Australian Government

National Emergency Management Agency

Corporate Plan
2025–26 to 2028–29

Corporate Plan
2025-26 to 2028-29

Acknowledgement of Country

We acknowledge the Traditional Owners and Custodians across Australia. We pay respect to Elders, past, present and emerging, and their deep knowledge of and connection to Country. We celebrate the diversity of First Nations peoples and their wisdom of disaster, recovery and renewal.

Flinders Ranges, South Australia

Glossary

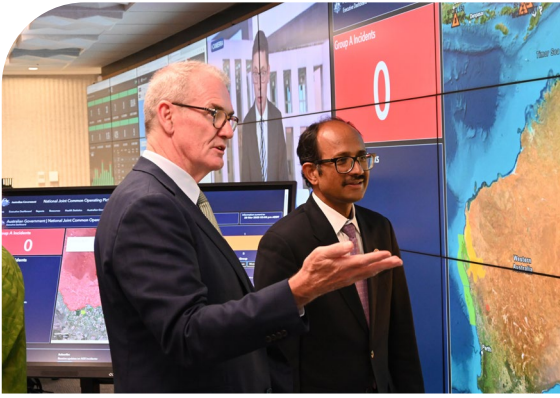| Glossary	Description
AGCMF	Australian Government Crisis Management Framework
AGDRP	Australian Government Disaster Recovery Payment
AFDRS	Australian Fire Danger Rating System
AI	Artificial intelligence
AIDR	Australian Institute of Disaster Resilience
ALGA	Australian Local Government Association
ANZEMC	Australia–New Zealand Emergency Management Committee
APS	Australian Public Service
CCT	Crisis Coordination Team
CPOs	Coordination and Planning Officers
CRLO	Commonwealth Recovery Liaison Officer
D&I	Diversity & Inclusion
DRA	Disaster Relief Australia
DRF	Disaster Ready Fund
DRFA	Disaster Recovery Funding Arrangements
EPMO	Enterprise Portfolio Management Office
HIP	Hazards Insurance Partnership
HRWS	Higher Risk Weather Season
NAFC	National Aerial Firefighting Centre
NCM	National Coordination Mechanism
NDRRF	National Disaster Risk Reduction Framework
NEMA	National Emergency Management Agency
NEMS	National Emergency Management Stockpile
NEMMM	National Emergency Management Ministers' Meeting
NHRA	National Hazards Research Australia
NID	National Insurance Dataset
NJCOP	National Joint Common Operating Picture
NMS	National Messaging System
NSR	National Situation Room

Glossary	Description
PBS	Portfolio Budget Statement
PGPA Act	*Public Governance, Performance and Accountability Act 2013*
PM	Performance Measure
PM&C	Department of Prime Minister and Cabinet
PSMB	Public Safety Mobile Broadband
RAP	Reconciliation Action Plan
RLF	Recovery Leaders Forum
TRS	Tiered Recovery Support
WHS	Work Health and Safety
WHS Act	*Work Health and Safety Act 2011 (Cth)*

Contents

Message from the Coordinator-General

I am proud to present the National Emergency Management Agency's Corporate Plan for 2025–26 to 2028–29.

This plan is a roadmap for how we will continue to enable more secure and resilient communities before, during and after crises.

The emergency management landscape is changing. Risk from multiple hazards is becoming more complex, frequent, interconnected and unpredictable.

It is essential that we continue to operate with strategic intent, invest in long-term resilience and build on our trusted partnerships across all levels of government and community.

Over the past year, we have witnessed firsthand the impacts of major bushfires, flooding, tropical cyclones and heatwaves. Key events included:

- flooding in North Queensland and New South Wales
- fires in Victoria and Tasmania
- heatwaves across all states
- Ex-Tropical Cyclone Zelia in Western Australia
- Ex-Tropical Cyclone Alfred in South-East Queensland and North-East New South Wales.

We are responding to these challenges by both evolving our operational capabilities and embedding a culture of foresight, innovation and continuous improvement.

Our corporate plan is a reflection of this evolution, outlining a future-ready agency that is agile, collaborative, and grounded in evidence-based practice.

Each of these events has tested our systems and reaffirmed the importance of coordinated emergency management at the national level.

We have continued to uplift Australia's emergency management systems and capabilities through:

- releasing the Natural Hazard Awareness Modules and the National Resilience Action Library under the Hazards Insurance Partnership and Strategic Insurance Projects to support communities to reduce their risk
- supporting communities in their disaster resilience and risk reduction efforts through initiatives such as: the Disaster Ready Fund, Disaster Risk Reduction Package, Northern Rivers Recovery and Resilience Initiative, and Disability Inclusive Emergency Management Toolkit
- supporting communities in their recovery efforts through the Disaster Recovery Payments, Disaster Recovery Funding Arrangements, North Queensland Recovery and Resilience Package and the Queensland and New South Wales Flood Recovery Resilience Package, and Disaster Relief Australia
- coordinating and leading during national disasters through the Australian Government Crisis Management Framework (AGCMF) and the National Coordination Mechanism
- expanding the National Emergency Management Stockpile
- increasing our aerial firefighting capability
- hosting the annual Higher Risk Weather Season Summit and Preparedness Program
- continuing to improve our exercising capabilities, including bringing stakeholders together for Exercise Convergence.

There is always more to be done. Moving forward we will focus our efforts to ensure that our national systems reflect the diverse needs, strengths and experiences of all Australians.

We will:

- continue to lead and coordinate national preparedness, build capabilities and lead policy settings to support the Australian Government, jurisdictions and the Australian community develop in responding to and recovering from all-hazard crises
- prepare to deliver the National Messaging System and roll it out for use across Australia by October 2026
- continue to work closely with First Nations communities to incorporate traditional knowledge and cultural values into our planning, response and recovery strategies
- continue to invest in disaster risk reduction and build community resilience
- ensure recovering communities are supported through timely, targeted relief measures.

In addition to external collaboration, we're focused on building internal capability by:

- investing in our people, systems and processes to ensure we are well-positioned to lead in a rapidly evolving environment
- prioritising and investing in data capability to improve evidence-based decisions across the emergency management continuum
- modernising technology platforms, fostering a high-performance culture, and attracting and retaining a skilled and diverse workforce.

Ultimately, our success depends not only on how well we respond to crises, but how effectively we anticipate them, reduce their impacts and help communities recover. This corporate plan is both a strategic roadmap and a statement of intent. It reflects our values: to remain impartial, accountable, respectful, ethical and committed to service. It supports our vision to build Australia's capacity for disaster resilience and support our communities when they need it most.

I want to acknowledge the exceptional efforts of our staff, partners and community stakeholders who contribute to our vision every day. Your dedication, professionalism and compassion are at the heart of everything we do. As we move forward, I am confident that together we will continue to strengthen our national emergency management system and meet the challenges of the future with determination, unity and purpose.

Statement of Preparation

I, as the Accountable Authority of the National Emergency Management Agency, present the National Emergency Management Agency Corporate Plan 2025–26 to 2028–29, as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act* 2013.

Regards,

Brendan Moon
Coordinator-General
National Emergency Management Agency

About the National Emergency Management Agency

Our agency is the first of its kind in Australia: an end-to-end, enduring national crisis management agency.

We play a national leadership role in supporting the states and territories and our communities to manage disaster and emergency events. We help them reduce risk and prepare before an event, respond during an event and recover after an event.

Our work covers the Emergency Management Continuum as shown in Figure 1.

Figure 1: Emergency Management Continuum
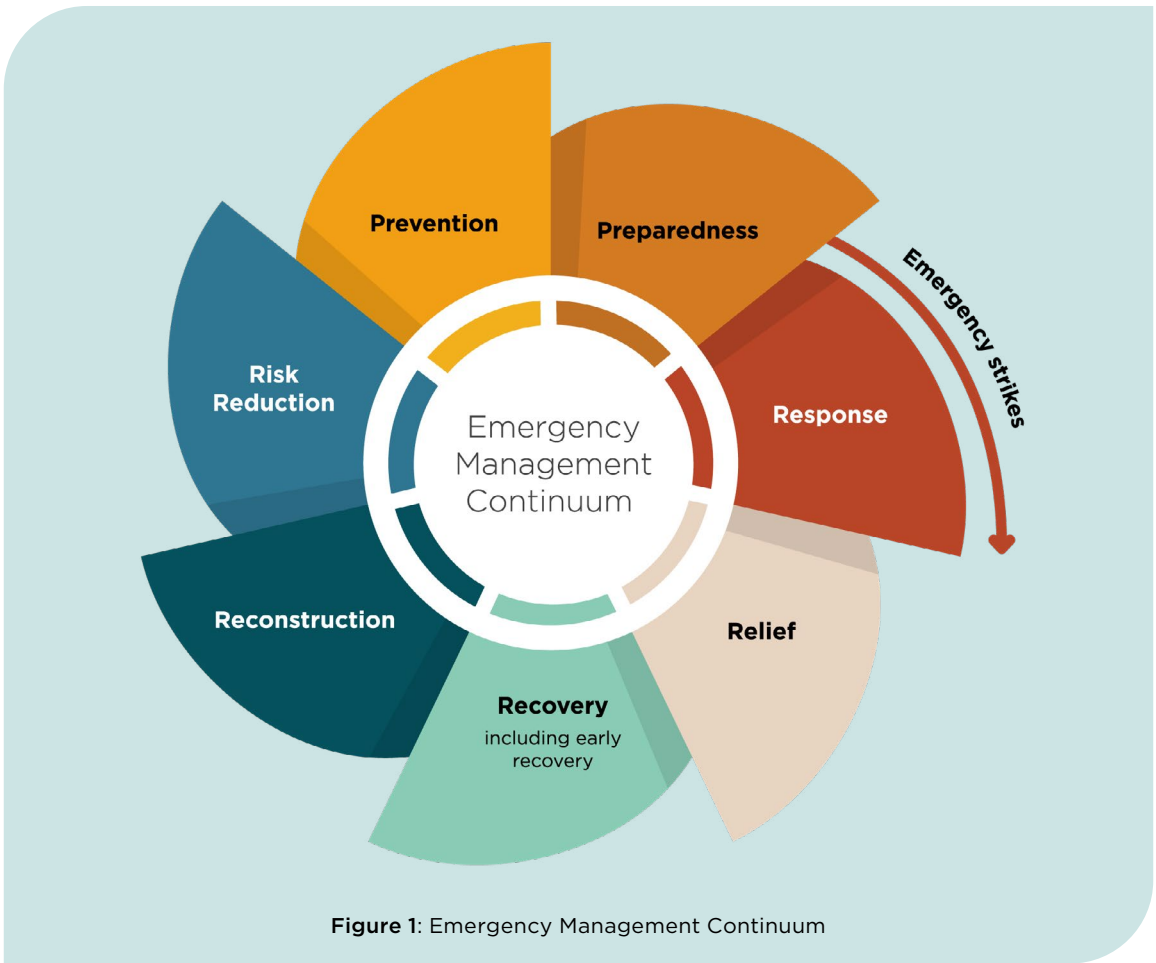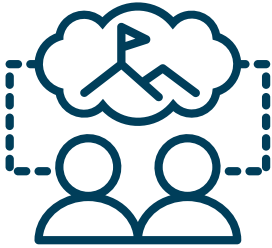
Vision

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

Purpose

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

Our values and behaviours are our guiding principles that underpin everything we do. They help define our culture and set expectations for all staff. We apply these in our work.

