimates	2027-28 Estimates	2028-29 Estimates	4 Yr Total (2025-26 to 2028-29)
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Departmental operating funding	36	57	92	133	149	135	122	123	124	504
Departmental capital	..	3	6	3	4	-	-	-	-	-
Own-source revenue (\$ 74)	1	..	1	-	-	-	-	-	-	-
Departmental	37	60	99	136	153	135	122	123	124	504
Administered funding	-	17,044	2,145	258	342	132	64	62	62	320
Administered capital	-	-	-	57	15	8	35	-	-	43
Administered	-	17,044	2,145	315	357	140	99	62	62	363
Total NEMA	37	17,104.40	2,244	451	510	275	221	185	186	867

Staffing

	2023-24	2024-25	2025-26	2026-27	2027-28
Funded Average Staffing Level	394	425	425	425	425

NEMA has a national footprint that includes a network of Coordination and Planning Officers (**CPOs**) in all Australian states and territories who work with jurisdictional crisis management frameworks to support nationally consistent Australian Government support before, during and after crises.

Property

NEMA operates out of 3 primary properties:

- 70 Northbourne Avenue, Canberra
- 47 Kings Avenue, Canberra (Edmund Barton Building)
- 299 Adelaide Street, Brisbane.

Fleet

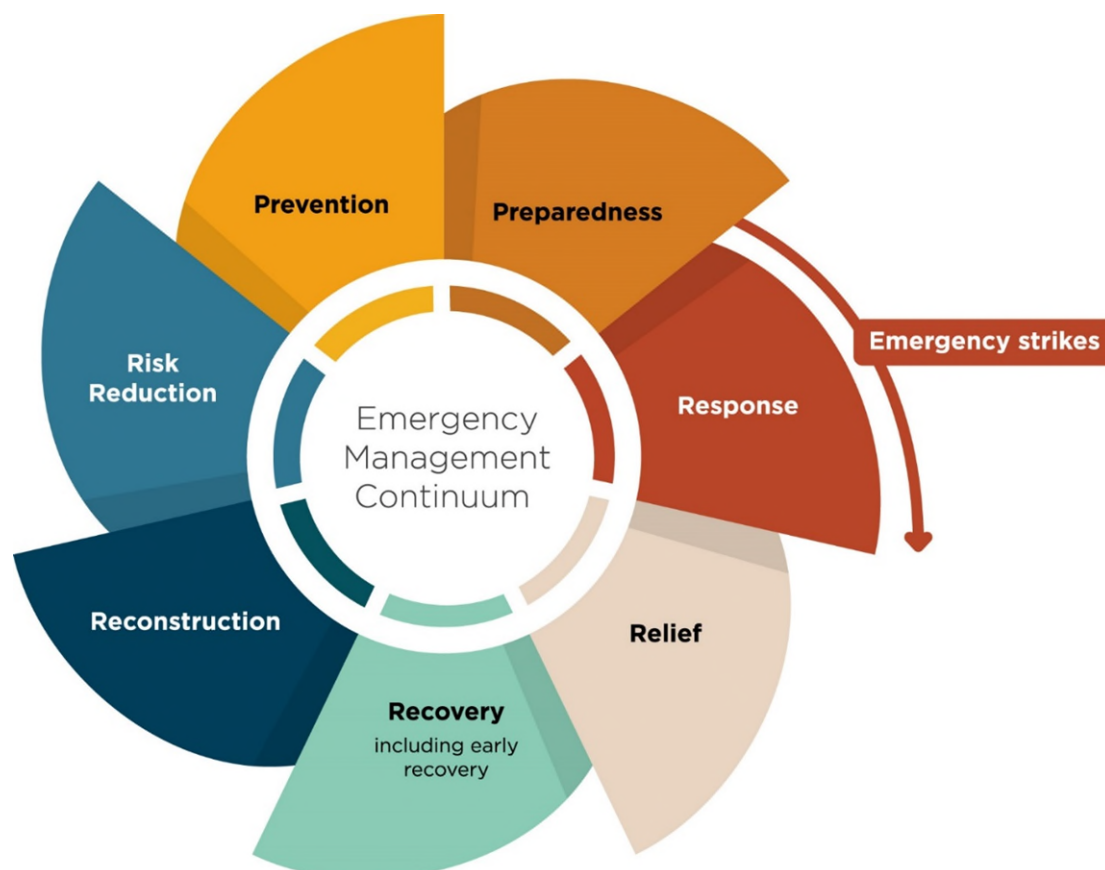
NEMA leases 10 four-wheel-drive vehicles for CPOs' use where hire vehicles are either unsuitable or unavailable. These vehicles are utilised by CPOs in rural and remote locations across Australia.

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NEMA's role and responsibilities

Overview

NEMA takes an all hazards approach across the full emergency management continuum – from risk reduction to reconstruction – strengthening the Australian Government's ability to provide end-to-end support and leadership in the face of disasters of all kinds.



The Australian Government's capstone policy for near-term preparedness, response, relief and early recovery is the Australian Government Crisis Management Framework (**AGCMF**). It provides ministers and senior officials from lead agencies with guidance on their respective roles and responsibilities and sets out the arrangements that link ministerial responsibility to the work of key officials, committees and facilities.

The National Disaster Risk Reduction Framework (**NDRRF**) sets the national policy for reducing risk and sets out how Australia will comply with the United Nations Sendai Framework for Disaster Risk Reduction 2015-2030. In August 2023, the National Emergency Management Ministers' Meeting endorsed the Second National Action Plan to implement the NDRR. The Action Plan guides NEMA's work to improve resilience and informs investment in risk reduction activities.

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Preparedness

Under the AGCMF, NEMA is listed as the Australian Government Coordinating Agency responsible for near-term preparedness for nationally significant natural hazards, space weather events, and catastrophic events. We maintain a suite of national-level plans (see Appendix A of the AGCMF). NEMA also has an enabling role for many other national plans, particularly as the holder of a number of Australian Government crisis management capabilities.

While Australia may experience severe weather at any time during the year, the highest risk period is between October and March – the higher risk weather season (**HRWS**). NEMA delivers an annual National Preparedness Program ahead of each HRWS that ensures all levels of Australian governments, and key sector groups are aware of the risks ahead of each season. The program augments preparedness activities conducted by jurisdictions and includes an annual National Preparedness Summit, bespoke briefings and exercises.

As a lead Australian Government Coordinating Agency, NEMA is mandated by the AGCMF to conduct exercises to maintain crisis preparedness and evaluate the capabilities, processes, policies and arrangements required to coordinate a response to natural disasters and novel crises. NEMA's national crisis exercising program includes the design and delivery of two exercises each year which aim to identify opportunities for improvement and ensure Australia is better prepared to respond and recover from disasters of national significance. NEMA works closely with the Crisis Arrangement Committee (**CAC**), the peak Australian Government senior officials' crisis management preparedness committee, to conduct over the horizon scanning and explore emerging risks to identify exercising priorities.

Since the Royal Commission into National Natural Disaster Arrangements (**Royal Commission**) that followed the Black Summer bushfires, NEMA has delivered national crisis exercises to evaluate strategic and operational preparedness for severe to catastrophic consecutive, concurrent and compounding events. Senior officials from Commonwealth, state, territory and local governments, key industry stakeholders, peak bodies and NGOs that support national response and early recovery participate in the exercises.

Response

The response phase of the crisis management continuum refers to actions taken immediately before, during and after an emergency or disaster to protect life, property and the environment. It focuses on immediate intervention to save lives, reduce harm, protect property and the environment, provide national leadership, maintain public trust and confidence in government systems, and facilitate national capability sharing.

Under the AGCMF, you are the Lead Minister and NEMA is the Australian Government Coordinating Agency for **natural hazards**, **space weather** events, and **novel** or **ambiguous** events. For **extreme to catastrophic crises** (Tier 4 events), the Prime Minister becomes the Lead Minister and at their discretion may delegate Lead Minister responsibilities. You will receive a specific briefing on these responsibilities.

During the response phase, NEMA is responsible for providing whole-of-Australian Government near-real-time situational awareness, facilitating national coordination and decision making, responding to jurisdictional requests for Australian Government non-financial assistance and undertaking strategic planning. NEMA uses the Crisis Appreciation and Strategic Planning (**CASP**) process to coordinate crisis communications and public messaging.

NEMA has been supporting crisis preparedness and response through the development of the National Emergency Management Stockpile (**NEMS**) and exploring alternative Commonwealth capabilities to the Australian Defence Force (**ADF**). NEMA also supports additional response capabilities through the National Resource Sharing Centre (**NRSC**) and the National Aerial Firefighting Fleet.

Relief

Under the jointly funded Commonwealth-state Disaster Recovery Funding Arrangements (**DRFA**), states and territories can provide immediate relief assistance to individuals including emergency food, clothing and temporary accommodation, personal hardship payments, repair and replacement of essential household items and essential repairs to housing.

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Financial assistance is provided under the *Social Security Act 1991*. Examples of funding support include the Australian Government Disaster Recovery Payment, a one-off, non-means-tested payment of \$1,000 per eligible adult and \$400 per child and the Disaster Recovery Allowance (**DRA**) a short-term income support payment for up to 13 weeks. NEMA ensures recovery assistance is consistent with Australian Government policy and provides quarterly assessment and reporting of estimates of expenditure data, including the deployment of DRA payments.

Recovery

Recovery is a complex process of individuals, communities and society impacted by a disaster, working to resolve the impacts that the event has had on their community. NEMA works with federal, state and territory stakeholders to understand the recovery needs of disaster-affected communities and ensure communities receive timely and appropriate help after a disaster.

In addition to relief and recovery payments, depending on the scale and impacts of an event, NEMA can provide longer term, tailored recovery support including through a deployed Commonwealth Recovery Liaison Officer or a Commonwealth Disaster Recovery Interdepartmental Committee that provide efficient, coordinated, multi-sectoral assistance to jurisdictions .

Reconstruction

Under the DRFA's standard recovery assistance, states and territories can restore damaged essential public assets to the condition and level of functionality (or utility) prior to a disaster. Since 2019-20, reconstruction of essential public assets has represented \$17.4 billion, about 58%, of the total DRFA program. The annual scale of reconstruction has also grown significantly from \$1.2 billion in 2019-20 to around \$7.1 billion in 2024-25.

States and territories can also restore essential public assets, under the DRFA, to a more resilient standard, where exceptionally agreed by the Prime Minister. Betterment funding supports the rebuilding and recovery of infrastructure to a more resilient standard and mitigate risks against future disasters. Since 2019-20, the Australian Government has agreed to cost-share \$1.2 billion in betterment funding across Queensland, NSW, SA, Victoria and WA.

Risk reduction

Evidence shows interventions to reduce risk and prevent new exposure are often less costly than response and recovery.

The risk reduction phase of the continuum refers to long-term actions taken before and after a disaster to reduce potential impacts of future hazards. While 'preparedness' is about preparing to respond to an event and anticipating its consequences, risk reduction considers where and how we live, how we create the society we live in, and the services we depend on, anticipates impacts of future hazards and the action needed to reduce them. The Second National Action Plan provides the framework for a whole-of-society approach to reducing risk and building community resilience.

The Australian Government has committed up to \$200 million per year from 1 July 2023 (\$1 billion over five years) through the Disaster Ready Fund, matched by states and territories and/or other funding sources where possible, for disaster risk reduction and resilience.

Prevention

The prevention phase of the disaster continuum refers to long-term actions to limit impacts that future hazards have on communities and systems.

NEMA has a coordination and advocacy role through its policy, program and operational functions to support action to prevent future hazards becoming disasters. This can be done through improving how hazards are managed, reducing what is exposed to the hazard and improving vulnerability to disruption.

Actions can include hardening assets and infrastructure, appropriate land-use planning and building practices, community-led relocation and fit-for-purpose national capabilities.

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Often levers for prevention sit in other portfolios, across different levels of government and in different sectors. These cross sectoral, national challenges are addressed in the NDRRF. NEMA works with a range of whole-of-Australian Government agencies across portfolios, in addition to working with states and territories and other sectors to support coordinated national action.

Home Affairs Portfolio Responsibilities and NEMA

The Department of Home Affairs (the Department) is responsible for high-level policy, legislation and budgetary matters relating to emergency management, resilience and recovery. The Department collaborates with NEMA to ensure consultation and involvement in Cabinet and ministerial briefing, budget estimates and reporting and compliance processes. NEMA receives ICT, legal and other services from Home Affairs under a Service Level Agreement.

For human induced hazards and national security crises (including special event and high office holder security), the Minister for Home Affairs and the Department have responsibility for policy, regulation and resourcing. They are also responsible for related crisis preparedness and capability policy.

The Department works to both the Minister for Home Affairs and the Minister for Emergency Management to develop and implement options which strengthen the Australian Government and Home Affairs' resilience policy, legislation, crisis arrangements and capabilities across all-hazards, all-systems and the crisis continuum.

This includes:

- developing national resilience policies and plans
- embedding climate security considerations into Home Affairs policy and operational areas
- developing options to reduce reliance on the Australian Defence Force for domestic crisis response
- exercising Australian Government preparedness for an event of conflict in our region
- enhancing the Australian Government's emergency management powers in the *National Emergency Declaration Act 2020*, the *Security of Critical Infrastructure Act 2018* and transport, maritime and aviation security legislation which are administered by the Minister for Home Affairs

NEMA and Home Affairs work closely and productively together to promote all-hazards resilience across portfolios, including in developing the Australian Government's response to crisis and resilience related reviews and inquiries such as for disaster funding and governance.

In practice, NEMA leads on natural hazard resilience policy issues, and the Department leads more on national, economic, critical infrastructure and climate security policy, legislation and capability issues.

Operation of the *National Emergency Declaration Act 2020*

The Governor-General can make a national emergency declaration if, among other things, the Prime Minister is satisfied an emergency has caused, is causing, or is likely to cause, nationally significant harm in Australia or an Australian offshore area.

There are 35 Commonwealth laws referred to in the NED Act as 'national emergency laws', which provide emergency powers and cover critical infrastructure, communications, access to medicine, social security and other matters. Where a national emergency declaration is in force, alternative or streamlined tests apply for ministers to exercise these powers quickly.

The NED Act also enables responsible Commonwealth ministers to modify certain administrative requirements in legislation – the need to sign documents, give information in writing and produce certain documentation – and enables the Prime Minister to require Commonwealth entities to provide information on stockpiles, resources and response options.

A national emergency declaration must be renewed every 3 months (if required). A declaration and any subsequent renewals are not subject to disallowance.

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The Department of Home Affairs and the Minister for Emergency Management do not have an active role in declaring a national emergency. The Department of the Prime Minister and Cabinet (**PM&C**) provides advice to the Prime Minister, in consultation with relevant agencies, including Home Affairs and NEMA.

Following a Home Affairs non-statutory review of the NED Act in 2024, s47C

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Your key functions

The below sections set out the decision-making powers you have as Minister for Emergency Management, major forums and collaborative bodies related to emergency management in Australia and our region and key Commonwealth, state and territory stakeholders you and your office will engage with.

Ministerial powers

Australian Government Disaster Response Plan

Under the Australian Government Disaster Response Plan (**COMDISPLAN**), you approve all requests from states and territories for Australian Government non-financial assistance, including requests to utilise the ADF. States and territories will make a request, for example assistance to evacuate a community, and NEMA will coordinate with appropriate Commonwealth agencies (including the ADF) and mechanisms (such as the National Emergency Management Stockpile and Disaster Relief Australia) that can achieve the effect.

As Minister, you approve the tasking to those agencies and mechanisms. Once approved, NEMA works with the respective Commonwealth agencies and mechanisms to provide the assistance requested.

Commonwealth disaster recovery payments

As Minister, you are responsible for activating 2 Commonwealth disaster recovery payments legislated under the *Social Security Act 1991*. These are the Australian Government Disaster Recovery Payment (**AGDRP**) and the Disaster Recovery Allowance (**DRA**).

- AGDRP is a one-off, non-means-tested payment of \$1,000 per eligible adult and \$400 per child.
- DRA is a short-term income support payment for up to 13 weeks.

NEMA briefs you on when, and if, it may be appropriate to activate AGDRP and/or DRA following a disaster event. The payments are administered by Services Australia.

Disaster Recovery Funding Arrangements

The Disaster Recovery Funding Arrangements (**DRFA**) are the primary mechanism for the Australian Government to provide support to the states and territories to assist with the cost of providing agreed relief and recovery assistance measures to disaster affected communities.

Category A and B assistance is provided automatically by the states without requiring approval from the Australian Government. The Prime Minister is the decision maker on requests for extraordinary recovery assistance under Category C or D of the DRFA. You provide policy advice to the Prime Minister whether to agree to a state or territory's request for Category C or D DRFA funding.

You are the decision maker for extensions of allowable time limits or reallocations for programs where the financial impact is over \$20 million and under \$50 million. You provide policy advice to the Prime Minister for decisions on extensions of time or reallocations for programs where the financial impact is over \$50 million.

The *Disaster Recovery Funding Arrangements 2018* is a ministerial determination made under the *Intergovernmental Agreement on Federal Financial Relations*. This provides you, as the responsible Australian Government Minister, with the power to determine the terms and conditions for payments by the Commonwealth to any state or territory for disaster relief and recovery. In the past, changes to the determination's terms and conditions have been negotiated with relevant Commonwealth agencies and state and territory governments.

Disaster Ready Fund

NEMA administers the Disaster Ready Fund (**DRF**), an initiative to promote natural disaster resilience and risk reduction. It provides up to \$200 million in Commonwealth grants per financial year over 5 years, from 1 July 2023 to 30 June 2028 (up to \$1 billion total) to support projects in partnership with state and territory governments that address the physical, social and economic impacts of future natural disasters on Australian

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communities. Funding recommendations are made annually by an expert panel and the Coordinator-General (or their delegate) following a competitive, merit-based assessment process.

Under the *Disaster Ready Fund Act 2019 (DRF Act)*, you are the final decision-maker on funding for DRF projects. This includes the approval of which projects to fund, the funding amounts to be awarded and the terms and conditions on which grants are provided. Funding is made available to states and territories once funding agreements (schedules to the Federation Funding Agreement – Environment) are agreed and co-signed.

You are also responsible for approving any Schedule variations, as well as requests for time extensions greater than 12 months, material scope changes and changes to the Commonwealth funding contribution.

Under the DRF Act, you are also responsible for approving and tabling the following in Parliament:

- an annual report regarding arrangements and grants made under the DRF Act after the end of each financial year
- the terms of reference for, and a report of, an independent review of arrangements and grants made under the DRF Act before the fifth anniversary of the commencement of section 26B (1 March 2028).

Below is a table setting out each of your functions and powers regarding NEMA administered funding:

Decision	Decision-maker	Administered by
Disaster Ready Fund		
Grant of funding, including which projects to fund, amounts awarded and funding conditions, and reallocation of funds	You	NEMA and state and territory lead agencies
Varying schedules to amend/vary project scope or timeframe		NEMA
Approving annual DRF report		
Approving terms of reference and report of an independent review of arrangements and grants under the DRF Act		
Australian Government Disaster Recovery Payment		
Activation payment in response to an event you determine to be a 'major disaster' and determination of the adversely affected (eligibility) criteria	You	Services Australia
Extension of payment to additional areas following activation		
Disaster Recovery Allowance		
Activation of payment in response to an event you determine to be a 'major disaster' of national significance	You	Services Australia
Extension of payment to additional areas following activation		
Disaster Recovery Funding Arrangements		
Advice on Category C or D funding, including new measures, increase to agreed funding or change to agreed intent	Prime Minister, on your advice	State and territory governments
Advice on reallocation of funding or allowable time limit extension requests over \$50 million in any financial year		
Decision on reallocation of funding or allowable time limit extension requests between \$20 million to \$49.99 million in any financial year or as required under the enhanced arrangements	You	
Bushfire Community Recovery and Resilience Program		
Enter into a Federation Funding Agreement (FFA) with relevant states for eligible projects (and any subsequent variations)	You	NEMA and state and territory lead agencies

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Ministerial forums and committees

The National Emergency Management Ministers' Meeting

You are the chair of the National Emergency Management Ministers' Meeting (**NEMMM**). The NEMMM terms of reference is at **Attachment C**.

The NEMMM brings together all emergency management portfolio ministers and the President of the Australian Local Government Association (**ALGA**) to work collaboratively and drive national cooperation on enduring strategic issues across the emergency management continuum, covering prevention, preparedness, response, recovery, risk reduction and resilience.

Leveraging off the close relationship between both countries, and in order to promote stronger regional disaster management approaches, the New Zealand Minister for Emergency Management is a permanent observer. The NEMMM also addresses emerging issues requiring cross-border collaboration and performs a policy and standard setting functions. This may include cross-portfolio issues, such as building, planning, land management, infrastructure, communications, data and digital, health, science, research, environment and education.

The NEMMM reports annually to National Cabinet. The 2024 Annual Report outlining the NEMMM's achievements for 2024 and strategic priorities for 2025 and beyond is at **Attachment D**.

In 2023, the NEMMM commissioned the *Independent Review of National Natural Governance Arrangements* led by Dr Robert Glasser. The Glasser Review, published in October 2024, made 30 recommendations to strengthen strategic national decision making. The NEMMM is overseeing the implementation of the review with 7 recommendations fully implemented and an implementation pathway agreed for an additional 8 recommendations.

Upcoming meetings

NEMMM last met on 15 November 2024. NEMMM is scheduled to meet twice in 2025; 21 July (face-to-face) hosted by the Northern Territory, and 10 November (virtual).

The Australia-New Zealand Emergency Management Committee

Australia-New Zealand Emergency Management Committee (**ANZEMC**) is the senior officials committee reporting to the NEMMM. It is responsible for supporting the NEMMM to identify, design and deliver its 5 priorities and for identifying emerging issues and longer-term challenges likely to significantly impact Australia and New Zealand's capacity to manage all hazards. ANZEMC membership comprises senior officials from emergency management, disaster recovery and central agencies from the Commonwealth and each state and territory, along with, New Zealand and ALGA representatives.

ANZEMC is co-chaired by the NEMA Coordinator-General and alternating ANZEMC members on a 2-year rotational basis. The current jurisdictional co-chair is Kate Fitzgerald, Deputy Secretary Emergency Management, Victorian Department of Justice and Community Safety. ANZEMC meets 3 times a year, with at least one face-to-face meeting.

Upcoming meetings

ANZEMC last met on 1 April 2025 and will meet 2 more times in 2025; June (face-to-face) and September (virtual).

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Key stakeholders

State and territory government ministers

State	Minister	Relevant ministries held
ACT	Dr Marisa Paterson MLA	Minister for Police, Fire and Emergency Services
NSW	The Hon Jihad Dib MP	Minister for Emergency Services
NT	Hon Lia Finocchiaro MLA	Chief Minister, Minister for Fire and Emergency Services
QLD	The Hon Daniel (Dan) Purdie MP	Minister for Police and Emergency Services
SA	Hon Emily Bourke MLC	Minister for Emergency Services and Correctional Services
TAS	The Hon Felix Ellis MP	Minister for Police, Fire and Emergency Management
VIC	The Hon Vicki Ward MP	Minister for Emergency Services
WA	The Hon Paul Papalia CSC MLA	Minister for Emergency Services

You may also engage at times with state and territory first ministers, emergency management agencies and fire and emergency services commissioners and chief officers.