Our values

- Impartial
- Committed to service
- Accountable
- Respectful
- Ethical

Our behaviours

- Be dynamic
- Be respectful
- Have integrity
- Value others
- Empower people

All of our functions are crucial for supporting communities in crises. Some parts of the agency coordinate immediate relief during early stages of an event.

Others focus on longer-term challenges and systemic risks across Australia. None of this work would be possible without the corporate and enabling functions that keep the agency running. See Figure 2.

Figure 2: How we operate across the continuum
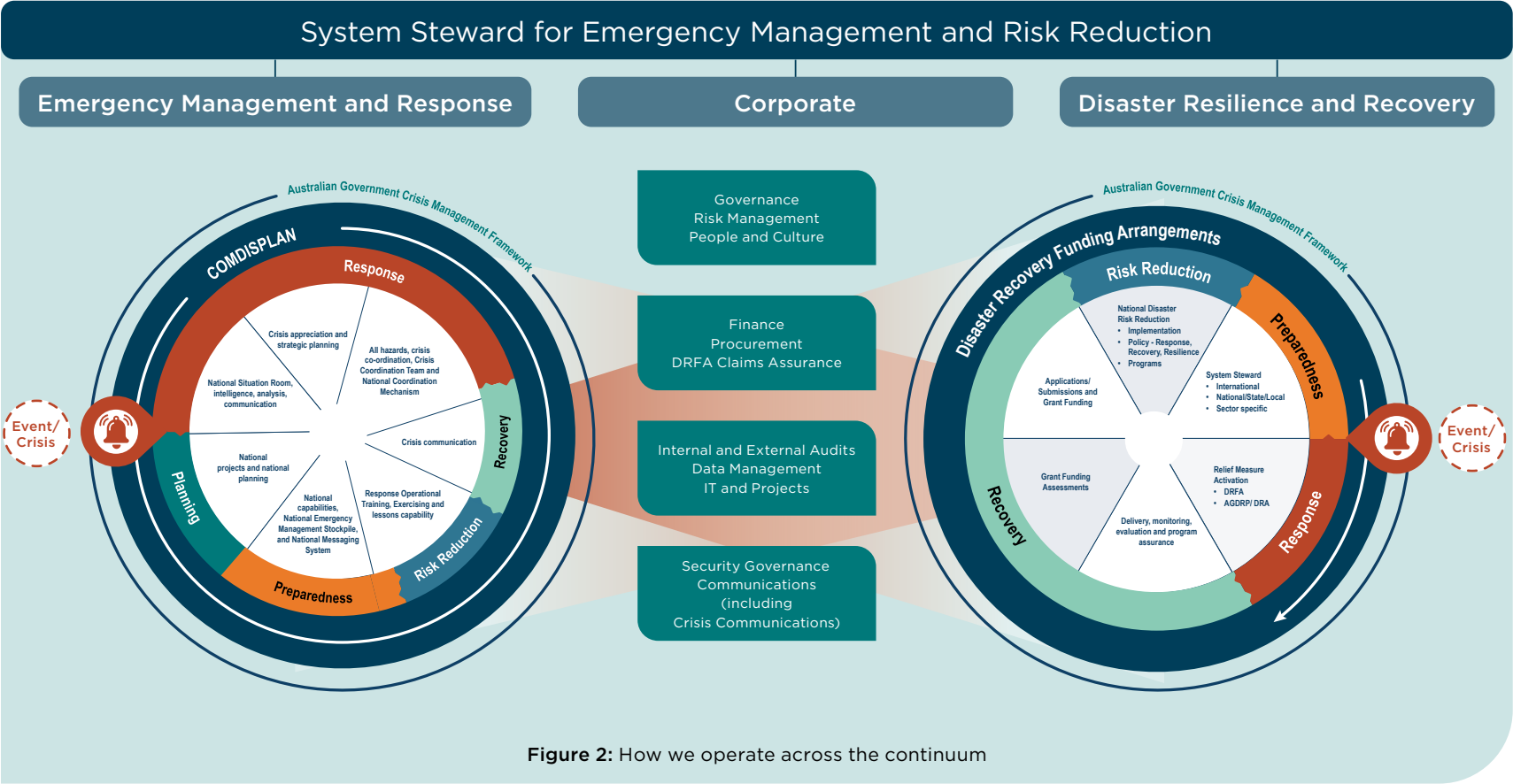
Delivering across the Australian Government Emergency Management Continuum

Executive Orders	Develop, lead, and coordinate Commonwealth approach to emergency management for all hazards and emergencies.	Provide national leadership and strategic coordination for emergencies and disaster preparedness, response, recovery, risk reduction, and resilience.	Design, oversee, and, where relevant, administer funding programs related to the emergency management spectrum - preparedness, response, recovery, risk reduction, and resilience.	Lead national implementation of Commonwealth, international, and national disaster risk reduction obligations.
Strategic Objectives	Leading and coordination national action and assistance across the emergency management continuum.	Building scalable, coordination emergency management capability for nationally significant, cross jurisdictional, and international crises.	Building evidence, intelligence, and insights, to empower communities, leaders, and stakeholders, to make effective decisions.	Contribute to saving lives, reducing harm, and maintaining public trust to mitigate consequences of disasters and build back better through investment in people, capabilities, and communities.
Performance Measures	1. Coordination of Commonwealth support to all hazard crises and assistance to jurisdictions to reduce impacts and consequences. 2. Lead and coordination national preparedness. 3. Lead and coordination efforts to reduce disaster risk across Australia.	1. Nationally significant emergency management capability projects contributing to community safety outcomes. 2. Building alternate Commonwealth capabilities that supports states and territories. 3. Coordination and planning capability that contributes to PPRR.	1. Community leaders make effective decisions through decision support information. 2. Building national picture of hazard risk, targeting investment, understanding effective mitigation measures.	1. Disaster risk reduction investment supports communities, businesses, and individuals to be better prepared and more resilient to disaster events.

Purpose and key activities

Our direction is set by our Statement of Strategic Intent, which outlines our purpose, vision and strategic objectives. Our strategic objectives will be achieved through our key activities. These guide all of our decisions, and connect our purpose and vision to action. We align this with our Portfolio Budget Statement and corporate plan.

NEMA's Strategic Setting		
Statement of Strategic Intent	Sets out the purpose, vision and objectives of the National Emergency Management Agency. It covers the growing challenges shaping the crisis management ecosystem in Australia and the region, and the importance of strengthening efforts to prevent, prepare and build resilience within our communities.	
What we do		
2025–26 PBS Outcome	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.	
2025–26 to 2028–29 Corporate Plan	Purpose	To enable more secure, stronger and resilient communities before, during and after emergencies.
	Vision	Working through meaningful partnerships, we will build Australia's capacity for disaster resilience and support our communities when they need it most.

How we do it			
Strategic objective 1	Strategic objective 2	Strategic objective 3	Strategic objective 4
Lead and coordinate national action and assistance across the emergency management continuum.	Build scalable, coordinated emergency management capability for nationally significant, cross-jurisdictional and international crises.	Build evidence, intelligence and insights to empower communities, leaders and stakeholders to make effective decisions.	Contribute to saving lives, reducing harm, and maintaining public trust to mitigate the consequence of disasters and build back better through investment in people, capabilities and communities.
PBS Program 1.5: Emergency Management	**PBS Program 1.2:** Australian Government Disaster and Emergency Financial Support	**PBS Program 1.1:** NEMA	**PBS Program 1.3:** Australian Government Resilience, Preparedness and Disaster Risk Reduction Support
Key activity 1: Preparedness	**Key activity 2:** Response	**Key activity 3:** Recovery	**Key activity 4:** Risk reduction and resilience
Performance Measure (PM) 1, PM 2	PM 3, PM 4	PM5	PM 6, PM 7

Branch planning	This information is used to inform branch business and risk plans, staff development plans, budgets and resourcing. These plans demonstrate how day-to-day work links to the key activities and strategic objectives they support.

Key activity 1: Preparedness

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

Higher Risk Weather Season Preparedness Program	National Crisis Exercising Program	National Messaging System	Public Safety Mobile Broadband

National Emergency Management Stockpile	Disaster Relief Australia	National Aerial Firefighting Centre

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

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

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

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

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

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

- The Australian Disaster Preparedness Framework (ADPF), which provides a repeatable methodology through which the Commonwealth, states and territories can map their levels of emergency management system preparedness against 21 national capability requirements.

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

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

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

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

We work closely with the National Aerial Firefighting Centre (NAFC) so Australia has a national aerial firefighting capability, the National Resource Sharing Centre and Commissioners and Chief Officers Strategic Committee (CCSOC) to provide coordination of international and interstate deployments of firefighting and emergency services personnel and equipment. We also work with the Australasian Fire and Emergency Services Authorities Council (AFAC) to ensure enhancements to Australia's firefighting and fire danger rating capabilities.

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

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

Key activity 2:
Response

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

Crisis Coordination Teams and National Coordination Mechanism	Coordination and planning network	National Emergency Management Stockpile	National Joint Common Operating Picture

Through national crisis coordination and near real-time data and insights, we help the country navigate all hazards. Under Australia's crisis management arrangements, states and territories are responsible for leading response and recovery. However, increased pressure on all levels of government over the past few years has highlighted the importance of the strategic role the Australian Government can play in driving risk reduction efforts, and coordinating and enabling additional recovery support.

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

- **The National Coordination Mechanism (NCM)** is a flexible tool that harnesses the full capabilities of the Australian, state and territory governments and, if required, the private sector, during a crisis. The NCM makes sure the Australian Government's actions are synchronised, coordinated and responsive, and any issue or problem is clearly defined and understood, while maintaining key functions within communities. It also strengthens the ability of the community, the economy and affected individuals to remain resilient and assist their own recovery, as well as reduce harm and the overall severity of the crisis. See Figure 3.

- **The National Situation Room (NSR)** provides 24/7 whole-of-government all-hazards monitoring and situational awareness, predictive analysis, impact and consequence assessment, and decision support for domestic and international events affecting Australia or Australian interests. The NSR issues notifications on all-hazard emergency crisis events to key stakeholders where an event poses a potential risk to the Australian community or Australian interests. The NSR is directly connected to state and territory emergency centres.

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

- **Our Coordination and Planning Officers (CPOs)** engage with all Australian states and territories to enable a unified and integrated approach with state and territory partners, who have the primary role for disaster response and recovery.

This national capability provides targeted, expert and timely support. CPOs make sure Australian Government disaster support is understood by, and accessible to, those who need it. As a trained on-site presence, these officers assist state and territory partners to access financial and non-financial support from the Australian Government.

- The **NEMS** allows us to take the lead in efficiently mobilising and deploying the required resources, capabilities and services across our communities and regions, should a crisis occur. The NEMS capability provides non-financial disaster response and relief support with rapid deployment of assets and resources. This includes a physical stockpile, a Standing Offer Panel, and Memorandum of Understanding with other Australian Government humanitarian and crisis response capabilities.
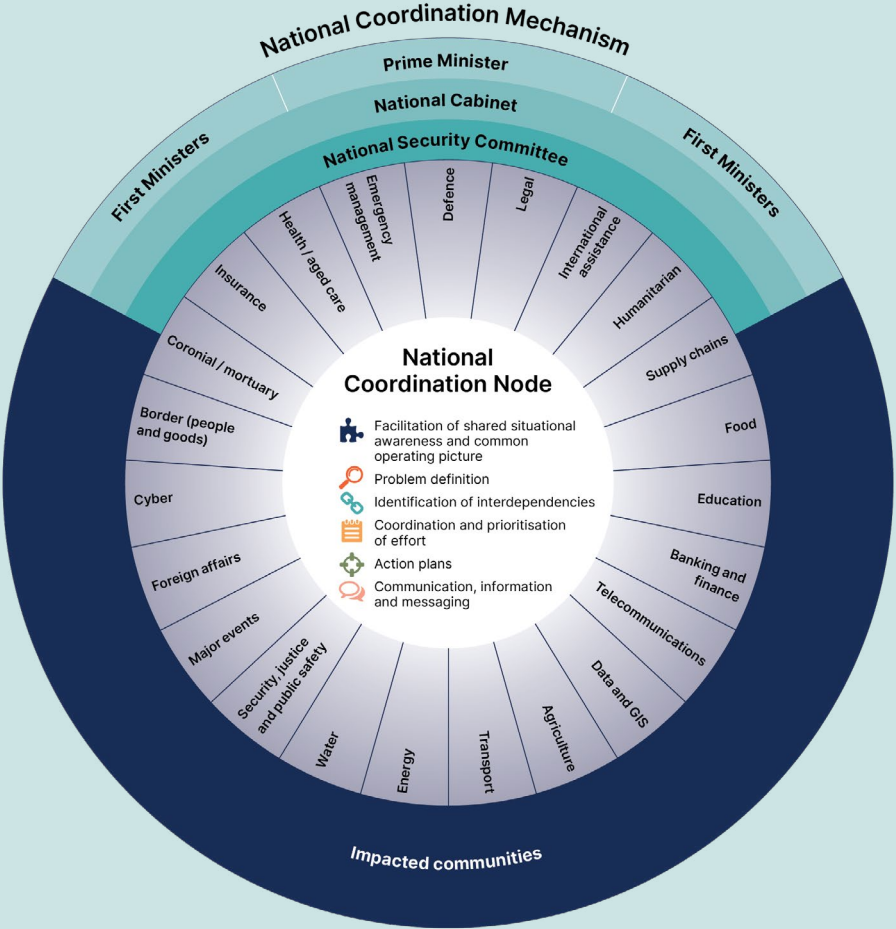

Figure 3: Aspects of the National Coordination Mechanism

Key activity 3: Recovery

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

Disaster Recovery Funding Arrangements

Every disaster event is different. We work closely with states and territories to provide accurate and timely advice on the impact of a disaster event, what assistance is required, and any emerging issues. This means governments can respond in the most effective way. The Disaster Recovery Funding Arrangements (DRFA) are the primary method through which the Australian Government financially supports the jurisdictions to provide agreed relief and recovery activities to disaster-affected communities. We administer the DRFA on behalf of the Australian Government.

The DRFA has 2 main objectives: to facilitate the early provision of disaster assistance to affected individuals and communities, and to alleviate the significant financial burden states and territories may face in providing relief and recovery assistance following disasters.

There are 4 categories of assistance measures under the DRFA (see Figure 4).

- Category A: Assistance to individuals to alleviate personal hardship or distress arising as a direct result of a disaster. Assistance is provided automatically by states and territories without requiring approval from the Australian Government.

- Category B: Assistance to state, territory and/or local governments for the restoration of essential public assets and certain counter-disaster operations. It also covers assistance to small businesses, primary producers, not-for-profit organisations and vulnerable individuals through concessional loans, subsidies or grants. Assistance is provided automatically by the states and territories without requiring approval from the Australian Government.

- Category C: Assistance for severely affected communities, regions or sectors, which can include clean-up and recovery grants for small businesses and primary producers and/or the establishment of a Community Recovery Fund. Category C assistance is intended to be additional to assistance under Categories A and B and is usually considered once the impacts of the disaster on affected communities have been assessed. It must be requested by a state or territory and requires agreement by the Prime Minister.

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

Category A

Emergency assistance for individuals

Counter disaster operations

Personal counselling

Category B

Counter disaster operations

Reconstruction of essential public assets

Emergency works

Concessional loans

Category C

Community recovery fund

Recovery grants for small businesses, non-profit organisations and primary producers

Category D

Exceptional circumstances assistance i.e. Resilient homes funds

Includes betterment

Figure 4: Four categories of funding

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

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

Funding can also be provided to individuals through the:

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

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

We use the Tiered Recovery Support (TRS) model for a strategic, integrated and coordinated Australian Government approach to disaster recovery. A TRS assessment of disaster events enhances the opportunity for Commonwealth coordination and support for state and territory-led recovery efforts by identifying if additional levels of recovery support are necessary.

The TRS has been developed in response to the significant increase in the size, scale and complexity of disasters, which has resulted in many Australian communities functioning in a constant state of response and recovery. With each disaster, a TRS assessment is undertaken to assist in informing the Australian Government on activities needed to:

- streamline and manage Commonwealth support, with a particular focus on non-DRFA support measures
- help integrate Commonwealth support for recovery operations across all levels of government, industry, business, and community
- inform the development of a long-term strategy for recovery whilst facilitating engagement with impacted communities and businesses to understand their needs
- collate information related to the local and regional situation, impacts, risks, progress and resources
- identify opportunities between Commonwealth and states and territories to improve recovery practices through structures, processes and plans.

Outcomes from the TRS assessment inform scalable support. This may include coordination and national leadership through the Commonwealth Disaster Recovery Inter-Departmental Committee or engagement of a Commonwealth Recovery Liaison Officers (CRLO). A CRLO may be appointed in disasters with severe impact or complexity (or greater) to manage and streamline Commonwealth support for the recovery effort.

A CRLO works closely with agencies across all levels of government, industry, business and community to help integrate Commonwealth support (with a focus on non-DRFA support) for recovery operations across affected regions, ensuring the needs of the community are met. This integrated, cross- portfolio approach assists directly with addressing and supporting recovery issues in the affected communities where the Australian Government can play a role, using the 4 recovery domains (human and social, economic, built environment and the natural environment).

Key activity 4:
Risk reduction and resilience

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

Second National Action Plan and National Disaster Risk Reduction Framework	Disaster Ready Fund	Hazards Insurance Partnership

Supporting communities and economies to be more resilient when a shock occurs is at the heart of our work. We are committed to delivering policy reform and projects that support Australians to manage the physical, economic and social impacts of disasters caused by climate change and other natural hazards.

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

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

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

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

Investing in disaster risk reduction is fundamental to delivering on priority 3 of the NDRRF. It is the most cost-effective way to manage disasters and drive down recovery costs. We also administer the Disaster Ready Fund (DRF) to:

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

Round 1

Round 1 of the DRF provided $200 million in government funding for 187 projects, with a combined investment (state/territory and partner contributions) of almost $400 million.

Round 2

Round 2 of the DRF provided $200 million of Australian Government investment for 171 projects in 2024–25

Round 3

Round 3 of the DRF will provide up to $200 million of Australian Government investment in 2025–26.

In addition to financial support, we are developing non-financial resources and support by increasing the understanding of natural hazard risk and how to reduce it.

The intensity and frequency of disasters are increasing pressure on insurance coverage (uninsured and under-insurance) and affordability (price, price fluctuations and price sensitivity) across Australia. The Actuaries Institute estimates that 1.61 million households are paying greater than 4 weeks of annual income on insurance (Paddam, et al., 2024). The Hazards Insurance Partnership (HIP) between the Australian Government and the insurance industry enables collaboration on issues at the intersection of hazard risk and insurance. Members of HIP are working together to reduce risk and strengthen community resilience to disasters through a forward work plan.

The National Resilience Action Library is a collection of strategies and resources brought together to help homeowners reduce the impact of bushfire, flood or tropical cyclone on their properties. The intent is that this will also, potentially, reduce insurance premiums. We help to coordinate this publicly available resource, which provides information beyond the standard codes that could make your home more resilient.

We have developed a National Natural Hazards Disaster Risk Profile methodology and Minimum Viable Product (MVP) for 4 natural hazards (bushfire, riverine flood, tropical cyclone and heatwave). The MVP provided an initial risk profile dataset with integrated hazard, exposure and vulnerability for a point–in–time view of hazard risk. The profile was designed with the key principle of continuous improvement and can incorporate future hazards and updated data sets over time. A calibration process with states and territories facilitated two-way discussions to understand and describe individual state and territory approaches to natural disaster risk. These discussions also highlighted how risk was conceptualised, constructed and communicated, and what future changes were planned, along with a summary comparison to the profile's methodology.

Relationships

We collaborate with the numerous entities to achieve our outcome. Linked programs and activities demonstrate how other Commonwealth entities contribute to common government objectives (see Table 1).

Entity	Linkages
Bureau of Meteorology	• Provides products and briefings relating to severe weather events, including floods, tropical cyclones and space weather. • Improves HRWS preparedness by assisting with scenario development, supporting exercises and training activities. • Uplifts our capability through training activities, provision of world-leading climate and natural disaster science, information and expertise, and embedding specialist staff in the NSR. • Contributes to supporting productivity and safety in Australia by providing high-quality, nationally consistent data, intelligence and evidence-based insights through the Australian Climate Service to inform natural hazard risk reduction and climate adaptation actions. • Helps us support the Australian Fire Danger Rating System (AFDRS), in partnership with the Department of Climate Change, Energy, the Environment and Water.
Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCSA)	• Invests in communications infrastructure projects assisting national and regional economic and social developments, and improving the resilience of communications networks. • Helps us to lead the NMS, which is a cell broadcast system that will deliver messages, alerts and warning information to compatible mobile devices reliably and in near real-time, at mass scale and will have the capacity to target specific geographic areas.
Department of Industry, Science and Resources (DISR)	• Assists in responding to critical supply chain disruptions. • Ensures broad policy alignment when renegotiating the Australian Building Codes Board Intergovernmental Agreement. • Manages risks posed by space events and re-entering space debris through the Australian Space Agency, • Makes payments for programs related to recovery and resilience. • Supports the National Bushfire Intelligence Capability (NBIC), in partnership with the Australian Climate Service (ACS) and the Commonwealth Scientific and Industrial Research Organisation (CSIRO).
Department of Climate Change, Energy, the Environment and Water (DCCEEW)	• Our partner in supporting the North Australia and Rangelands Fire Information (NAFI). • Helps us support the AFDRS in partnership with the Bureau of Meteorology (BoM).

Entity	Linkages
Department of Treasury	• Makes payments to the states related to recovery, resilience and emergency management programs.
Services Australia	• Makes payments to individuals related to recovery and emergency management programs.

Table 1: Linked Commonwealth entities and programs

Performance framework

Our performance framework is designed to provide a clear line of sight between the portfolio budget statements (PBS), corporate plan and annual report, including the annual performance statement.

It assesses how well we have delivered key activities to achieve our purpose. It supports transparency and accountability to the Australian Parliament and the wider community, and assists our staff and partners to understand the impact of our work.

The annual planning and reporting cycle begins with the documents that set our strategic direction: the Executive Orders, the Statement of Strategic Intent, the corporate plan and the PBS. It also includes enabling strategies such as our Risk Management Framework, Governance Framework, Evaluation Strategy 2023–26, Technology Strategy 2024–26 and Data Strategy 2023–25, which support business as usual as well as specific major programs and projects.

These strategic documents inform Branch business plans, which link to operations and individual performance agreements. Branches align their plans to the activities, risks and performance measures in the corporate plan.