Non-government and not-for-profit organisations

Organisation	Key contacts
Insurance Council of Australia	Andrew Hall, CEO (deputy chair of the Hazards Insurance Partnership)
Australian Local Government Association	Matt Burnett, President Karen Chappel, Deputy President (member of NEMMM)
Australian and New Zealand Council for Fire and Emergency Services (AFAC)	Rob Webb, CEO Darren Klemm AFSM, Board President
Natural Hazards Research Australia	Andrew Gissing, CEO
Australian Institute for Disaster Resilience	John Richardson, A/g Executive Director
Australian Red Cross	Andrew Colvin, CEO Joel MacKay, Head of Government Engagement and External Engagement
Foundation for Rural and Regional Renewal	Natalie Egleton, CEO
Disaster Relief Australia	David Smith AM CSC DSM, CEO
Humanihut	Neale Sutton, Managing Director

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National crisis management arrangements

Australian Government Crisis Management Framework

- The AGCMF is the capstone policy framing national crisis management arrangements. The AGCMF is owned and managed by PM&C, and outlines the Australian Government's approach to preparing for, responding to and recovering from crises.
- Under the AGCMF, NEMA's role falls into 4 broad categories:
 - o Australian Government Coordinating Agency for natural hazards, space weather events and novel or ambiguous events
 - o Sector Lead Agency for domestic elements of international crises
 - o the Australian Government's all-hazards Enabling Agency
 - o Australian Government Coordinating Agency for all-hazard Tier 4 crises.
- The Minister for Emergency Management is the Lead Minister for domestic crises caused by natural hazards, space weather, and novel events (those hazards not identified in the AGCMF). The Prime Minister may elect to take on the Lead Minister role for any crisis, including for the purposes of public messaging.
- Responsibilities of the Minister for Emergency Management as Lead Minister are listed on page 25 of the AGCMF. Crucially, the Minister for Emergency Management is responsible for approving all requests for Australian Government non-financial assistance (including requests to utilise the ADF) through COMDISPLAN.
- NEMA is responsible for 8 national plans that sit under the AGCMF and can be activated during or in anticipation of a crisis. The list of national plans, including NEMA's, can be found in Appendix A and B of the AGCMF.
- NEMA is required to regularly exercise its 8 national plans to ensure they are fit for purpose. This is achieved through the delivery of an annual national crisis exercising program.
- NEMA is also the custodian of whole-of-Australian Government enabling capabilities under the AGCMF, including: the Australian Government National Situation Room, the National Joint Common Operating Picture, the Australian Government Crisis Coordination Team, the National Coordination Mechanism, national crisis exercising, the Crisis Appreciation and Strategic Planning methodology, lessons and continuous improvement and the suite of national plans.
- The AGCMF details a 4-tier system of Australian Government crisis coordination, with Tier 4 being the highest level of complexity and severity.
 - o Once crises caused by any hazard reach Tier 4, NEMA assumes responsibility for coordinating response activities across the Australian Government. Other agencies maintain responsibility for consequence management in their own sectors.
 - o The Prime Minister is the Lead Minister for Tier 4 coordination, but may delegate some or all responsibilities to another minister.
 - o Where NEMA is the lead Australian Government Coordinating Agency and a significant crisis prompts Tier 3 or 4 crisis, NEMA will conduct a whole of Australian Government evaluation process within 12 months. The outcomes of the evaluation are required to be distributed across the Australian Government and reported to CAC to ensure identified lessons are integrated into continuous improvement processes.

National Strategic Planning Capability

- The Crisis Appreciation and Strategic Planning (**CASP**) is a repeatable planning methodology developed and implemented by NEMA. The CASP methodology is detailed in the AGCMF as the preferred planning

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tool for the Australian Government. Over the past 12 months, an internal CASP Taskforce has uplifted CASP awareness and strategic planning capability across the Australian and state and territory governments, by delivering training to almost 500 officials. CASP training remains a service offering as part of NEMA's core training capability.

- In April 2025, NEMA formalised its strategic planning capability, maintaining a pool of strategic planners which can be drawn upon to support and/or supplement planning activities. The capability can be used to respond to jurisdictional requests for strategic planning assistance under COMDISPLAN.

Sensitivities

- The Australian National Audit Office (**ANAO**) conducted a Performance Audit of the AGCMF in 2024. The final report was tabled in Parliament and published on the [ANAO's website](#) on 21 October 2024.
- Overall, the audit report reflects positively on the AGCMF. The ANAO found that PM&C has developed a largely appropriate framework for responding to crises, and incorporated lessons from recent events to ensure crisis management arrangements remain fit-for-purpose for Australia's complex hazard environment.
- The ANAO made no adverse findings, but made 5 recommendations. Four recommendations were directed to PM&C and one to NEMA, which NEMA agreed to:

Recommendation: *The National Emergency Management Agency document its consideration of Crisis Arrangements Committee advice on gaps and priorities for whole-of-government exercising, as well as the annual analysis undertaken to inform the development of the annual national exercise program. This should include ensuring that exercises consider both natural and all-hazard scenarios.*

- The National Crisis Exercising and Lessons Capability (**NCEC**) team has taken ownership of this recommendation. NCEC has acquitted this recommendation by consulting the Crisis Arrangements Committee in the design of the 2025 national exercise, Exercise Convergence.

Recovery Support

- In recognition of the protracted and often complex needs of communities following crisis events, the Tiered Recovery Support (**TRS**) model provides a framework for the provision of Australian Government support to state-led recovery efforts.
- Similar to the AGCMF, the TRS model is a 4-tiered approach to Commonwealth recovery assistance, with events assessed based on their impacts on communities from minor (Tier 1) to catastrophic (Tier 4).
- The model requires a close partnership with the affected jurisdiction/s to identify and address recovery issues where the Commonwealth can provide assistance. The model also involves coordination across relevant Commonwealth agencies to identify existing multi-sectoral resources and mechanisms that could support state-led recovery arrangements.
- For events with severe to catastrophic impacts (Tiers 3 and 4), the TRS model allows for the appointment of a Commonwealth Recovery Liaison Officer (**CRLO**), appointed by the NEMA Coordinator-General, and supported by an inter-disciplinary Recovery Taskforce, to provide affected jurisdictions with a direct and singular point of contact to the Commonwealth for recovery matters.
- The CRLO liaises directly with the lead state or territory recovery agency and relevant Commonwealth agencies to identify and coordinate available Commonwealth recovery supports, ensuring alignment with state/territory-led recovery planning and delivery.
- The CRLO also leads coordination across the Commonwealth through a Commonwealth Disaster Recovery Inter-Departmental Committee (**CDR IDC**). The CDR IDC identifies and harnesses available Commonwealth support across agencies to provide efficient, coordinated, multi-sectoral Commonwealth recovery assistance to jurisdictions.

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- On 10 February 2025, NEMA appointed Ms Michelle Lees as CRLO to manage and streamline Commonwealth support for recovery efforts from the North and Far North Queensland Tropical Low for a period up to 30 June 2025.
- On 21 March 2025, the CRLO function and the CDR IDC terms of reference were expanded to reflect the scale and complexity of the other events that have occurred since, including Tropical Cyclone Alfred and associated severe weather and Western Queensland Surface Trough and Associated Rainfall and Flooding.

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Disaster resilience and recovery funding programs and initiatives

- As of 31 December 2024 (and since 1 July 2019), NEMA is managing an administered program portfolio of \$31.4 billion including acquitted claims (co-funding between Commonwealth and jurisdictional delivery partners). The DRFA makes up a significant portion of this at \$29 billion, including \$24.2 billion yet to be acquitted. The other \$2.4 billion represents 18 programs (see 'NEMA's administered programs' below).
- NEMA's program funding is growing at an accelerated rate and by 2060 is predicted to increase beyond \$130 billion.
- In light of these rapidly escalating costs of disaster recovery, and the findings from a number of recent reviews, your government has the opportunity to strengthen the resilience of Australia's communities and the economy and to deliver disaster management arrangements which are fit for the future.

Overview

- Jurisdictions provide progress reporting data on recovery and resilience programs on a quarterly basis. NEMA uses the delivery monitoring data captured to inform decision-making, program design, evaluation, implementation and briefing to government.
- NEMA is working with the jurisdictions to strengthen accountability and transparency of funding decisions. By developing robust reporting requirements, NEMA will ensure a clear and consistent understanding of the progress of recovery, resilience and disaster risk reduction projects through the monitoring and tracking of critical information at a delivery level.
- Reporting reform will also ensure all levels of government can target investment and reduce the number of ad hoc data reporting requirements asked of delivery partners.
- The initial scope of this work prioritised standardised quarterly reporting of project status and expenditure across key programs that included DRFA Categories C and D, the Emergency Response Fund and the Disaster Ready Fund. DRFA Category B Reconstruction of Essential Public Assets is the next focus of reporting reform.
- NEMA also has a well embedded evaluation function which drives a consistent robust approach to evaluation and learning from past experience.

Disaster Recovery Funding Arrangements

- The Disaster Recovery Funding Arrangements (**DRFA**) are the primary mechanism for the Australian Government to provide support to the state and territory governments (**states**) to assist with the cost of providing agreed relief and recovery assistance measures to disaster affected communities.
- Under the DRFA, the Australian Government provides financial assistance to states of up to 75% of eligible expenditure. Funding is generally provided to states on a reimbursement basis.
- There are 4 categories of assistance under the DRFA:
 - o **Category A:** Assistance to individuals to alleviate personal hardship or distress arising as a direct result of a disaster. The state activates Category A automatically, no Commonwealth pre approval is required.
 - o **Category B:** Assistance to the state, and/or local governments for the restoration of essential public assets and certain counter-disaster operations. It also covers assistance to small businesses, primary producers, not-for-profit organisations and needy individuals through concessional loans, subsidies or grants. The state activates Category B automatically, no Commonwealth pre approval is required.
 - o **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

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Community Recovery Fund. Activation of category C requires the agreement of the Prime Minister, based on advice from the Minister for Emergency Management.

- o **Category D:** Exceptional circumstances assistance beyond Category A, B and C. Activation of Category D requires the agreement of the Prime Minister, based on advice from the Minister for Emergency Management.
- Financial support provided via the DRFA is given effect as part of the Inter-Governmental Agreement on Federal Financial Relations by virtue of clauses D42 and D43 of Schedule D. The arrangements have effect under section 16 of the *Appropriation Act (No. 2) 2024-25*.
- As soon as a disaster occurs, NEMA works closely with lead state disaster agencies to understand the impacts, assess types of relief and recovery support needed and ensure assistance is activated as quickly as possible.
- If DRFA assistance is needed (and all relevant criteria have been met), the state will notify the Commonwealth, and provide advice about affected locations and the types of assistance needed.
- As minister, NEMA will brief you on when and if it would be appropriate to advise the Prime Minister to activate DRFA. A media release (must be joint) will usually be issued after activation.
- States must submit audited claims to NEMA by 31 March each year, which includes expenditure for eligible events incurred in the previous financial year for reimbursement.

Status

- Between 1 July 2022 and 30 April 2025, the DRFA has been activated for 177 disasters in 340 unique LGAs. This represents over 63% of Australia's 539 LGAs
- The 2025-26 Budget provides for a total of \$24.2 billion in joint Commonwealth-State DRFA expenditure, with a remaining Commonwealth contribution of \$12.2 billion.
 - o An additional \$1.9 billion has already been paid to states and territories as advance funding.
- The total DRFA program has increased \$1.2 billion since 2024-25 MYEFO (Commonwealth contribution up \$487.7 million), including \$480.7 million for new Category C/D programs.
- State expenditure under the DRFA is estimated at \$9.1 billion this financial year (\$5.8 billion, or 63%, Commonwealth contribution) with a further \$2.8 billion in 2025-26 and beyond (Commonwealth contribution of \$1.4 billion).
 - o This assistance is likely to expand as the full impacts of recent disasters become known, or with any new events.
 - o The additional \$12.3 billion (\$5 billion Commonwealth contribution) relates to prior years and is subject to assurance processes.

Sensitivities

- On 8 April 2025 and 9 April 2025, Queensland Premier David Crisafulli wrote to the Prime Minister requesting extraordinary Category C and D funding for an Environmental Recovery Package, a Tourism Recovery Package and a Monitoring and Evaluation package in response to Tropical Cyclone Alfred. NEMA will provide advice to your office in the coming weeks.

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- Additional event activations may come through as the end of the higher risk weather season approaches.

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Australian Government Disaster Recovery Payment and Disaster Recovery Allowance

- The Australian Government Disaster Recovery Payment (**AGDRP**) is a one-off, non means tested payment of \$1,000 per adult and \$400 per child following an event assessed as a 'major disaster'
- The Disaster Recovery Allowance (**DRA**) is a short-term income support payment for up to 13 weeks following a 'major disaster' of national significance.
- To activate the payments, you must sign ministerial determinations confirming you are satisfied the event is a major disaster and, for AGDRP, to outline the eligibility criteria.
- NEMA will brief you on when and if it would be appropriate to activate the AGDRP and/or DRA following a disaster event, largely informed by impact data from state and territory governments and the National Situation Room.
- The AGDRP and DRA are legislated under the *Social Security Act 1991* (Cth) and administered by Services Australia on behalf of NEMA under a head agreement and services schedule.

Status

- Since July 2022, AGDRP and/or DRA were activated for 19 events (considered major disasters). AGDRP was activated for 96 LGAs (noting some LGAs were activated more than once) across those events with the Australian Government paying over \$502 million, and 257 LGAs activated for DRA (noting some LGAs were activated more than once) with payments of over \$116 million (as at 22 April 2025).
- Claims for AGDRP and/or DRA are currently open for the following 5 events:
 - o Queensland – Western Queensland surface trough and associated rainfall and flooding: Commencing 21 March 2025 – AGDRP and DRA
 - o NSW – Tropical Cyclone Alfred Severe Weather: Commencing 3 March 2025 – AGDRP and DRA
 - o Queensland – Tropical Cyclone Alfred and associated severe weather (1 - 16 March 2025) – AGDRP and DRA
 - o Queensland – North and Far North Tropical Low: Commencing 29 January 2025 – AGDRP and DRA
 - o Victoria – Western Victoria Bushfires: Commencing 16 December 2024 – DRA Only

Sensitivities

- There are eligibility criteria for individuals to satisfy to receive either payment. For the AGDRP in particular, individuals must demonstrate they have been adversely affected (with specific criteria). This can often lead to frustration in impacted communities where power outages or minor damage to property will not be enough to satisfy that criteria.
- The Productivity Commission Natural Disaster Funding Arrangements report (2014) recommended that eligibility criteria for AGDRP be legislated and the amount be reviewed (and potentially reduced) to ensure it was reflective of immediate emergency relief needs and comparable with other payments.
- The Colvin Review reinforced and expanded on this recommendation. In addition to reducing the amount and introducing tighter eligibility criteria, it called for redefining the purpose of the payment, rationalising AGDRP, DRA and DRFA personal hardship payments and more targeted activations aligned to directly impacted geographic areas.

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NEMA's administered programs

Below is an overview of NEMA's administered programs. Further details are provided in **Attachment E**.

Program	Funding	Status
Disaster Ready Fund (DRF)	\$200 million per year (\$1 billion total) over 5 years from 1 July 2023 for disaster risk reduction and resilience projects.	Round 1 (2023-24) provided \$200m to 185 projects. Round 2 (2024-25) provided \$200m to 171 projects. Round 3 (2025-26) applications have closed. Jurisdictional priorities are due on 30 May 2025.
Emergency Response Fund (ERF)	Operated between 12 December 2019 and 30 June 2023 with \$450 million allocated for response, recovery and resilience measures.	s47C
Northern Rivers Resilience Initiative (NRRI)	\$11.4 million committed in 2022 for CSIRO to research climate, catchment, and hydrological drivers within the region and how these drivers impact flooding.	Phase 1 (community supported flood mitigation project identification) – completed in November 2022. The recommendations from this phase of the initiative informed the allocation of funding under the Northern Rivers Recovery and Resilience Program. Phase 2 (detailed hydrodynamic modelling) is underway, with the hydrodynamic model due to be finalised in June 2025 and a final report with recommendations on flood mitigation options for the Richmond River catchment due 30 June 2026
Northern Rivers Recovery and Resilience Program (NRRRP)	\$150 million committed in 2022-23 (under the ERF) to support recovery and resilience projects in the Northern Rivers region.	All funds have been allocated and paid to NSW in full. Funding was awarded to 36 projects, with progress reported under the ERF (above).
North Queensland Recovery and Resilience Programs	\$91.8 million committed in February 2024 to assist Far North and North West Queensland communities with disaster recovery and risk reduction measures	All funds have been allocated and paid to Queensland in full.
North Queensland Strata Title Resilience Pilot Program	\$40 million committed in 2024 for disaster mitigation works in strata title properties	As of 14 April 2025, 35 applications have been submitted and 17 grants have been awarded.

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Protecting Our Communities (Disaster Resilience) Program (POC)	\$34.4 million towards funding 27 projects identified by communities to improve their disaster preparedness and resilience for future disasters at the local level.	As at 17 March 2025, 4 projects have been completed and 20 are either in pre-construction or stages of delivery. Projects will be finalised by 30 June 2026.
Black Summer Bushfire Recovery (BSBR)*	\$390.9 million from 2022 for 524 projects that support economic and social recovery from the 2019-20 Black Summer Bushfires.	Program closed on 31 March 2025. As at 31 March 2025, 156 projects are yet to finalise. Funding administered through the Business Grants Hub (BGH).
Preparing Australian Communities Program – Local (PACPL)	\$150 million from 2022-2026 for 158 projects that support locally led projects that improve the resilience of communities against bushfires, flood and tropical cyclones.	Program ends on 31 March 2026. As at 31 March 2025, 86 projects are complete with 67 still in progress (5 projects withdrawn). Funding administered through BGH.
Fortem Australia	\$16.6 million from 2022 for their Support for First Responders Program (mental health program).	Funded to 31 December 2025. Funding administered through BGH.
Resilient Kids	\$10 million over 4 years from 2022 to provide mental health support for school aged children in the Northern Rivers.	Healthy North Coast is funded to deliver this initiative until 30 June 2026.
Targeted Mental Health for Emergency Services Workers	\$3.6 million for an open competitive grants program in 2025-26 was announced in MYEFO 2024-25.	Under development, pending advice from PM&C.
Bushfire Community Recovery and Resilience Program (BCRRP)	\$17.7 million was provided in the 2025-26 Budget.	Under development. Established to support five BSBR projects that have not been able to complete. Projects must complete by 31 December 2026. Subject to agreement with relevant states, funds will be provided through the states under Federation Funding Agreements.
Disaster Resilience Australia Package (DRAP)	Approximately \$2.5 million annually (indexed annually) to fund national preparedness, risk reduction and recovery initiatives. Budget of \$2.49 million in 2024-25.	As at 31 March 2025, \$588,000 has been allocated in 2024-25. The Coordinator-General is considering options for the allocation of the remaining 2024-25 funding. NEMA is currently conducting a review of the DRAP program.

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International engagement

- NEMA leads the national implementation of the Australian Government's international and national disaster risk reduction commitments and contributes to whole-of-Australian Government priorities by leveraging our emergency management leadership and influence.
- Australia's international disaster risk reduction commitments are set out in the United Nations' *Sendai Framework for Disaster Risk Reduction 2015-2030*, a global agreement adopted by UN member states that aims to reduce disaster risk and losses in lives, livelihoods and assets. Each year, NEMA reports Australia's progress against key targets and indicators, based on aggregated data collected from states, territories and the Department of Foreign Affairs and Trade (DFAT).
- NEMA also participates in biennial UN-led Asia-Pacific and global meetings to showcase Australia's domestic progress and to learn from other countries.

Bilateral engagement / Memorandums of Understanding

- Australia engages with like-minded nations to enable strategic partnerships that support domestic and regional risk reduction, response and recovery activities. NEMA maintains national plans coordinating the deployment and reception of international assistance to affected overseas countries.
- NEMA has established memorandums of understanding for emergency management and disaster risk reduction cooperation with Public Safety Canada, New Zealand National Emergency Management Agency (**NZ NEMA**), the US Federal Emergency Management Agency and the Singapore Civil Defence Force. NZ NEMA is also integrated into Australia's National Resource Sharing Arrangements for all hazards.

Multilateral engagement

- NEMA engages with a number of international organisations and multilateral forums to share experience, build national capabilities, reduce disaster risk and build collective capability in disaster management. Engagement in multilateral forums also provides opportunities to engage with non-traditional partners.
- NEMA works with Commonwealth agencies (DFAT, PM&C, Defence, Home Affairs) to ensure whole-of-Australian Government priorities and positions are consistently represented across multilateral forums.
- NEMA has working relationships with:
 - **United Nations Office for Disaster Risk Reduction**, the lead UN agency for coordinating international disaster risk reduction activities and supporting global implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030.
 - **G20 Disaster Risk Reduction Working Group**, which supports implementation of the Sendai Framework and integrating risk reduction measures into public and private sector investment decisions and policy making
 - **Pacific Regional Disaster Managers Meeting**, the key annual forum supported by the Pacific Community, and the Pacific Island Forum, aimed at agency heads for national emergency management agencies
 - **Asia Pacific Economic Cooperation Emergency Management Preparedness Working Group**, which leads activities on emergency management and disaster resilience and risk reduction and its annual Senior Disaster Management Officials' Forum.
- NEMA contributes to disaster responses in other countries by coordinating the deployment of humanitarian supplies and capabilities, depending on the type of international assistance required. At the request of DFAT, the Australian Government Overseas Assistance Plan (AUSASSISTPLAN) is activated by NEMA to provide Australian Government organised physical assistance to countries following a disaster.

PROTECTED**Potential ministerial international travel**

- You will be invited to participate in:
 - the United Nations Global Platform for Disaster Risk Reduction (June 2025)
 - the Pacific Disaster Risk Management Ministers Meeting (November 2025)
 - the G20 Disaster Risk Reduction Ministerial Meeting (October 2025)
 - the Asia-Pacific Ministerial Conference for Disaster Risk Reduction (2027).
- We will brief you separately on these upcoming engagement opportunities.

Hazards Insurance Partnership

- The increasing frequency and intensity of natural disasters, rising constructions costs, and a range of global factors increasing the cost of reinsurance mean more and more Australians are facing unaffordable insurance premiums and accessibility is declining. Having access to affordable insurance is an important element of a resilient society. Without insurance, people face longer recovery times and need to rely on their own savings or funding from governments or charities, to support recovery.
- Disaster risk is a major driver of insurance pricing approach and NEMA is progressing a range of work to put downward pressure on insurance prices. This includes developing community awareness materials to encourage households to take steps to reduce the risk to their homes arising from cyclones, storms, flooding and bushfires, working with the Australian Bureau of Statistics to develop a national dataset on insurance across Australia and the identification of future risk informed investment opportunities for Government.
- The Albanese Government established an Insurance Affordability and Natural Hazards Risk Reduction Taskforce in the 2024-25 Budget to develop an integrated, whole of government approach to minimise the impacts of disasters on the community and address rising insurance costs driven by more frequent and intense weather events.

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- The Hazards Insurance Partnership (**HIP**) first met in February 2023, bringing together representatives from the insurance and reinsurance sector and a range of Australian Government agencies and financial regulators to explore opportunities to improve insurance affordability and availability over time.
- Engagement with the insurance sector through the HIP has allowed response and recovery experiences to be shared during significant events, improving the decision-making process.
- The HIP is chaired by the NEMA Coordinator-General. The CEO of the Insurance Council of Australia, Mr Andrew Hall, is the Deputy Chair.
- The next meeting of the HIP is scheduled for 12 June 2025. NEMA will engage with your office ahead of the meeting to ascertain if you would like to attend.

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- Insurance products and costs available to households is a commercial decision by different insurers. Premiums are heavily influenced by a range of global factors.