The corporate plan and PBS provide the basis for our external performance reporting through the annual report and annual performance statement. The Branch business plans are the basis for internal reporting through performance reviews by the Executive Group.

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

- what we expect to deliver and achieve within the reporting period and over the 4 years of the plan
- the outcomes and impact we hope to achieve in delivering our purpose.

Our corporate plan and PBS detail performance measures for 4 financial years and are reviewed annually. The annual performance statement in our annual report for each financial year provides results and analysis against those measures. Figure 6 depicts the elements of our enterprise performance management framework, in line with the Commonwealth Performance Framework.
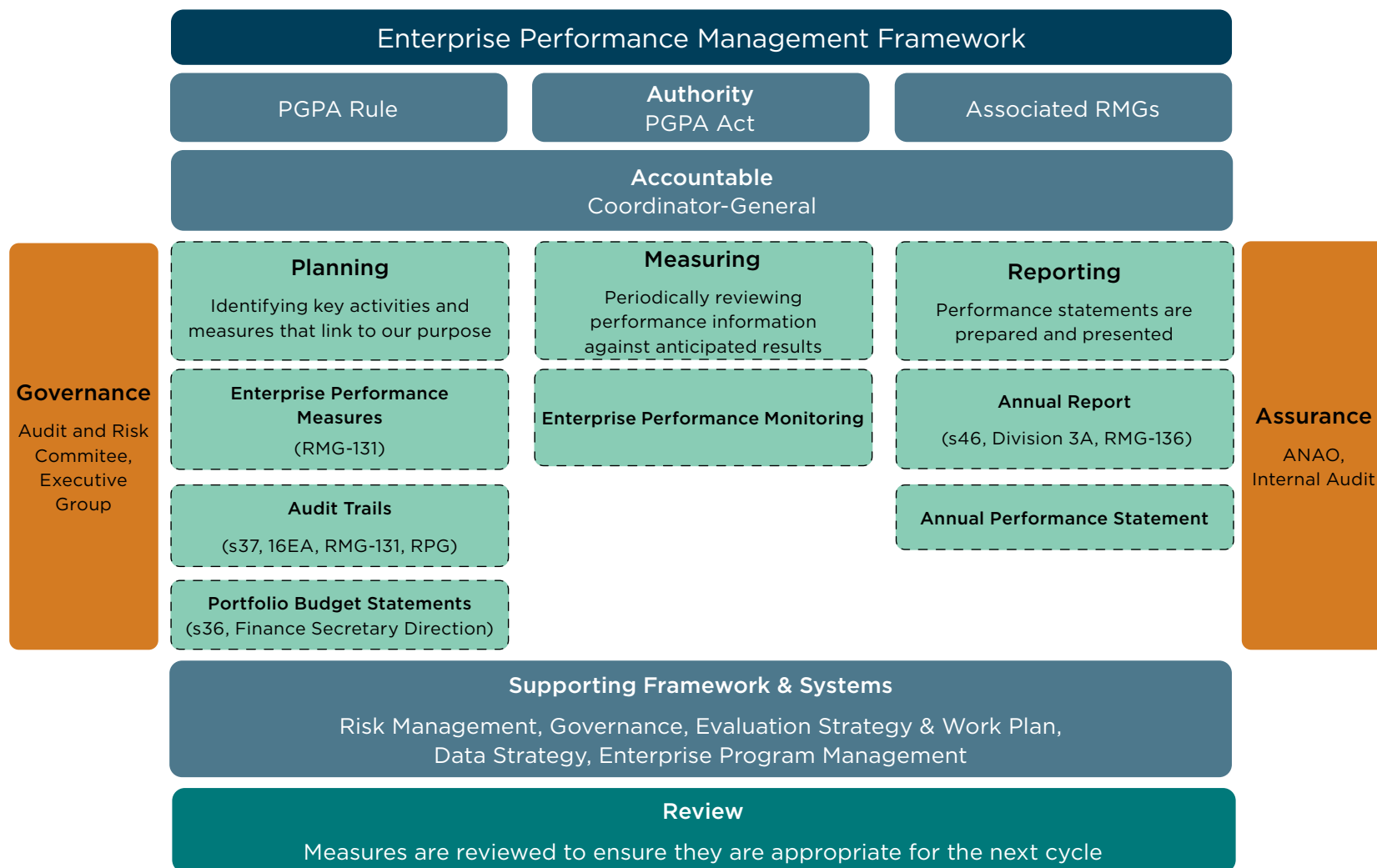
Figure 6: Our Enterprise Performance Management Framework

Assessing our performance

Over the reporting period, business areas are responsible for tracking, monitoring and reporting their performance against relevant activities and measures. A predetermined performance methodology outlined within each measure will be used. Each performance measure has a planned performance result which may have an attributed target.

For all performance measures, business areas will assign a result rating for each measure, supported by clear evidence and data analysis (Table 2). The overall measure results in the annual performance statement are determined by the lowest rating target for the relevant measure.

Rating	Performance
Baseline	First year of data collection
Not achieved	Up to 25% of outputs/outcomes have been completed in the reporting period
Partially achieved	Between 26 and 64% of outputs/outcomes have been completed in the reporting period
Substantially achieved	Between 65 and 99% of outputs/outcomes have been completed in the reporting period
Achieved	All outputs/outcomes have been completed in the reporting period

Table 2: Key for performance ratings

Performance measures and targets

For 2025–26, our performance framework is made up of 7 measures and 18 targets. Achievement against these measures and targets will be reported in our 2025–26 annual performance statement.

Key activity	Preparedness
Performance measure 1	Leading and coordinating national preparedness contributes to stakeholders' ability to respond to severe and catastrophic crises.
Rationale	The measure will evaluate our impact when leading and coordinating national preparedness activities for severe and catastrophic all hazard events that require a coordinated approach to effective national consequence management. Through implementation of the Department of Prime Minister and Cabinet (PM&C) owned AGCMF, we will support the Australian Government's approach to preparing for, responding to and early recovery from all hazards to be fit for purpose. As stewards and custodians of crisis capabilities that sit under the AGCMF, we will support preparedness through fit for purpose national plans, as stewards of whole-of-nation coordination arrangements and as best practice leaders in crisis capabilities. Through the annual higher risk weather season (HRWS) National Preparedness Program, we will support national resilience through shared situational awareness of the national seasonal climate outlook. We will use 'war gaming' of national arrangements ahead of the HRWS and engagement with national response and recovery stakeholders. Through the National Crisis Exercise and Lessons Capability Program, we will deliver the national crisis exercise program. We supports the uplift of lessons management and continuous improvement for multi-jurisdictional, multi-agency events that require national coordination and consequence management. We work with the Australian Government, state and territory, community and industry stakeholders to design and deliver a fit for purpose national exercise program that considers and reviews preparation for, response to and recovery from severe to catastrophic events.

Planned performance results and targets			
2025–26	**2026–27**	**2027–28**	**2028–29**
100% of national preparedness deliverables are achieved including: i. 100% achievement of key deliverables for the 2025-26 review of NEMA-administered national-level plans in line with the AGCMF. ii. 100% achievement of key deliverables for the 2025-26 HRWS Preparedness Program. iii. 100% achievement of key deliverables for the 2025-26 National Crisis Exercising Program.	100% of national preparedness deliverables are achieved including: i. 100% achievement of key deliverables for the 2026-27 review of NEMA-administered national-level plans in line with the AGCMF. ii. 100% achievement of key deliverables for the 2026-27 HRW) Preparedness Program. iii. 100% achievement of key deliverables for the 2026-27 National Crisis Exercising Program.	100% of national preparedness deliverables are achieved including: i. 100% achievement of key deliverables for the 2027-28 review of NEMA-administered national-level plans in line with the AGCMF. ii. 100% achievement of key deliverables for the 2027-28 HRWS Preparedness Program. iii. 100% achievement of key deliverables for the 2027-28 National Crisis Exercising Program.	100% of national preparedness deliverables are achieved including: i. 100% achievement of key deliverables for the 2028-29 review of NEMA-administered national-level plans in line with the AGCMF. ii. 100% achievement of key deliverables for the 2028-29 HRWS Preparedness Program. iii. 100% achievement of key deliverables for the 2029-29 National Crisis Exercising Program.

Planned performance result and target rationale	The overall target of 100% achievement of key deliverables reflects NEMA's desire to ensure its core operational impacts are conducted and achieved when leading and coordinating national preparedness activities for severe and catastrophic all-hazard events.
Methodology	The methodology for this performance measure consists of an analysis of whether key deliverables have been achieved in leading and coordinating national preparedness activities year on year.
Data sources	Data will be drawn from multiple internal records to assess the results which are detailed in agency audit trails.
Basis of the measure	This measure is a measure of outputs and utilises quantitative data.
Beneficiary	NEMA Stakeholders defined as: Australian Government agencies, state, territory and local governments, Emergency Management Ministers, Emergency Management Organisations, industry sectors, and relevant not-for-profit organisations.
Owner	Emergency Management and Response Group
Link to 2025-26 PBS	Program 1.1: NEMA
Changes since previous year	Nil

Key activity	Preparedness
Performance measure 2	Building national emergency capabilities to support national response to crises and contribute to enhancing community resilience and improving community safety outcomes.
Rationale	The measure ensures accountability for building national emergency capabilities that support effective crises response and contributes to enhanced community resilience and safety outcomes. The NEMS Capability provides national sovereign emergency management capabilities through streamlined procurement mechanisms and the rapid deployment of critical disaster response and relief resources, when states and territories request non-financial assistance from the Australian Government. The NMS is a cell broadcast system that will deliver messages, alerts and warning information to compatible mobile devices reliably and in near real-time, at mass scale and will have the capacity to target specific geographic areas. A national PSMB capability will provide emergency service personnel with fast, safe and secure voice, video and data communications and near instant access to data, images and information in live situations, emergencies and critical incidents. The Disaster Relief Australia (DRA) Volunteer Uplift Program is being delivered through a Commonwealth Grant Agreement to support the rapid uplift of DRA's capacity as an organisation including costs associated with equipment and the recruitment, deployment and training of 5,200 new volunteers in addition to DRA's existing disaster volunteer workforce. This increased volunteer base will provide an alternative to deployments of the Australian Defence Force during relief and recovery operations. The NAFC supports the delivery of national, state and territory aircraft for use by fire and emergency services. This investment delivers a broader range of aerial assets, moving from specific firefighting aircraft to a mix of fixed-wing and rotary multi-use assets, significantly strengthening protection for communities as they face a more diverse range of more intense, frequent and concurrent disasters due to the effects of climate change.

Planned performance results and targets			
2025–26	**2026–27**	**2027–28**	**2028–29**
100% of agreed outputs for national emergency capabilities projects are achieved including: i. National Emergency Management Stockpile. ii. National Messaging System. iii. Public Safety Mobile Broadband. iv. Disaster Relief Australia. v. National Aerial Firefighting Centre.	100% of agreed outputs for national emergency capabilities projects are achieved including: i. National Emergency Management Stockpile. ii. National Messaging System. iii. Public Safety Mobile Broadband. iv. Disaster Relief Australia. v. National Aerial Firefighting Centre.	100% of agreed outputs for national emergency capabilities projects are achieved including: i. National Emergency Management Stockpile. ii. National Messaging System. iii. Public Safety Mobile Broadband. iv. Disaster Relief Australia. v. National Aerial Firefighting Centre.	100% of agreed outputs for national emergency capabilities projects are achieved including: i. National Emergency Management Stockpile. ii. National Messaging System. iii. Public Safety Mobile Broadband. iv. Disaster Relief Australia. v. National Aerial Firefighting Centre.

Planned performance result and target rationale	The target of 100% reflects the high priority placed on delivering capability outcomes that directly support national preparedness, strengthen community resilience, and contribute to improved safety across communities. It ensures accountability for delivering agreed milestones and meeting national expectations for emergency response effectiveness.
Methodology	The methodology for this performance measure is an analysis of whether delivery milestones for the implementation of capability projects have been achieved in accordance with project governance arrangements.
Data sources	Data will be drawn from multiple internal records to assess the results which are detailed in agency audit trails.
Basis of the measure	This measure is a measure of outputs and utilises quantitative data.
Beneficiary	Australian Communities, Public Safety Agencies
Owner	National Resilience Capability Programs Division
Link to 2025-26 PBS	Program 1.1: NEMA
Changes since previous year	Nil

Key activity	Response
Performance measure 3	Australian communities, jurisdictions and international partners are supported by Australian Government coordinated response, relief and early recovery activities to reduce impacts. and consequences of all hazard crises.
Rationale	The measure will evaluate our success in leading and coordinating action and assistance for all-hazards, in accordance with the AGCMF. The NCM is a flexible tool that harnesses the full capabilities of the Australian Government, state and territory governments, and if required the private sector, during a crisis. The NCM ensures shared situational awareness through coordination, collaboration and communication that supports effective consequence management of complex crises events. The establishment of the NEMS Capability provides national sovereign emergency management capabilities through streamlined procurement mechanisms and the rapid deployment of critical disaster response and relief resources when states and territories request non-financial assistance from the Australian Government. Our coordination and planning capability provides a critical role in assisting information management between the Australian Government and emergency management practitioners which enables national coordination and leadership through managing issues with state and territory partners.

Planned performance results and targets			
2025–26	2026–27	2027–28	2028–29
Approved response resources and capabilities are deployed 100% of the time and in a timely manner to aid response efforts to disaster impacted jurisdictions including:	Approved response resources and capabilities are deployed 100% of the time and in a timely manner to aid response efforts to disaster impacted jurisdictions including:	Approved response resources and capabilities are deployed 100% of the time and in a timely manner to aid response efforts to disaster impacted jurisdictions including:	Approved response resources and capabilities are deployed 100% of the time and in a timely manner to aid response efforts to disaster impacted jurisdictions including:
i. 100% of requests for the NCM are activated as agreed by NEMA.	i. 100% of requests for the NCM are activated as agreed by NEMA.	i. 100% of requests for the NCM are activated as agreed by NEMA.	i. 100% of requests for the NCM are activated as agreed by NEMA.
ii. 100% of requests for stockpiled goods within the NEMS are ready and available for deployment within 24 hours of tasking.	ii. 100% of requests for stockpiled goods within the NEMS are ready and available for deployment within 24 hours of tasking.	ii. 100% of requests for stockpiled goods within the NEMS are ready and available for deployment within 24 hours of tasking.	ii. 100% of requests for stockpiled goods within the NEMS are ready and available for deployment within 24 hours of tasking.
iii. 100% of requests for coordination and planning support are fulfilled within 48 hours.	iii. 100% of requests for coordination and planning support are fulfilled within 48 hours.	iii. 100% of requests for coordination and planning support are fulfilled within 48 hours.	iii. 100% of requests for coordination and planning support are fulfilled within 48 hours.

Planned performance result and target rationale	This target has been selected as 100% represents the minimum standard NEMA has set to ensure response resources and capabilities are deployed appropriately and in a timely manner to aid response efforts to disaster impacted jurisdictions.
Methodology	The methodology for this performance measure is an analysis of whether approved appropriate response resources and capabilities have been deployed 100% of the time, and in a timely manner, to aid response efforts to disaster impacted jurisdictions.
Data sources	Data will be drawn from multiple internal records to assess the results which are detailed in agency audit trails.
Basis of the measure	This measure is a measure of outputs and utilises quantitative data.
Beneficiary	Jurisdictions and International Partners
Owner	Emergency Management and Response Group National Resilience Capability Programs Division
Link to 2025-26 PBS	Program 1.5: Emergency Management
Changes since previous year	Sub-planned performance result 3(a)(ii): National plans are activated 100% of the time they are required, within 48 hours has been removed.

Key activity	Response
Performance measure 4	Communities, leaders and stakeholders make effective decisions through decision-support information and predictive analysis.
Rationale	The measure will evaluate our ability to provide information, evidence, intelligence and insights to empower leaders and stakeholders to make effective decisions around all-hazards crises. We are dedicated to developing intelligence and analytical products using this to support stakeholder decision making, and every effort will be made to meet requests for information.

Planned performance results and targets			
2025–26	2026–27	2027–28	2028–29
a) Crisis intelligence delivers a service to meet requirements on 80% of requests for information. b) Increase the percentage of active NJCOP users in 2025-26 from 40% to 45%.	a) Crisis intelligence delivers a service to meet requirements on 80% of requests for information. b) Increase the percentage of active NJCOP users in 2026-27 from 45% to 50%.	a) Crisis intelligence delivers a service to meet requirements on 80% of requests for information. b) Increase the percentage of active NJCOP users in 2027-28 from 50% to 55%.	a) Crisis intelligence delivers a service to meet requirements on 80% of requests for information. b) Increase the percentage of active NJCOP users in 2028-29 from 55% to 60%.

Planned performance result and target rationale	The crisis intelligence function supports Australian state, territory and federal Government agencies with information and analysis to empower leaders and stakeholders to make effective decisions around all-hazards crises. The NJCOP platform is a digital capability enabling leaders and stakeholders to make effective decisions. Once matured, the NJCOP platform will provide near-real-time situational awareness and decision support to all Australian Government emergency management stakeholders, all state and territory emergency management agencies and other identified industry stakeholders.
Methodology	The final calculation will average the reporting criteria results for each sub-planned performance result against the target of 100%, with each having an equal weighting. The planned performance results for measurement include: a) Crisis intelligence delivers a service to meet requirements on 80% of requests for information. b) Increase the percentage of active NJCOP users in 2025-26 from 40% to 45%.
Data sources	Data will be drawn from internal and external data sources which are detailed in agency audit trails.
Basis of the measure	This measure is a measure of outputs and utilises quantitative data.

Beneficiary	NEMA Stakeholders defined as: Australian Government agencies, state, territory and local governments, Emergency Management Ministers, Emergency Management Organisations, First Responders, industry sectors, and relevant not-for-profit organisations.
Owner	Emergency Management and Response Group
Link to 2025-26 PBS	Program 1.1: NEMA
Changes since previous year	Planned performance result (c): *Localised and location-based natural hazard information is publicly available by NEMA 100% of the time* has been removed.

Key activity	Recovery
Performance measure 5	Australian communities are supported through responsive Australian Government recovery support in collaboration with jurisdictions.
Rationale	The measure will evaluate how the Australian Government provides responsive and effective recovery assistance in collaboration with jurisdictions to support communities impacted by disaster events. The measure will also evaluate NEMA's responsiveness to recovery needs of communities through the provision of support through and in collaboration with jurisdictions, or through direct Commonwealth payments to affected communities.

Planned performance results and targets			
2025–26	2026–27	2027–28	2028–29
a) DRFA, AGDRP, and DRA internal timeliness targets are met 100% of the time. b) Agreed Tiered Recovery Support Assessment is undertaken within 20 days of an event peak 100% of the time to identify relevant levels of Commonwealth support beyond traditional financial mechanisms for events if required.	a) DRFA, AGDRP, and DRA internal timeliness targets are met 100% of the time. b) Agreed Tiered Recovery Support Assessment is undertaken within 20 days of an event peak 100% of the time to identify relevant levels of Commonwealth support beyond traditional financial mechanisms for events if required.	a) DRFA, AGDRP, and DRA internal timeliness targets are met 100% of the time. b) Agreed Tiered Recovery Support Assessment is undertaken within 20 days of an event peak 100% of the time to identify relevant levels of Commonwealth support beyond traditional financial mechanisms for events if required.	a) DRFA, AGDRP, and DRA internal timeliness targets are met 100% of the time. b) Agreed Tiered Recovery Support Assessment is undertaken within 20 days of an event peak 100% of the time to identify relevant levels of Commonwealth support beyond traditional financial mechanisms for events if required.

| Planned performance result and target rationale | This planned performance result will enable us to evaluate the success of the performance measure through an analysis of responsiveness.

A Tiered Recovery Support Assessment identifies if additional levels of recovery assistance are available to communities impacted by disasters. This result demonstrates that our coordination and national leadership through the Commonwealth Disaster Interdepartmental Committee and Commonwealth Recovery Liaison Officers (CRLO) integrates Commonwealth support for recovery operations across Commonwealth portfolios, government at all levels, industry and the not-for-profit sector in relation to the four recovery domains (social environment, economic environment, natural environment and built environment). |

Methodology	The methodology for this performance measure will consist of analysis of our responsiveness to recovery needs of communities through the provision of funding support through and in collaboration with jurisdictions, or through direct Commonwealth payments to affected communities. NEMA has developed this efficiency measure using timeliness as a proxy to demonstrate that services are being delivered within expected timeframes, which is indicative of an efficient process. This approach is particularly relevant in emergency management contexts where responsiveness is critical.
Data sources	Data will be drawn from internal and external data sources which are detailed in agency audit trails.
Basis of the measure	This measure is a measure of efficiency (timeliness as a proxy) and uses quantitative data.
Beneficiary	Australian Communities
Owner	Programs Division Policy and Governance Division
Link to 2025-26 PBS	Program 1.2: Australian Government Disaster & Emergency Financial Support.
Changes since previous year	Planned performance result (b): *100% of DRFA (Cat C & D) funding requests to the Minister address the DRFA Principles* has been removed and replaced with a new planned performance result (b): Agreed *Tiered Recovery Support Assessment is undertaken within 20 days of an event peak 100% of the time to identify relevant levels of Commonwealth support beyond traditional financial mechanisms for events if required.*

Key activity	Risk Reduction and Resilience
Performance measure 6	Australia's disaster risk is reduced, and national resilience is strengthened to minimise loss and harm.
Rationale	The Australian Government is driving a strategic and coordinated national agenda to reduce the risk and impact of disasters. The measure will assess NEMA's effectiveness in leading and coordinating efforts to reduce disaster risk and build resilience nationally.

Planned performance results and targets			
2025–26	**2026–27**	**2027–28**	**2028–29**
a) An effective and connected disaster risk reduction knowledge system that provides an increased understanding of disaster risk and how to reduce it. b) Insights delivered from the HIP and the National Insurance Dataset (NID) support emergency management decision-making across Government (inclusive of NEMA).	a) An effective and connected disaster risk reduction knowledge system that provides an increased understanding of disaster risk and how to reduce it. b) Insights delivered from the HIP and the NID support emergency management decision-making across Government (inclusive of NEMA).	a) An effective and connected disaster risk reduction knowledge system that provides an increased understanding of disaster risk and how to reduce it. b) Insights delivered from the HIP and the NID support emergency management decision-making across Government (inclusive of NEMA).	a) An effective and connected disaster risk reduction knowledge system that provides an increased understanding of disaster risk and how to reduce it. b) Insights delivered from the HIP and the NID support emergency management decision-making across Government (inclusive of NEMA).