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Supporting most vulnerable cohorts disproportionately impacted by disasters

- Due to pre-existing disadvantage, barriers and inequities, certain cohorts may be exposed to greater disaster risk and can also experience difficulties in accessing government disaster support.
- Across the emergency management continuum, NEMA is working to enhance consideration of the disproportionate impact that certain groups experience in disasters.
- This can include, but is not limited to, First Nations peoples, people with disability, culturally and linguistically diverse groups, young people and the elderly and people experiencing homelessness.

Improving outcomes for First Nations peoples in disasters

- Evidence shows that First Nations peoples have been disproportionately more exposed to the impact of recent disasters. The average population of First Nations peoples living in local government areas impacted by 2 or more disasters since 2021 is 15.57%, almost 4 times the national First Nations population average of 3.8%. In addition, over one in 10 children impacted by the 2019-20 Black Summer bushfires are First Nations children.
- You and the Minister for Indigenous Australians share responsibility for the action in the 2025 Commonwealth Closing the Gap Implementation Plan to: in partnership with First Nations people, develop national policy and deliver actions to reduce disaster risk and support culturally appropriate response and recovery”.
- NEMA is leading action to meet the First Nations disaster resilience commitment under the National Agreement on Closing the Gap (**National Agreement**). Priority Reform Three (Clause 64) in the National Agreement commits “governments to engage with Aboriginal and Torres Strait Islander representatives before, during, and after emergencies to ensure:
 - government decisions take account of the impact of those decisions on Aboriginal and Torres Strait Islander people
 - Aboriginal and Torres Strait Islander people are not disproportionately affected and can recover as quickly as other Australians from social and economic impacts.
- NEMA is engaging with the NIAA to implement these actions.

Disability inclusive emergency management

- One in 6 Australians live with disability and research has shown that they face a higher risk of death, injury and neglect during disasters.
- In November 2024, the Disability Inclusive Emergency Management (DIEM) Toolkit, was endorsed at the NEMMM. It provides practical guidance to support nationally consistent disability inclusive emergency planning across all levels of government.
- The Toolkit is currently being rolled out in coordination with state, territory and local governments, through a series of national workshops and online learning modules, providing practical guidance for safer, more accessible emergency planning.
- The Toolkit supports governments to deliver on the Health and Wellbeing Policy Priority 4 under Australia’s Disability Strategy, and to implement recommendation 5.4 of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

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The Royal Commission into National Natural Disaster Arrangements

- The Royal Commission into National Natural Disaster Arrangements (**Royal Commission**) final report, published in October 2020, made 80 recommendations to strengthen Australia's preparedness for more complex, unpredictable and compounding disasters.
- The NEMMM are collectively responsible for implementation of the Royal Commission recommendations.
- NEMA assumed a national leadership role for oversight of implementation of the Royal Commission recommendations in 2022. In 2022, the Australian Government agreed to the establishment of a Commonwealth, state and territory working group to accelerate progress on the recommendations.
- As of April 2025, the status of Royal Commission recommendations is as follows:
 - 20 recommendations are implemented
 - 56 have transitioned to ongoing work programs
 - 4 are ongoing
- Implementation of the 15 recommendations assigned to the Australian Government is complete.
- A Final Report on the implementation of the Royal Commission, developed in consultation with stakeholders including Australian government departments and agencies, state and territory government agencies and non-government organisations, is well progressed. The Final Report on Royal Commission recommendations is due for publication in the second half of 2025.
- Once endorsed by NEMMM, the final report will be presented to the National Cabinet.

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Emergency management and response capabilities and funding programs

Australian Government crisis capabilities

- NEMA operates and maintains a number of capabilities on behalf of the Australian Government to support whole of government coordination, enhancing situational awareness, coordination and response during a significant crisis, and complementing existing state and territory capabilities.

Australian Government National Situation Room

- The Australian Government National Situation Room (**NSR**) is responsible for providing whole-of-Australian Government all-hazards monitoring and reporting to maintain situational awareness for stakeholders, the conduct of impact analysis and provision of decision support for key leaders for domestic and international events affecting Australia or Australian interests. This information feeds into anticipatory analysis and impact and consequence assessments produced by the NSR's crisis intelligence capability.
- The crisis intelligence capability produces all-hazard, evidence-based and data driven decision support products for decision-makers. These products draw on a large range of government (Commonwealth and jurisdictions) and open source (publicly available, social media) information and data. These products are shared as appropriate with other Australian Government agencies when leading on coordinated hazards or crisis response.
- Open source is part of the intelligence capability which collects open source information across the media spectrum to inform all crisis intelligence analysis products and undertakes sentiment analysis to identify community needs.
- The NSR has a geospatial capability which provides mapping and visualisation support products for the NSR including all sections within the National Crisis Operations Branch and undertakes analysis of geospatial data on operational timeframes. This capability also provides mapping services to the Australian Institute Disaster Resilience.
- The NSR also operates the National Security Hotline (**NSH**), to which members of the public can report concerns about possible signs of terrorism and foreign interference in our community. Information received via the NSH is distributed to intelligence and law enforcement agencies including Australian Government and state and territory police forces. The NSH is a vital component of Australia's efforts to counter threats from terrorism, foreign interference and violent extremism.

Status

- The NSR is an existing capability that incorporates crisis operations, intelligence and planning capabilities. It is continually developing to enhance its utility and support the operationalisation of the AGCMF.
- Crisis Intelligence is a nascent capability in the NSR. In May 2024, existing analytical and information collection functions from across the NSR were consolidated into a dedicated crisis intelligence capability. Crisis Intelligence has focused on connecting with the intelligence capabilities across commonwealth and jurisdictional agencies to further develop and build on existing networks, as well as identify and implement best practice in a disaster management context. This activity is consistent with NEMA maturing as the national coordination capability.
- NEMA crisis intelligence is not a National Intelligence Community function and operates within the all-hazards remit of NEMA but primarily focuses on natural hazards and space weather events, for which NEMA is the lead agency under the AGCMF.

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PROTECTEDNational Joint Common Operating Picture

- The NSR contributes crisis event data into the National Joint Common Operating Picture (**NJCOP**), which provides a near-real-time situational awareness by displaying all active nationally significant disasters and crisis events, supporting analysis and improving the timeliness of decision making. The NJCOP is an official-classified platform available to all Australian Government emergency management stakeholders, and all state and territory emergency management agencies. This is a key tool to achieve better collaboration and information sharing during a crisis event.

Australian Government Crisis Coordination Team

- In the event of a crisis, NEMA can establish an Australian Government Crisis Coordination Team (**CCT**). This is to support coordination of Australian Government actions, in line with the strategic intent set by the National Coordination Mechanism. It may bring together representatives from relevant Australian Government agencies, as well as other key stakeholders and employs the Crisis Appreciation and Strategic Planning methodology to support strategic planning activities and decision support products.
- All NSR functions support the CCT in response to nationally-significant events when national plans are activated to enable coordination of Australian Government non-financial assistance.

National Coordination Mechanism

- The National Coordination Mechanism (**NCM**) is the peak senior officials' crisis coordination mechanism providing a national picture of crisis to governments and key stakeholders. The NCM provides the convening mechanism to bring together Australian Government, state and territory government, industry and not-for-profit representatives immediately before, during and after a crisis.
- First established in 2020 to manage the non-health consequences of COVID-19, the NCM is now embedded within the foundation of Australia's crisis management architecture and is listed as an Australian Government capability in the AGCMF.
- The NCM is at the centre of the AGCMF as a whole-of-Australian government all-hazards resource to support consequence management for crises of national significance.
- It is a world-leading, best practice tool that enables the application of whole-of-nation capabilities across the public, private and not-for-profit sectors to support rapid and effective consequence management before, during and following crisis events.
- Drawing on complex systems theory, the NCM successfully harnesses the convening power of the Australian Government to quickly provide shared situational awareness across diverse sectors, rapidly define problems and enable coordination, collaboration and cooperation to reduce harm, save lives and protect the community.
- The NCM is flexible, scalable and vector agnostic. It enables government to engage with traditional and non-traditional crisis response partners to rapidly stabilise complex problems.
- During the preparedness, response and early relief phases, NCM is the peak coordination mechanism to:
 - o facilitate whole-of-Australian Government and national coordination and decision-making
 - o maintain near real time situational awareness
 - o ensure national leadership and the maintenance of public trust in government system
 - o ensure that the problem is clearly defined and understood
 - o agree on lines of effort to mitigate the impacts and consequences of a significant crisis
 - o ensure actions are synchronised, coordinated and responsive
 - o support the continuity of critical community functions
 - o communicate actions and coordinate public messaging
 - o reduce harm and the overall severity of the crisis.

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PROTECTED**NCM statistics**

Date range	Number of NCMs
This financial year: 1 July 2024 – 7 April 2025	54
Since NEMA inception: 1 September 2022 – 7 April 2025	208
Since NCM inception: 1 March 2022 – 7 April 2025	674

- The NCM has supported consequence management for a wide range of crises, including:
 - bio-hazards and food supply interruption:
 - high pathogenicity avian influenza
 - impacts on egg and poultry supply chains
 - tomato brown rugose fruit virus
 - space weather (May 2024 space weather event)
 - critical infrastructure issues and disruptions:
 - national IT outage (Crowdstrike)
 - national 3G network closure – impact on vulnerable cohorts
 - Optus outage
 - cyber security incidents:
 - MediSecure cyber incident
 - DP World cyber incident
 - national security events (Wakeley terrorism incident)
 - domestic implications of international conflict (reception of Australians from Lebanon)
 - impacts of natural hazards:
 - Northern Queensland flooding in January and February 2025
 - Tropical Cyclone and ex-Tropical Cyclone Alfred impacts
 - heatwave preparedness
 - emergency fodder relief
 - temporary accommodation
- The NCM also supports national preparedness activities, including:
 - the HRWS Preparedness Program briefings for Australian Government, state and territory government, industry and not-for-profit organisations
 - after action reviews to support continuous improvement following major crises
 - national crisis exercising activities

Higher Risk Weather Season National Preparedness Program

- Ahead of each HRWS, NEMA delivers an annual National Preparedness Program to key stakeholders to inform planning and preparedness, support national resilience and reduce potential harm to the community.
- The program includes 4 components: the National Preparedness Summit, key leadership engagement with state and territory emergency services organisations, preparedness briefings for targeted stakeholders and a disaster reference booklet for federal members of parliament.

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PROTECTEDNational Preparedness Summit

- The National Preparedness Summit brings together crisis management experts from all levels of Australian governments, industry and the not-for-profit sector.
- Participants are briefed by the Bureau of Meteorology on the HRWS national climate outlook. Participants are also given an overview of Australian Government preparedness, including information from the Department of Defence. Participants explore current and emerging emergency management themes and best practice through a series of breakout sessions.
- The summit culminates with a national preparedness exercise. The exercise brings together the national climate outlook and themes discussed on day one to evaluate Australia's whole-of-nation response and early recovery architecture. The exercise assists with identification of gaps in national capability and ensures participants are familiar with Australia's crisis management architecture ahead of the HRWS.
- The 2024-25 National Preparedness Summit was held on 18 and 19 September 2024 at Hotel Realm in Canberra.

Preparedness Briefing Program

- NEMA holds targeted in-person and virtual briefings to governments, political leaders, community organisations and relevant industry sectors between September and November to support preparedness and effective consequence management before, during and after the HRWS.

Key leadership engagement

- Prior to the start of the season, NEMA senior executives engage in person with state and territory executives of relevant agencies to build and maintain partnerships, and address specific concerns related to the HRWS.

Disaster reference booklet

- NEMA develops an annual disaster reference booklet for federal members of parliament to equip parliamentarians with information about the HRWS and support engagement with their constituents during the season.

Status

- Planning is underway for the 2025-26 program.

National Crisis Exercising and Lessons

- As a lead coordinating agency, NEMA, through the National Crisis Exercising and Lessons Capability (NCEC) team, designs and implements a National Crisis Exercise Program which consists of conceptualising, designing and conducting 2 national-level exercises each calendar year. NCEC exercises explore severe or novel hazards (natural and human induced) in order to ensure Australia is prepared to respond and recover.
- NCEC supports identifying opportunities for continuous improvement through conducting lesson management processes. NCEC collects, analyses and develops insights using the OILL (Observations/Insights/Lessons Identified/Lessons Learned) methodology.
- During events of national significance, NCEC works with Commonwealth, state and territory agencies and industry to identify opportunities for improvement with the aim of reducing harm and enhancing organisational capabilities.
- The NCEC team delivers a suite of capability uplift programs which seeks to build and uplift national exercising and lessons competence. The programs include a number of training courses and workshops which are delivered to support Australian Government agencies conduct exercises and lesson processes. NCEC facilitates OILL workshops through in-house capabilities and works with external providers to design and deliver training courses.

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Upcoming exercises

- From 26 to 28 May 2025, NEMA will conduct Exercise Convergence in Canberra. This exercise will explore the convergence of consecutive, compounding and concurrent events to identify national coordination and prioritisation requirements during a nationally severe or catastrophic crisis. Exercise Convergence meets NEMA's exercising requirements under the AGCMF.
- Exercise Convergence will explore an all-hazard scenario which includes a series of crises that increase in complexity of impacts and consequences. NEMA is working closely with a range of Australian Government agencies to include a range of hazards within the scenario to better understand how Australia can prepare for, respond to and recover from nationally significant disasters and their consequences.
- The exercise will include 4 streams of participants: Australian Government, states and territory government agencies, industry/non-government and communications. The exercise presents an opportunity for all levels of government and industry organisations to test and explore their plans and arrangements to identify opportunities for improvement.

National Aerial Firefighting Arrangements

- States and territories have primary responsibility for aerial firefighting in Australia. The National Aerial Firefighting Centre (**NAFC**) provides a cooperative national arrangement for the leasing of a national fleet of highly specialised firefighting aircraft for use by state and territory emergency services and land management agencies across Australia. This arrangement provides flexibility to adjust resourcing levels to the seasonal forecast risk.
- In 2003, the Australian Government and NAFC established a funding agreement for the Australian Government and the states and territories to co-fund the leasing costs of the fleet, with operating costs covered by states and territories. At the time, the total cost of the fleet was \$11 million per year. NAFC estimates the annual standing costs for the fleet in 2024-25 to be \$135.2 million. This figure is subject to change depending on factors including periods of unserviceability or service period extensions at the discretion of each jurisdiction.
- The Australian Government provides ongoing funding of more than \$30 million per financial year to NAFC through the National Aerial Firefighting Program (**NAFP**) grant, managed by the Business Grants Hub in the Department of Industry, Science and Resources, on behalf of NEMA.
- Additional funding announced as part of the 2024-25 Budget brings total government funding for NAFC to approximately \$50 million per year until 2025-26. This additional funding is delivering a sophisticated, flexible aerial capability that can respond to disasters including floods and cyclones, in addition to fires.
- To meet these multi-use requirements, NAFC has secured 5 aircraft from 3 Australian companies. The existing National Large Air Tanker (**LAT**) arrangements have been extended to accommodate a longer annual service period and utilising a C130 Hercules for enhanced multi-role capability:
 - o National LAT: C130 Hercules operated by Coulson Aviation
 - o Lead Plane: Cessna 525 operated by AgAir
 - o Large Rotary Wing Multi-role: Sikorsky S61N operated by Coulson Aviation
 - o Large Rotary Wing Firebombers: two Pickering UH-60L Blackhawks operated by Aerotech.
- Given the very high cost of developing and maintaining specialist firefighting aircraft, the current model of leasing aircraft, rather than purchasing an exclusive fleet, is the basis for NAFC operations. This model supports the international sharing of specialised aerial firefighting capabilities, allows for adjustments to resourcing levels based on assessed risk and allows greater flexibility to introduce new technology.
- NAFC, with state and territory operational fire chiefs and commissioners, progressively reviews the most effective means for ensuring Australia is best prepared ahead of each higher risk weather season, including extensive risk assessments to inform the positioning of aircraft across the country.

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- As at 31 March 2024, the contracted national fleet comprises 162 aircraft, approximately 126 of which are Australian owned and registered:

Type of aircraft	Number
Large fixed wing air tankers	6
Large rotary wing aircraft (Type 1)	15
Medium and small rotary wing aircraft (Type 2 and 3)	70
Fixed wing firebombers	56
Light fixed wing	15

Status

National Aerial Firefighting Program grant

- The NAFFP grant requirement for multi-use aircraft will significantly strengthen protection for Australian communities as they face more intense, frequent and concurrent disasters due to the effects of climate change. This will also be a step towards providing an efficient and effective alternative to the ADF for aerial disaster response support.

Review of national aerial firefighting requirements

- Funding was provided as part of the 2024-25 Budget to conduct a comprehensive review of Australia's national aerial firefighting requirements, the current fleet and the funding model. The review will inform a proposal for a new national fleet model that is cost effective and incorporates multi-use capabilities.
- NEMA has engaged Ernst & Young (EY) to undertake the review, which is scheduled to be completed in Q1 2025.

Sensitivities

- The Royal Commission recommended a sovereign aerial firefighting capability (Recommendation 8.1):
 - Australian, state and territory governments should develop an Australian-based and registered national aerial firefighting capability, to be tasked according to greatest national need. This capability should include:*
 - a modest, very large air tanker/large air tanker, and Type-1 helicopter capability, including supporting infrastructure, aircrew and aviation support personnel; and*
 - any other aerial firefighting capabilities (e.g. Light Detection and Ranging (LiDAR), line-scanning, transport, and logistics) that would benefit from a nationally coordinated approach.*

The EY review and additional NAFC funding address the intent of this recommendation.

National Resource Sharing Centre

- The National Resource Sharing Centre (**NRSC**), which is part of the Australasian Fire and Emergency Services Authorities Council (**AFAC**), is a trusted institution that provides the interface and capacity to develop and maintain operational plans and arrangements for sharing of emergency services resources cross-jurisdictionally.
- The NRSC has been in operation since 2016, coordinating and facilitating international and interstate deployments through its established partnerships and national arrangements. Through the NRSC's partnerships and agreements, national resource sharing capability is deployable through a collaborative operating model.
- The NRSC maintains the multi-jurisdictional Arrangements for Interstate Assistance that constitutes the basis for interstate and trans-Tasman deployments.

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- Despite the challenges of Australia's federated model, the NRSC ensures interstate resource sharing throughout Australia is supported and coordinated in collaboration with NEMA, reducing the dependency on the Australian Government, and in particular the ADF, during crises.

Status

- The costs for running the NRSC are borne by AFAC and its members, the state and territory emergency service organisations.
- The purpose of the Australian Government's grant to the NRSC is to enhance disaster response coordination and facilitate shared resources between jurisdictions to prepare and respond to disaster of national significance.
- The final NRSC grant payment of \$1.2 million was paid in 2023-24. This payment covered 2023-24 and 2024-25. Australian Government funding for the NRSC will end on 30 June 2025.

Disaster Relief Australia

- Disaster Relief Australia is a veteran-led disaster relief not-for-profit organisation uniting the skills and experience of military veterans and civilian volunteers to aid disaster recovery operations throughout Australia.
- Disaster Relief Australia's increased volunteer base provides an alternative to the deployment of the ADF during relief and recovery operations, going towards reducing the reliance on the ADF.
- In the October 2022 Budget, the Australian Government agreed to provide \$38.3 million over 4 years for Disaster Relief Australia to upscale its organisational capacity, operations and on-board an additional 5,200 volunteers from December 2022 to June 2026. \$200,000 of the funding is allocated for BGH to manage the grant.
- As at 31 March 2025, the Australian Government has deployed Disaster Relief Australia 5 times:
 - o planning and logistics support to the Northern Territory following bushfires
 - o impact assessment assistance to the Northern Territory following bushfires
 - o clean-up operations in South East Queensland post storms
 - o support to Far North Queensland communities impacted by ex-Tropical Cyclone Jasper
 - o recovery support, planning and liaison to communities in South East Queensland impacted by ex-Tropical Cyclone Alfred.
- The remaining Disaster Relief Australia deployment balance as at 31 March 2025 is \$420,000, from the original allocation of \$1.3 million.
- Between December 2022 and 30 June 2024, Disaster Relief Australia has grown its volunteer numbers from 2,236 to 5,511 (increase of 3,275). As a result, Disaster Relief Australia has strengthened its position to respond to deployments for the upcoming Higher Risk Weather Season.
- This aligns with the government's broader commitments to improving Australia's disaster readiness, as well as supporting the wellbeing and social connectedness of Australia's military veterans and their families.

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- o Disaster Relief Australia also provides a sense of purpose, identity and community to all of its volunteers, including veterans. Providing an increased opportunity for veterans to serve the Australian community will support positive physical and mental health outcomes for veterans and their families.

Financial table (at 2 April 2025)

	2022-23 (\$'m)	2023-24 (\$'m)	2024-25 (\$'m)	2025-26 (\$'m)	Total (\$'m)
Budget	\$3.680	\$8.418	\$10.788	\$15.214	\$38.100
Expenditure	\$3.680	\$8.418	\$6.915	-	\$19.013

Status

- NEMA worked closely with Disaster Relief Australia and BGH to establish the grant agreement in accordance with the *Commonwealth Grant Rules and Guidelines 2017*. The grant agreement was executed on 16 June 2023.
 - o The first payment of \$3.68 million to Disaster Relief Australia initiated through the BGH and recorded in NEMA's financial systems on 30 June 2023.
 - o The second milestone payment of \$4.2 million was recorded on 5 January 2024.
 - o The third milestone payment of \$4.2 million was recorded on 10 May 2024.
 - o The fourth milestone payment of \$6.9 million was recorded on 5 November 2024.
 - o The next milestone payment of \$3.9 million is scheduled to be paid on 21 May 2025.
 - o Milestone payments will continue to be made to Disaster Relief Australia during 2025–26.
- As at 31 December 2024, Milestone 1 through 6 and 8 through to 10 have been completed by Disaster Relief Australia in accordance with the grant agreement.
- Milestone 7 was reported by Disaster Relief Australia as being 75% complete, with one element within the milestone, the professional development program, reported as requiring additional time to complete. Disaster Relief Australia advises completion by 30 June 2025.
- By 30 June 2025, Disaster Relief Australia is expected to complete one more milestone – Milestone 11: Establish facilities to accommodate Volunteer Uplift Program growth.

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Coordination and Planning Officers

- NEMA has Coordination and Planning Officers (**CPOs**) in all Australian states and territories, strategically positioned in both metropolitan and regional centres. By positioning this capability in close proximity to state and territory operation centres and key government stakeholders NEMA ensures stronger coordination between jurisdictions and the Australian Government to support communities with an ability to surge support across the nation, when required.
- This capability, comprising 43 permanent positions as part of NEMA's ongoing sustainment funding and 10 additional, unfunded surge positions. As at 4 April 2025, the total headcount of the CPO capability is 36, with a number of recruitment actions underway to fill vacancies.

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- CPOs are specifically trained in Crisis Appreciation and Strategic Planning, Crisis Coordination Team roles (including specialist training in liaison officer functions and in the development of requests for non-financial assistance from the Australian Government), the DRFA, exercising, lessons and continuous improvement. CPOs have a thorough knowledge of NEMA, and broader Australian Government programs and capabilities to assist state and territory partners, before, during and after crisis events.
- This capability is further complemented by local Community Recovery Officers (**CROs**) funded under the DRFA. States and territories are able to employ one CRO under Category A of the DRFA, if needed, and can seek approval to employ additional local CROs under Categories C and D.
- The CPOs work closely with NEMA's Crisis Coordination Team during times of emergency and into early recovery. They are ideally placed to be the liaison officer between a jurisdiction and the Australian Government embedded within jurisdictional operation centres.
- Outside of an emergency, the CPOs facilitate working level connections between jurisdictional partners and NEMA to best support them across the full spectrum of emergency management capabilities, including recovery, resilience and community programs and the National Coordination Mechanism.