Planned performance result and target rationale	This result will demonstrate achievement of the outcome of an understanding of disaster risk across Australian society. Government will have an increased understanding of natural hazard risk and how to reduce it through tools such as the National Natural Hazard Disaster Risk Profile; and communities will be informed of natural hazard risk and how to reduce it through tools such as the National Resilience Action Library. This result aims to demonstrate that the Australian Government understands insurance affordability and availability issues as driven by natural hazard risk, and based on this understanding, these insights and relevant data from the industry are considered in government decision making. This result assesses the practical application and policy relevance of insights derived from the HIP and the NID. It ensures that the dataset is not only maintained but also actively contributes to evidence-based decision making and targeted risk reduction investments. It demonstrates where insights from the Partnership have been considered in government decision making.

Methodology	a) An assessment of NEMA's contribution to an improved understanding of disaster risk and how to reduce it will be drawn from interviews with key NEMA stakeholders such as the Australian Institute of Disaster Resilience, Natural Hazards Research Australia and the Disaster Risk Reduction Time Limited Working Group. A report will be produced to summarise the findings. b) Assessment of the impact will be drawn from evidence of where views have been received through HIP meeting minutes, event reports and other feedback mechanisms, as well as the NID. A qualitative assessment of where these insights have been considered in government decision making and risk reduction investment will be completed. This evidence will be collated into a report for this result.
Data sources	Data will be drawn from internal and external data sources which are detailed in agency audit trails.
Basis of the measure	This measure is a measure of effectiveness and utilises quantitative and qualitative data.
Beneficiary	Australian Communities
Owner	Policy and Governance Division
Link to 2025-26 PBS	Program 1.1: NEMA provides national leadership and strategic coordination for all-hazard emergencies and disaster preparedness, response, relief, recovery, reconstruction, risk reductions and resilience across all levels of government and sectors.
Changes since previous year	This measure now has two planned-performance results. The measure has evolved from a measure of outputs to a measure of effectiveness. The planned performance result (a): *Progress against the implementation of the Second National Action Plan to implement the National Disaster Risk Reduction Framework (NDRRF)* has been removed and replaced with planned performance result (a): *An effective and connected disaster risk reduction knowledge system that provides an increased understanding of natural hazard risk and how to reduce it.* Planned performance result (b): *The insights from the Hazards Insurance Partnership (HIP) and the National Insurance Dataset (NID) are used to inform government decision making* has been added. Measure 8: *Building a national picture of hazard risk, targeting investment and understanding effective mitigation measures* has been removed from the suite of performance measures. The HIP, the key component of the former measure 8 has been incorporated into performance measure 6.

Key activity	Risk Reduction and Resilience
Performance measure 7	Australian communities are better prepared and more resilient to natural hazards due to targeted systemic risk reduction investment.
Rationale	This measure will evaluate how investment through the Disaster Ready Fund (DRF) supports communities to be better prepared and more resilient to disaster events. The DRF program is intended to help mitigate the devastating impacts of natural hazards by investing in important disaster resilience projects which are targeted at systemic risk reduction to build community resilience and capability.

Planned performance results and targets			
2025–26	2026–27	2027–28	2028–29
a) 100% of program design and delivery outputs for Round 3 of the DRF are achieved.	a) 100% of program design and delivery outputs for Round 4 are achieved DRF. b) The DRF is effective and efficient in supporting communities, businesses, and individuals to be better prepared for, and more resilient to disaster events.	a) 100% of program design and delivery outputs for Round 5 of the DRF are achieved.	a) The Planned performance result for 2028-29 will be dependent on future government decision.

Planned performance result and target rationale	The target of 100% achievement of all program design and delivery milestones has been selected because it demonstrates that implementation of the DRF ensures Australian communities, businesses and individuals are better supported to be more prepared and more resilient to disaster events.
Methodology	For the analysis of whether DRF program design and delivery milestones have been achieved year on year, the data will be drawn from briefings to the Minister through Parliamentary Document Management System (PDMS). This data will be compared against the DRF Act and the guidelines for each funding round which establish round timeframes. From 2026-27, NEMA will conduct an evaluation through the Evaluation and Insights Branch to determine if the DRF is effective and efficient. Data will be drawn from a planned evaluation report of the DRF.
Data sources	Data will be drawn from internal and external data sources which are detailed in agency audit trails.
Basis of the measure	This measure is a measure of outputs (2025-26), efficiency and effectiveness (2026-27) and utilises quantitative data.
Beneficiary	Communities, Businesses and Individuals

Owner	Programs Division
Link to 2025-26 PBS	Program 1.3: Australian Government Resilience, Preparedness and Disaster Risk Reduction Support.
Changes since previous year	Planned performance result (b): DRF performance health check for 2025-26 completed has been removed.

Governance and risk oversight

Governance underpins everything we do.

Our governance arrangements assist us to deliver on our purpose consistent with our legal, accountability and policy obligations. Our governance framework reflects our decision-making processes and is underpinned by our approach to risk management. This ensures decisions and operations align with legislative requirements including the PGPA Act, financial stewardship, workforce engagement and secure data management.

Good governance considers both performance and accountability within a risk management framework rather than trading one off against the other (Table 4).

Governance factors	Description
Compliance	Our legislative compliance framework demonstrates our commitment to legislative compliance, including financial compliance, and sets out the methods and approach to ensuring ongoing compliance with Commonwealth legislation instruments.
People and culture	Advancing agency initiatives and providing oversight via committees. Supporting the workforce through legislative frameworks such as the Enterprise Agreement.
Risk management	Our risk management framework outlines our approach to managing risks and includes: • proactive risk management • understanding our obligations • embedding a positive risk culture • understanding our risk appetite and tolerances. We encourage staff to openly discuss risk and incorporate risk management into their day-to-day work. We support staff with specific risk category tolerance statements and levels, as well as detailing associated consequences, likelihoods and impacts they can use.
Data	Data governance provides leadership and strategic direction for the delivery of our data strategy and assists to develop and implement data tools, standards, analytic projects and artificial intelligence (AI) policies.
Integrity and security	Our integrity framework, fraud and corruption control framework, and conflict of interest policy form the foundation of a strong integrity culture. This is coupled with our approach to security through our application of the protective security policy framework, which protects our people, information and assets.

Governance factors	Description
Assurance	Our assurance framework improves risk management, control and governance processes. The key mechanisms of the assurance framework include: • internal audit • external audit • the Enterprise Program Management Office (EPMO) • DRFA claims and assurance • service delivery partner governance committees. Risks are ultimately managed through controls and the success of managing risks relies on the effectiveness of these controls. Our assurance framework and a risk-based Strategic Internal Audit Plan facilitates an assessment of the effectiveness of our control systems and processes.
Planning and performance	Planning and performance is integral to our approach to governance. It informs our prioritisation of activities and resource allocation, risk management, application of internal control systems, assurance and reporting priorities.

Table 4: Governance factors

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

We also engage with our partners through formal governance arrangements to manage any shared risks. Shared risks are generally more complex, and through these arrangements, we can collaboratively work with our partners to understand and effectively manage these risks.

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

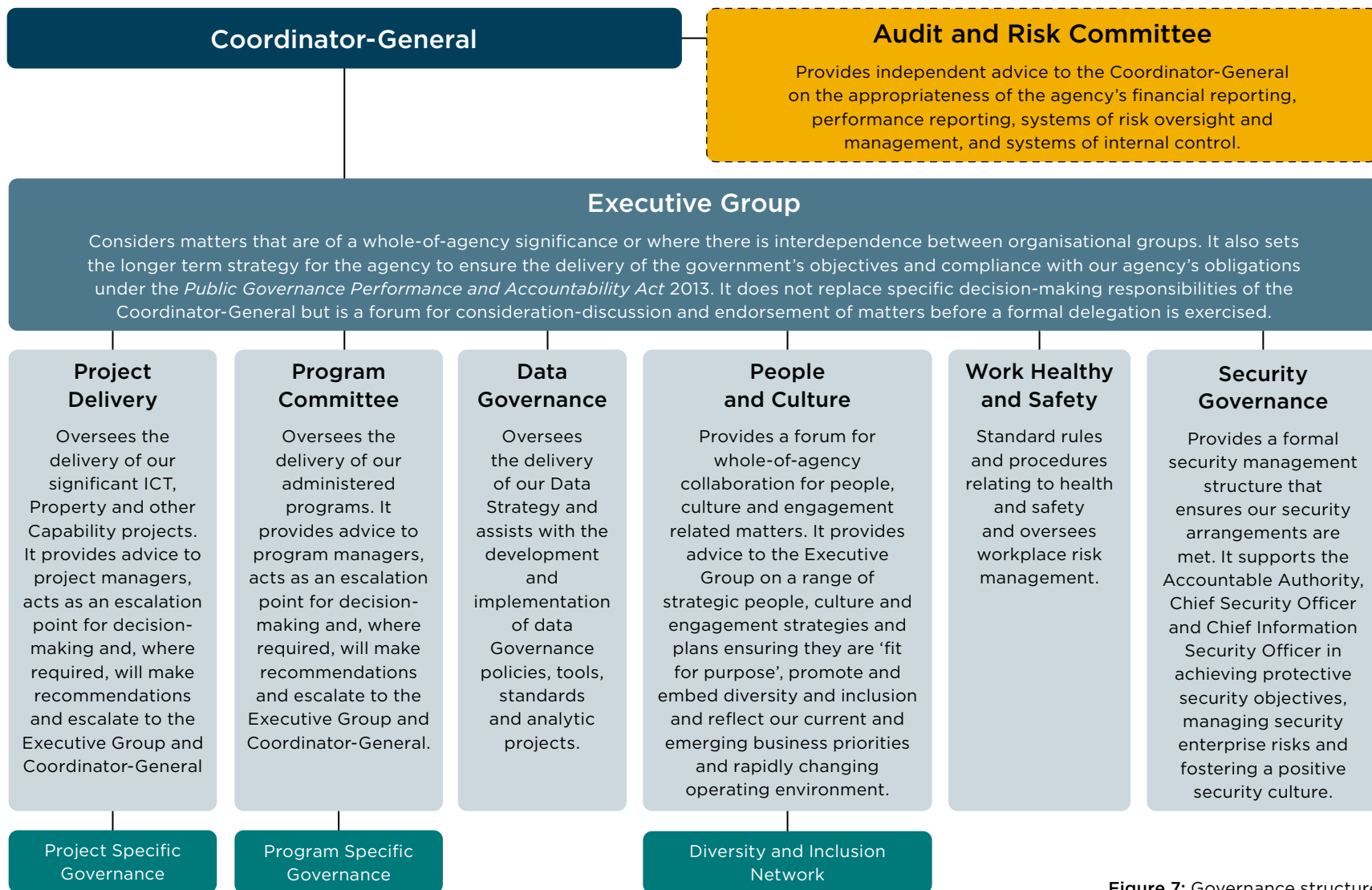An overview of our governance structure is at Figure 7.

Coordinator-General

Audit and Risk Committee

Provides independent advice to the Coordinator-General on the appropriateness of the agency's financial reporting, performance reporting, systems of risk oversight and management, and systems of internal control.

Executive Group

Considers matters that are of a whole-of-agency significance or where there is interdependence between organisational groups. It also sets the longer term strategy for the agency to ensure the delivery of the government's objectives and compliance with our agency's obligations under the *Public Governance Performance and Accountability Act* 2013. It does not replace specific decision-making responsibilities of the Coordinator-General but is a forum for consideration-discussion and endorsement of matters before a formal delegation is exercised.