Surge capacity

- The 10 unfunded CPO surge positions enables NEMA to deploy staff for a defined period, alongside their state and territory colleagues in disaster impacted areas to coordinate and support Australian Government support to communities.
- NEMA undertakes an annual review of CPO surge positions following each HRWS. This ensures that any repositioning or transitioning of CPOs happens during the lower risk period and that state and territory partners and communities have certainty of support before the commencement of the HRWS.

CPO footprint

Region	State	Baseline positions	Headcount as at 4 April 2025	Physical location
Brisbane	QLD	s47C		Brisbane (Metropolitan)
North Queensland	QLD			Cairns (Regional)
Western Queensland	QLD			Mt Isa (Regional)
Central Queensland	QLD			Yeppoon (Regional)
Sydney	NSW			Sydney (Metropolitan)
Western NSW	NSW			Dubbo (Regional)
Northern NSW	NSW			Casino (Regional)
Southern NSW	NSW			Wagga Wagga (Regional)
Melbourne	VIC			Melbourne (Metropolitan)
Western VIC	VIC			Bendigo (Regional)
Gippsland	VIC			Bairnsdale (Regional)
Darwin	NT			Darwin (Metropolitan)
Perth	WA			Perth (Metropolitan)
North Western WA	WA			Broome (Regional)
Adelaide	SA			Adelaide (Metropolitan)
Hobart	TAS			Hobart (Metropolitan)
National Coordination	Multiple			Canberra/Brisbane 7 Regional 3
TOTAL		43	36	31 metropolitan positions 12 regional positions

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2024-25 HRWS additional 'surge' positions supporting recovery (10)

Region	State	Positions	Headcount as at 4 April 2025	Event
South Coast (Ulladulla)	NSW	s47C		2019-20 Black Summer Bushfires
TOTAL DEPLOYED REGIONAL SURGE				

National Emergency Management Stockpile

- The National Emergency Management Stockpile (**NEMS**) is a new Australian Government emergency management capability, which enables NEMA to deploy life protecting and sustaining resources and services to disaster impacted communities, at the request of state and territory governments, in times of crisis.
- Since 2022, the Australian Government has invested approximately \$47 million (inclusive of the 2024-25 Budget outcome) to design, establish and operationalise the NEMS capability.
- The NEMS is made up of 3 pillars:
 - a national stockpile of Australian Government-owned disaster goods, including a seasonal strategic reserve of single-use consumables
 - a standing offer panel to facilitate the procurement of critical goods and services
 - strategic partnerships, including arrangements with other Australian Government humanitarian and crisis response capabilities
- Since its establishment in November 2023, NEMS resources have been deployed 3 times:
 - January 2024: Emergency shelter deployed to provide short-term worker accommodation for Disaster Relief Australia volunteers performing disaster clean-up and relief activities in Indigenous and remote communities in Far North Queensland after ex-Tropical Cyclone Jasper (\$0.65 million, excluding GST cost to the Commonwealth).
 - March 2025: 125,500 sandbags, distributed to local councils across South east Queensland in preparation for large scale flooding from Tropical Cyclone Alfred (\$0.01 million, excluding GST cost to the Commonwealth). Costs subject to recovery from the Queensland Government by the commonwealth was \$0.16 million, excluding GST.
 - March 2025: Six medium to high output electricity generators and fuel tanks, sent to the Northern Rivers Region in Northern NSW after Tropical Cyclone Alfred in March 2025 (\$0.04 million, excluding GST cost to the Commonwealth).

2024-25 Budget outcome

- NEMA received an additional \$26.8 million over 3 years from 2024-25 to sustain and continue maturing the NEMS by:
 - growing the Panel through refresh tendering processes, to achieve a greater depth of offerings and suppliers; increased competition and options to include new goods and services categories (\$7.85 million departmental operational expenditure)
 - procuring essential goods to enhance the preparedness of the Australian Government-owned Stockpile (\$10.38 million administered capital expenditure)
 - engaging industry through the panel to store, maintain, deploy, and where relevant, operate stockpiled goods, as well as engage specialist services to provide additional expert human resources to support state and territory responses to crises (\$8.56 million administered operational expenditure).

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The stockpile

- The first major contract for the stockpile was executed on 30 October 2023 at a value of \$14.2 million, with a supplier for a deployable, off-grid capable, disability accessible emergency shelter camp capability. This camp capability is modular, and can support up to 700 civilians, or up to 1,400 response and relief workers in various configurations.
- Other capabilities within the stockpile include a variety of high output power generators and flood mitigation systems including temporary levee infrastructure systems and high volume water transfer pumps. It also includes portable UV and desalination water treatment and storage systems, and non-medical biohazard personal protective equipment kits.
- Stockpile goods are warehoused in SA, Victoria and Queensland.

The panel

- The panel provides authorised Commonwealth, state and territory and local government entities with a 'virtual marketplace', enabling streamlined procurement of crisis response and relief goods, logistics and specialist services.
- On 2 May 2024, the first tranche of the panel was launched on AusTender. This tranche includes 9 suppliers and covers 16 of the 29 service categories identified in the initial Request for Tender.
- NEMA is in the final stages of a second tendering process (Tranche 2) to increase the coverage, competition and depth of suppliers across existing service categories. As of 4 April 2025, there are 18 suppliers across 25 of the 29 service categories. Approximately 75% of all panel suppliers are small to medium enterprises.
- NEMA plans to re-approach the open market in mid-2025 to provide industry further opportunities to tend for panel inclusion, in existing service categories, and to potentially include additional service categories, where there may be capability gaps in the panel for options for governments to engage industry to support Australian communities during times of crisis.

Accessing NEMS resources

- State and territory requests for NEMS resources occur under the AGCMF, where Requests for Assistance (**RFAs**) from states and territories must be effects-based and align with COMDISPLAN protocols.
- RFAs typically occur when a state or territory government has determined the scale of the disaster will or has already required a full commitment of their own resources, the jurisdiction is unable to mobilise its own resources in time or when the Australian Government has a capability the jurisdiction does not have and they need to seek assistance from the Australian Government

The NEMS Cost Model

- The NEMS Cost Model describes the Australian Government's policy position on how and when states and territories will financially contribute to their use of NEMS resources, and how this interacts with the DRFA. In summary:
 - The Australian Government would start recovering some of its costs from a receiving jurisdiction after 60 days from an event under COMDISPLAN impacts the location where NEMS resources are required (plus transportation time). As field deployment timeframes increase, the Australian Government's costs recovered will also increase
 - The receiving jurisdiction is responsible for sourcing and funding the operational sustainment of a NEMS capability while it is deployed.
- Single-use consumables from the stockpile will be provided to the jurisdiction and cost recovered at the same price the Australian Government paid for them.

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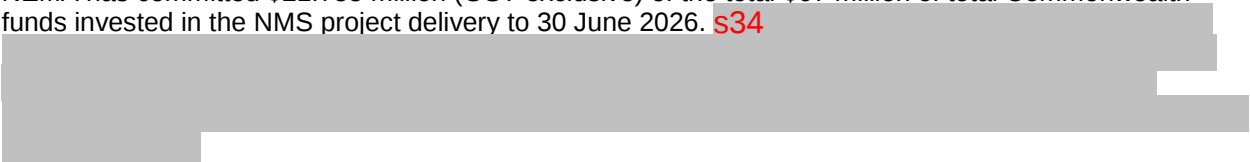
National Messaging System

- The National Messaging System (**NMS**) is a mission-critical telephony-based, cell-broadcast technology warning capability that will supplement, and eventually replace, the nation's current SMS-based emergency alerts and warnings system, Emergency Alert.
- Upon completion, it will provide the Australian Government with the ability to send public safety messages. It will also be available to states and territories as an alternative to the existing SMS-based emergency warning system, Emergency Alert.
- Emergency Alert remains the primary emergency warning system in Australia. It is managed and operated by states and territories, and will continue to be used until it becomes available. States and territories may choose to adopt the NMS as their primary messaging system for emergencies.
- The NMS is being co-delivered by NEMA and the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (**DITRDCA**), with:
 - o NEMA responsible for delivering its cell broadcast entity (**CBE**) component, where messages are composed, authorised and sent to the networks
 - o DITRDCA responsible for delivering 3 cell broadcast centres (**CBCs**) to be located in each Australian mobile network operator's (**MNO**) infrastructure to enable message broadcasting.
- When the build is complete, NEMA will maintain NMS ownership and operations on behalf of the Commonwealth. The NMS is expected to be available for limited use, by exception, from late 2026. Full implementation and operationalisation with states and territories is expected by late 2027.

Drivers

- Emergency Alert is ageing and reaching end of life. States and territories are negotiating a new contract for the Emergency Alert system, which could drive jurisdictions to require use of NMS earlier than originally forecast.
- Emergency Alert is experiencing congestion-related delays affecting the speed of message delivery, particularly at scale. The NMS will be capable of delivering targeted public safety messages within 160 meters accuracy, up to and including on a national scale.
- NMS cell-broadcast technology is also capable of issuing an intrusive Alert that will override 'do not disturb' settings on compatible mobile devices. This is highly beneficial when issuing emergency warning messages to communities at imminent risk.
- The need for nation-wide message capability. Delivery of the NMS responds to observations made by the Royal Commission of the importance of providing timely and geographically targeted emergency warning information. The NMS will also provide the Australian Government the ability to send national public safety messaging to Australians for the first time. This responds to a need identified during the COVID-19 pandemic.

Funding

- NEMA has committed \$21.755 million (GST exclusive) of the total \$67 million of total Commonwealth funds invested in the NMS project delivery to 30 June 2026. s34

- Long term sustainment funding for the NMS will require a cost-sharing arrangement with states and territories via an IGA with co-funding commencing from July 2028. The NMS build is being progressed in consultation with states and territories, as primary end-users of the system, and IGA negotiations will commence upon execution of contracts with preferred suppliers.

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- The Telstra and SingTel Optus contracts were executed on 20 February 2025, and the TPG Telecom contract on 11 March 2025. All contract timelines are aligned and include an initial term that covers CBC system build over an approximate 60 week period, plus the first full year of operations.
- The system build has commenced and is on track. NEMA is also progressing several additional streams of concurrent activity to support successful and full implementation by the end of 2027. You will be briefed on this work in more detail at your convenience. NMS project delivery, and each of its supporting activities, are being progressed in consultation with states and territories as primary end-users of the system. Engagement is being facilitated by several issue-specific and time-limited multilateral forums, led by NEMA.

Public Safety Mobile Broadband

- The Australian Government funded the establishment of a Public Safety Mobile Broadband (**PSMB**) Taskforce in the 2023-24 Budget. The PSMB Taskforce is led by NEMA as a time limited workforce to implement the recommendations of the 2022 PSMB Strategic Review (**Review**).
- A national PSMB will provide Australia's public safety agencies (**PSAs**) with prioritised, fast, safe and secure video and voice communications. The PSMB capability represents the most significant uplift of critical communications for Australia's PSAs in decades.
- The PSMB Taskforce was funded \$10.1 million over 2023-24 and 2024-25 to take forward the recommendations of the Review and create a framework for the delivery of a national PSMB capability. The current funding for the PSMB Taskforce expires on 30 June 2025.

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- The case for investing in a PSMB capability now and into the future is a response to the rapidly changing technology environment and the impacts that disaster and major incidents on telecommunications networks which has cascading impacts and consequences. Australian Government royal commissions and reviews have also recommended significant enhancements to communication and data capabilities of PSAs.
- The proposed PSMB capability will deliver operational benefits to PSAs including:
 - o increased and reliable availability of data
 - o improved communication flows
 - o heightened situational awareness
 - o ability to leverage innovation
 - o network status transparency
 - o increased security of information
- The PSMB Taskforce's collaborative approach to addressing these problems has resulted in a set of national agreed requirements that leverage existing Mobile Network Operator networks, to allow PSAs to gain:
 - o prioritised access to mobile broadband services and networks
 - o multi-carrier network roaming
 - o interoperability between state and territory networks
 - o network coverage augmentation
 - o transparency and security
- The PSMB also requires a national approach to its procurement, delivery and contract management to ensure that economies of scale, affordability and efficiency can be maintained.