Project Delivery

Oversees the delivery of our significant ICT, Property and other Capability projects. It provides advice to project managers, acts as an escalation point for decision-making and, where required, will make recommendations and escalate to the Executive Group and Coordinator-General

Program Committee

Oversees the delivery of our administered programs. It provides advice to program managers, acts as an escalation point for decision-making and, where required, will make recommendations and escalate to the Executive Group and Coordinator-General.

Data Governance

Oversees the delivery of our Data Strategy and assists with the development and implementation of data Governance policies, tools, standards and analytic projects.

People and Culture

Provides a forum for whole-of-agency collaboration for people, culture and engagement related matters. It provides advice to the Executive Group on a range of strategic people, culture and engagement strategies and plans ensuring they are 'fit for purpose', promote and embed diversity and inclusion and reflect our current and emerging business priorities and rapidly changing operating environment.

Work Healthy and Safety

Standard rules and procedures relating to health and safety and oversees workplace risk management.

Security Governance

Provides a formal security management structure that ensures our security arrangements are met. It supports the Accountable Authority, Chief Security Officer and Chief Information Security Officer in achieving protective security objectives, managing security enterprise risks and fostering a positive security culture.

Project Specific Governance

Program Specific Governance

Diversity and Inclusion Network

Figure 7: Governance structure

Opportunities and risks

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

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

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

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

In order to better understand the nature of the risk events we face, we also have a consistent and clear understanding of risk categories and their tolerances. The tolerances provide an understanding of the organisation's willingness to take risks and enables the consolidation of risks for evaluation and reporting purposes. Risk tolerances also aid the Executive Group in understanding its priorities for risk resourcing and management, and are agreed annually by the Coordinator-General and Executive Group.

Taking a risk-dependent approach is critical to designing appropriate strategies and controls that enable the mitigation or pursuit of risk in line with achieving our purpose, strategic objectives and intended results. Each year as part of the corporate planning cycle, the Executive reviews our key risks and opportunities, as shown in Table 5.

Our Opportunity

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

Key Risks	Mitigation Strategies
We fail to maintain our national leadership role and work effectively through meaningful partnerships to deliver government priorities.	• Inter-agency and inter-jurisdictional governance forums. All forums have terms of references with clear roles and responsibilities. • Effective coordination and national leadership in crisis management through our role in the AGCMF. • Implementation of the NDRRF, including through the Second National Action Plan.
As stewards, we fail to instil confidence in the system that provides community support.	• Established governance mechanisms including the Crisis Arrangements Committee and NCM. Supported by NSR, NJCOP and CCT. • Ahead of each HRWS, we deliver a HRWS Preparedness Program to prepare Australian, state, territory and local governments, key industry sectors and relevant not-for-profit organisations for the seasonal climate outlook. DRFA roadshows also connect with states, territories and local governments to share information on available funding and support prior to HRWS. • We develop our programs in line with the PGPA Act and Commonwealth Grant Rules and Guidelines and use the oversight from the EPMO, internal audits and other assurance mechanisms to identify opportunities for improvement.
We fail to effectively use our resources to provide timely, coordinated and effective support.	• Effective coordination and national leadership in crisis management through our role in the AGCMF. • We will implement the findings from the Independent Review of Commonwealth Disaster Funding and the review of the AGCMF to strengthen focus and investment in the national disaster mitigation policy agenda through the development of advice to government on the response to these reviews. • CPO Operating Model including stakeholder engagement plans, to ensure a nationally consistent approach to emergency management. • Inter-agency and inter-jurisdictional governance forums. All forums have terms of references with clear roles and responsibilities. • Our internal governance forums and oversight from the EMPO. This includes regular oversight of Commonwealth funding, prioritisation of activities and resourcing. Our monitoring and evaluation strategy and annual plan feed lessons learnt back into the policy development cycle.
Our coordination does not minimise the impact of all hazards on Australian communities through the Australian Government's crisis management arrangements and responsibilities.	• Coordination and national leadership in crisis management through the AGCMF and NCM, which coordinates responses across all sectors. • Strategic foresight and planning capability also analyses available information to anticipate potential events and consequences. • Our Chief Data Officer, data strategy and data governance to improve data capability, to provide the right data, in the right format, at the right time to our decision-makers.

Key Risks	Mitigation Strategies
We fail to influence the national disaster mitigation policy agenda to build greater resilience, response, recovery and risk mitigation outcomes.	• We will implement the findings from the Independent Review of Commonwealth Disaster Funding and the review of the AGCMF to strengthen focus and investment in the national disaster mitigation policy agenda through the development of advice to government on the response to these reviews. • We influence the national disaster mitigation policy through the implementation of the NDRRF and the Second National Action Plan. • Our monitoring and evaluation strategy and annual plan feed lessons learnt back into the policy development cycle.
We fail to adequately support the physical and psychological health, safety and wellbeing of agency staff.	• We place a strong focus on the safety and wellbeing of staff. This is reflected in our Work Health and Safety (WHS) management system framework, policies, procedures and awareness programs, which all play a critical role in managing risks and keeping staff safe. • Our WHS Committee oversees workplace risk management, consistent with the requirements of the *Work Health and Safety Act 2011* (Cth) (WHS Act).

**Table 5:** Risk assessment and mitigations

Risk management is the responsibility of all staff

Our effectiveness requires an active approach to managing risk in order to achieve our purpose in a constantly evolving environment. Our risk management framework enables risk to be managed in accordance with the PGPA Act and the Commonwealth Risk Management Policy. The framework is a set of policies, processes and structures for a systematic and comprehensive approach to managing risk (see Figure 8).

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

Our Chief Risk Officer position is held by the Assistant Coordinator-General, People, Governance and Integrity. Throughout the period of this plan, the Chief Risk Officer, supported by the risk team, will continue to build a risk-aware culture through the Risk Management Awareness and Engagement Strategy. This strategy aims to build greater staff awareness and consideration of their risk management obligations and how to proactively manage risk.

Risk management is integral to our approach to governance and informs the prioritisation of activities and resource allocation, corporate and business planning, application of internal controls systems, assurance, audit and reporting priorities and provides the opportunity to innovate (see Figure 9). It is also designed to integrate risk management with governance, planning and performance, integrity, assurance and our day-to-day operations to better understand and respond to risk. We will regularly review the framework over the reporting period to ensure the practices continue to mature and appropriately reflect the changing operating environment.
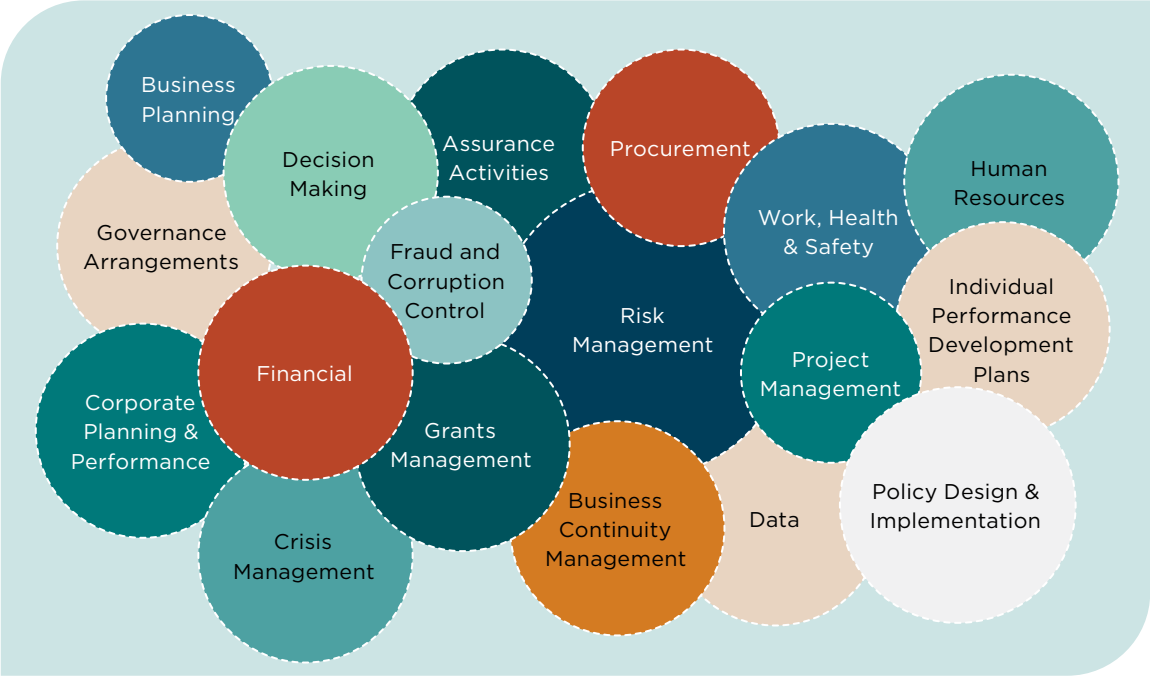

Figure 8: Risk management framework
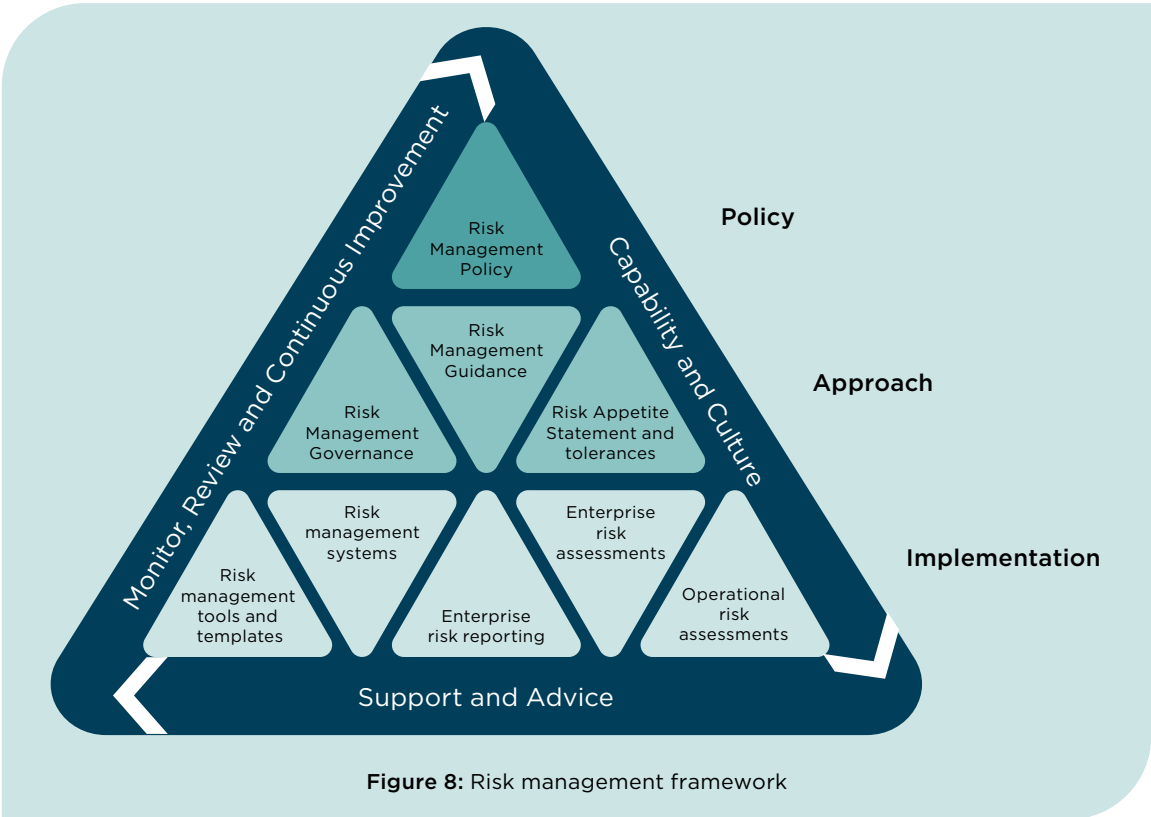
Figure 9: Risk management integration

Our risk journey

Moving beyond compliance, we are committed to improving our risk culture and practices to ensure risk-based decision-making maximises opportunities and helps us manage uncertainty.