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- The PSMB will be a significant, long-term investment in Australia's critical communications. The challenges that PSAs face continue to escalate, with increased catastrophic, concurrent and compounding natural hazards along with human-derived emergencies.

Status

- The progress of the PSMB continues using a collaborative model of engagement with all states and territories in 3 main work streams:
 - o development and negotiation of an Inter-Governmental Agreement and schedules between the Australian Government and all states and territories
 - o development of options to establish an entity responsible for the delivery and operation of a PSMB capability
 - o development of an agreed set of national requirements and costed options for the delivery of a national PSMB capability/network solution.
- To date, the PSMB Taskforce has progressed the development of a draft intergovernmental agreement and draft operating parameters for the National PSMB Entity.
- An agreed set of national requirements were finalised in May 2024 and a substantial program of industry engagement has been undertaken, culminating in the release to market of a national Request for Information (RFI) on 12 July 2024. The RFI closed on 6 September 2024, with a strong response from industry and 42 responses received from vendors.
- A detailed analysis of the PSMB solution was undertaken with states and territories based on industry response to the RFI, with preferred and alternate delivery models identified and incorporated into the PSMB business cases.



- The delivery of a national PSMB capability will address Recommendation 6.4 of the Royal Commission

Sensitivities

- You will be briefed on this work in more detail at your convenience.

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National Natural Hazards Disaster Risk Profile

- The Australian continent is witnessing a shift in the frequency and intensity of natural hazard events, such as bushfires, floods and tropical cyclones. Natural hazards across Australia, in part due to climate change, are expected to become increasingly complex, intense, unpredictable and difficult to manage.
- In the face of consecutive, concurrent and compounding effects of natural hazards, Commonwealth, state and territory governments and our communities are increasingly required to manage hazards that are complex and resource intensive. Whilst disaggregated data on natural hazard risk exists, there is no single picture of national natural hazard risk.

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- To enhance Australia's collective capability in assessing these risks, NEMA was endorsed by ANZEMC and the NEMMM to develop a National Natural Hazards Disaster Risk Profile. The profile aims to understand the Australian community's exposure and vulnerability to these natural hazard risks and strengthen Australia's resilience by offering a cohesive, comprehensive national perspective on natural hazard risks at the LGA geographical boundary level, and will enable government to make strategic decisions for mitigation, preparedness and capacity building.
- A range of supports were drawn upon to develop the profile's risk methodology. NEMA established an expert reference group (**ERG**) made up of scientists, risk experts and industry subject matter specialists to validate the proposed risk methodology. The ERG was involved in the selection of the supplier for the development of a minimum viable product (**MVP**) (the foundational version of the profile). A critical stakeholders group was also established to socialise the profile with key federal, state and territory stakeholders, and to ensure alignment with other key pieces of climate change government policy work.
- The initial risk methodology developed for the profile draws on the United Nations Office for Disaster Risk Reduction's definition of risk as the potential loss of life, injury or damage to assets, environmental and/or economic impacts that could occur to a system, society or community within a specific period, determined probabilistically as a function of hazard, exposure and vulnerability. NEMA has developed the profile's risk methodology from this understanding by combining industry catastrophe modelling to assess hazard and exposure information alongside vulnerability information to create a nationwide picture of community risk. The profile also draws upon international best practice.
- The MVP examines the risk of riverine floods, bushfires, tropical cyclones and heatwaves against 3 of the 4 risk domains (social, built and economic environments). Natural environment considerations are not included in the MVP.
- The decision to focus on these 4 natural hazards in the first instance is based upon a consideration of the costliest and deadliest natural hazard types and an analysis of insurance losses. NEMA's intention is to develop a MVP which can be integrated with other risk products at a jurisdictional level for national reach across the country.

Status

- NEMA contracted analytics and actuarial firm Taylor Fry to deliver an MVP. Taylor Fry subsequently subcontracted specialist catastrophe loss modelling and resilience firm Risk Frontiers to provide natural hazard data that was used to calculate the risk scores in the profile.
- Taylor Fry delivered a MVP on 7 April 2025. The MVP provides an initial risk profile dataset including a technical solution to integrate exposure and vulnerability data. Risk ratings are presented as a risk range for each identified peril for each LGA in Australia
- The MVP provides an initial risk profile dataset including a technical solution to integrate exposure and vulnerability data. Risk ratings are presented as a risk range for each identified peril for each LGA in Australia

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- The MVP has been designed with the key principle of continuous improvements. Following the creation of the foundational MVP, NEMA will consider adding further natural hazard datasets and other risk considerations over time.
- The treatment of risk is deliberately excluded, as is any consideration of future climate risk.
- The methodology itself does not assess resilience, however, the Australian Disaster Resilience Index could be used to assess resilience as a secondary factor and will inform consideration of prioritisation and treatment of risk.
- Separating the risk calculation from the resilience assessment ensures a more accurate initial risk profile and allow for targeted resilience-building efforts in high risk areas.

Sensitivities

- The profile is distinct from other substantial pieces of work being undertaken by the federal government to articulate climate risk (such as the Australian Climate Service's **(ACS)** National Climate Risk Assessment). NEMA is engaging with the ACS and the Department of Climate Change, Energy, the Environment and Water on synergies between the profile and the ACS's work streams.

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Supporting and enabling services

NEMA supports your office in relation to the content of ministerial, parliamentary and Cabinet matters.

Home Affairs through, the Ministerial and Parliamentary Branch, also supports your office through provision of IT hardware, a Departmental Liaison Officer and other services. Home Affairs will discuss these arrangements directly with your office.

Supporting your office

Media

The Media and Crisis Communication team supports your office to respond to media enquiries, interview requests and all reactive and proactive media engagement related to NEMA's work. This includes whole-of-Australian Government crisis communication during significant crises.

We can support you and your office to organise ministerial press conferences with NEMA's executive.

NEMA does not have a ministerial speechwriting capability, but we provide talking points and briefing materials for speeches and events.

The Media and Crisis Communications team is on call 24/7 and can be contacted on media@nema.gov.au or 0427 182 853.

Departmental Liaison Officer

Home Affairs provides a Departmental Liaison Officer (**DLO**) for your office. A DLO is a public servant who is temporarily placed in a minister's office to act as a conduit between their department and the minister's office.

The DLO's main responsibility is to facilitate communication and the flow of material between your office and NEMA and Home Affairs by:

- managing ministerial submissions, ministerial correspondence, ministerial briefings, Senate estimates processes, Questions on Notice, Cabinet and associated committees, legislation and other portfolio documents
- facilitating and encouraging NEMA and Home Affairs' responsiveness to your office's operational requirements, and anticipating and advising NEMA and Home Affairs on potential policy views or actions taken by ministers that could impact on departmental advice
- assisting your staff and NEMA and Home Affairs staff on engagement with each other
- responding to your and your staff's enquiries on portfolio related business.

ICT support and security

Home Affairs provides:

- ICT equipment and support to you and your staff, and for your Parliament House office
- Parliamentary Document Management System (**PDMS**), CabNet+ and Australian Secret Network (**ASN**) access
- protective security advice and support.

PDMS is used to facilitate the workflow of ministerial and parliamentary documents within the Home Affairs portfolio, and between NEMA and Home Affairs and your office. PDMS is a whole-of-Australian Government solution used by all Commonwealth agencies. The Home Affairs PDMS team will be available to provide reporting as well as ongoing support and training.

National Emergency Management Agency

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Incoming Government Brief

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Freedom of Information requests and orders for production of documents

NEMA can provide assistance in processing Freedom of Information (**FOI**) requests received by your office, including by searching shared information repositories such as PDMS, providing advice on exemptions and communicating with applicants. The NEMA FOI team can interact on your office's behalf with the Office of the Australian Information Commissioner and submit quarterly and annual reporting.

NEMA can also assist when your office becomes subject to an order to produce documents by searching for records, providing advice on sensitivities and identifying grounds for public interest immunity claims.

Ministerial business

Ministerial briefs and submissions

Through the DLO, your office can request written ministerial briefs, which are for information only and provide logistical and background information on particular issues programs, events or meetings. There is no recommendation or decision and you do not sign the document.

A ministerial submission is a formal document that provides advice or information to enable you to make a decision on policy or funding. Ministerial submissions provide a recommendation that requires your approval and signature. Ministerial submissions are generally initiated by the line area, although your office can request a submission.

NEMA progresses briefs and submissions to your office through PDMS.

Ministerial correspondence

Ministerial correspondence includes any posted or emailed external communication addressed to you. Some correspondence may be responded to directly by your office, but most are referred to NEMA to draft a response.

Through the DLO, your office can provide advice on individual correspondence. All correspondence is triaged and registered in PDMS by Home Affairs with a priority level as defined below:

- Priority A – response due in 5 business days (Prime Minister, federal ministers, state premiers, territory chief ministers, constituents in your electorate)
- Priority B – response due in 10 business days (federal MPs and senators, state ministers, state MPs, local government mayors and councillors, key stakeholders)
- Priority C – response due in 20 business days (general public).

Parliamentary business

Question Time Briefs

Home Affairs manages your Question Time Brief (**QTB**) index and facilitates the movement of QTBs between NEMA and your office. There are 2 types of QTBs used by the Home Affairs

- Weekly QTBs which are updated the week prior to a sitting and weekly during sitting periods
- Hot Issue QTBs on high profile topics which are updated every sitting day.

QTBs are not updated outside of sitting periods.

Parliamentary Questions on Notice

Home Affairs manages Parliamentary Questions on Notice (**PQoNs**) including assignment to NEMA for drafting a response, provision to your office for consideration and tabling of your approved response.

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PQoNs are questions by Senators or Members of Parliament submitted in writing to the Minister's Office. Members of the House of Representatives can only ask PQoNs when the House is sitting. Senators can ask PQoNs every day of the year. Responses to PQoNs must be signed and approved by the Minister before they can be tabled.

Parliamentary Committees and Inquiries

Home Affairs coordinates the Home Affairs portfolio's involvement in parliamentary committee inquiries, including the coordination of inquiry submissions, Home Affairs and NEMA appearances at hearings and responses to inquiry questions on notice.

Senate Estimates

The estimates process is an accountability mechanism whereby Senate committees review the estimated (and actual) expenditure of government departments and agencies to assess the performance of the public service and its administration of government policy and programs. This opportunity to examine the operations of government plays a key role in the parliamentary scrutiny of the executive. NEMA, as part of the Home Affairs portfolio, appears before the Legal and Constitutional Affairs Legislation Committee.

At each round of estimates, NEMA creates key briefs, which are used to prepare witnesses. NEMA provides electronic copies of key briefs and 2 hard copy packs to your office approximately 2 weeks out from the scheduled hearing.

A government minister in the Senate attends the estimates hearing with the NEMA executive. Home Affairs DLOs are responsible for liaising with the Minister for Home Affairs' office to determine who the representing minister will be. NEMA will set up a pre-brief meeting between you, the representing minister and NEMA witnesses approximately 1 week out from the scheduled hearing.

At the estimates hearing, witnesses and the representing minister can take senators' questions on notice (QoNs), and senators can submit QoNs to NEMA. Home Affairs manages QoNs arising out of an estimates hearing, including assignment to NEMA for drafting a response, provision to your office for consideration and tabling of your approved response.

Cabinet

The Home Affairs Cabinet Liaison Office (**CLO**) coordinates Cabinet material across the Home Affairs Portfolio, and is the central point of contact between Home Affairs, NEMA, your office and other agencies on all Cabinet matters.