Since September 2022, we have completed a series of work streams aimed at continued enhancement of our risk management practices and culture. By completing these work streams, we have gradually increased maturity as demonstrated through our inaugural Comcover risk management benchmarking results (see Table 6). Over the life of this plan, work will focus on uplifting current risk management practices and building our capability to achieve our desired maturity state.

	Governance	Culture	Capability	Framework and practices	Organisational resilience and agility
2025 results	4. Embedded	3. Defined	3. Defined	3. Defined	4. Embedded
Desired state	5. Advanced	3. Defined	3. Defined	4. Embedded	4. Embedded

Table 6: Our risk management maturity

Target maturity levels key: 1. Simple; 2. Established; 3. Defined; 4. Embedded; 5 Advanced.

Integrity

As integrity and public trust are at the forefront of the Australian Public Service (APS) and our reputation, we are committed to embedding integrity in all aspects of our work, including:

- governance and administration
- systems and controls
- culture and attitude
- decision-making and accountabilities.

Integrity cannot be embedded successfully without it being a reflection of the lived culture. We are committed to creating a positive integrity culture that promotes professional, respectful and courteous behaviour.

Our integrity framework embeds our integrity culture in everything we do by clearly articulating the standards and obligations for conduct, performance and behaviour of all staff. It is based on the Commonwealth Integrity Maturity Framework, which is a set of 8 integrity principles that are derived from the key Commonwealth integrity laws, policies and procedures. It also considers the requirements of the National Anti-Corruption Commission.

In 2023–24, we undertook a maturity assessment, conducted by our internal auditors, to provide assurance that our integrity framework was designed effectively. All recommendations were implemented, and further internal audits and/or assurance reviews will be conducted over the period of this plan to ensure the elements are operating effectively.

In 2024–25, we introduced regular reporting to the Executive Group and Audit and Risk Committee through an Integrity Dashboard. The Integrity Dashboard provides an overview of our integrity culture and performance across our integrity framework structure, which includes human resources, risk, fraud and corruption, declarations, security and culture.

A key element of our integrity landscape is the fraud and corruption control framework. It is consistent with the Commonwealth Fraud and Corruption Control Rule. We undertake annual fraud and corruption risk assessments to identify fraud and corruption risks to actively manage in line with our fraud and corruption control plan. In some circumstances, fraud and corruption risks are shared with delivery partners.

Over the period of this plan, we will continue to build staff awareness of our fraud and corruption risks and associated controls, including ensuring roles and responsibilities are well understood and that our fraud and corruption controls are appropriately designed and operating effectively.

Climate risk

Over the period of this plan, we will also contribute to whole-of-government activities, including APS Net Zero and the Climate Risk and Opportunity Management Program. Failure to address climate-related risk may impact our ability to deliver our purpose, and all staff are responsible for considering climate risks in the context of risk management activities. As a non-corporate Commonwealth entity, we will continue to embed a commitment to achieve net zero operations by 2030 and identify, assess, prioritise and manage climate risks and opportunities across our operations, policies and programs.

Our environment

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

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

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

More than ever, managing the consequences of climate change and the increasing frequency and severity of disasters requires a coordinated whole-of-society effort. Action will occur through land-use planning, infrastructure, emergency management, social policy, agriculture, education, health, community development, energy, communications, transport and the environment.

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

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

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

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

Emergency management governance

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

We support the governance function of 2 bodies to drive national cooperation and consistency on strategic issues in emergency management:

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

NEMMM, chaired by the Minister for Emergency Management, reports to National Cabinet and brings together all emergency management ministers and the President of the ALGA to set national priorities and deliver outcomes that strengthen Australia's resilience, preparedness and capability.

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

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

Emergency management reviews

The Australian Government has commissioned a number of reviews to better understand the natural hazard challenges Australia faces and how our emergency management systems need to change to ensure we are resilient and effectively prepared. Over the course of this plan, we will support the government's holistic consideration and implementation of relevant reviews, recognising the interdependent nature of the issues these reviews are considering. The reviews to date have highlighted the need for change and identified opportunities to reform Australia's disaster management arrangements, recognising the need to adapt to the changing nature of disasters and deliver the best possible outcomes for communities. Recognising that a whole-of-nation (individuals, households, communities, industry, not-for-profit organisations, academia and all levels of government) approach is needed to achieve the transformative changes to reduce disaster risk and build resilience, we will work closely with stakeholders to evolve our emergency management systems across the continuum.

Independent Review of National Natural Disaster Governance Arrangements (Glasser Review)

The Glasser Review focused on how national governance arrangements can be more effective to serve the current and future state of national disaster preparedness, adaptation, response, recovery, resilience and long-term policy requirements in Australia. The report was finalised in December 2023 and made a number of recommendations to make sure national governance arrangements work for the current and future state of natural hazard disasters in Australia.

We play a key role in implementing the recommendations from the Glasser Review. Our agency is responsible for supporting states and territories in disaster risk reduction and resilience building, and for coordinating, leading, and implementing whole-of-government response actions. We are also charged with implementing the NDRRF and coordinating the progress of the recommendations.

To date, 7 recommendations have been fully implemented, with a pathway forward agreed for an additional 8 recommendations. These recommendations are within the authority of National Emergency Management Ministers to progress. The remaining Glasser Review recommendations sit outside the remit of emergency management agencies and require broad cross-portfolio consultation to inform a response by all levels of government.

Independent Review of Commonwealth Disaster Funding (Colvin Review)

The Australian Government commissioned the Independent Review of the Commonwealth Disaster Funding (also known as the Colvin Review) in February 2023 to improve disaster funding arrangements. The review was led by Mr Andrew Colvin AO APM, and was provided to the Australian Government on 30 April 2024, and publicly released on 25 October 2024.

The Colvin Review examined how the Australian Government's investment in disaster risk reduction and recovery can help make communities safer and support a system that is sustainable for the future. The Review highlights the need for change and identified opportunities to reform Australia's disaster management arrangements, recognising the need to adapt to the changing nature of disasters and deliver the best possible outcomes for communities.

The Colvin Review makes 47 recommendations against key themes:

- Commonwealth role and coordination
- National Natural Disaster Outcomes Policy
- An evidence-informed, risk based approach
- Program reforms
- Non-government and community sector

Since its release, the Government has consulted broadly to inform its consideration of the Colvin Review. This consultation has included engagement with all levels of government, including individually with state and territory governments and the ALGA, along with not-for-profit stakeholders, First Nations representatives and industry. The Colvin Review is also being considered alongside the Independent Review of National Natural Disaster Governance Arrangements (Glasser Review).

Disaster Recovery Funding Arrangements Review (DRFA Review)

The DRFA Review represents a comprehensive, 4-year program of work undertaken collaboratively by the Commonwealth, states and territories to address recommendations by the former Council of Australian Governments and the Royal Commission into National Natural Disaster Arrangements. It was established to:

- ensure equitable access to support so Australians impacted by disasters are treated more consistently and fairly
- streamline processes so governments can respond quickly and appropriately to disasters
- encourage jurisdictions to build back better.

The DRFA Review is now in its final phase with a final report being developed to capture unique perspectives and insights from a broad range of stakeholders, including Commonwealth, state, territory and local government representatives, and to identify opportunities for future improvements to Australia's national disaster relief and recovery funding arrangements.

Our stakeholders and commitment to engage

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

Australia's emergency management arrangements bring together the efforts of governments, industry, the non-government sectors and communities to deliver coordinated emergency response and recovery across all hazards.

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

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

- harnessing the expertise and knowledge of all communities so our emergency response, resilience and recovery services are more effective
- a meaningful and ongoing relationship with First Nations peoples, celebrating and respecting the unique place Aboriginal and Torres Strait Islander peoples hold as the First Australians
- engaging with people with disabilities, people from diverse backgrounds and others who experience disproportionately more negative consequences in disasters – listening to and incorporating diverse voices in our programs to improve policy, frameworks, products, services, and disaster management outcomes.

Communities expect greater self-determination. They want services that recognise local expertise and strengths. Services need to create the conditions for people to resume a life which is no longer focused on a disaster.

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

We coordinate action with these stakeholders:

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

Recovery Leaders Forum

The Recovery Leaders Forum (RLF) is the primary national mechanism for senior recovery officials from all states and territories, the Commonwealth and the ALGA to periodically discuss shared challenges, successes and strategic opportunities for recovery, with a primary focus on natural hazards.

Chaired by our Deputy Coordinator-General for Disaster Resilience and Recovery, the RLF provides advice on strategic recovery capabilities and exchanges in best practice policies, research and information on national recovery issues with a focus on better outcomes for communities and building resilience.

Charitable, Not-for-profit and Philanthropic Roundtable

The Charitable, Not-for-Profit and Philanthropic Roundtable supports delivery of Recommendation 21.3 of the Royal Commission into National Natural Disaster Arrangements, which called for regular and ongoing national forums for charities, non-government organisations and volunteer groups.

The roundtable bring together Australian, state and territory governments and representatives from the charitable, not-for-profit and philanthropic sectors to enhance out-of-crisis collaboration across the emergency management continuum. These sectors play a crucial role in supporting communities in disaster response, recovery and resilience building. Closer collaboration between governments and these sectors is working to improve outcomes for disaster-impacted communities. The roundtable provides a platform to exchange ideas, share best practices and lessons, and develop strategies to enhance coordination and address emerging challenges.

In 2025–26, we will work closely with the sector to determine shared priorities for collaboration and engagement. Through ongoing dialogue, the roundtable will support a more strategic approach to leveraging the sector's capabilities and contributions in disaster recovery and resilience. These efforts will inform the development of a longer-term work plan and identify practical opportunities to enhance national resilience and improve outcomes for communities affected by disasters.

Australian Institute for Disaster Resilience

To strengthen disaster risk reduction and resilience, we contract the Australasian Fire and Emergency Service Authorities Council (AFAC) to develop and deliver disaster resilience resources and networking activities. These services are delivered by the Australian Institute of Disaster Resilience (AIDR). The contract commenced on 1 January 2025 for a period of 3 years.

AIDR supports communities, governments and industries to prepare for, respond to and recover from disasters. This is achieved through sharing the latest information, tools and resources, and through delivery of important services, including:

- guidance material and resources that help individuals and organisations understand, plan for and manage disaster risk
- hosting forums, workshops and other events that connect practitioners, researchers, government and community representatives to share experience and good practice
- knowledge management and development, such as the Disaster Resilience Knowledge Hub, to provide easy access to important information, tools and case studies.

Natural Hazards Research Australia

Established in July 2021, National Hazards Research Australia (NHRA) is the Commonwealth-funded centre for natural hazard resilience and disaster risk reduction research with a focus on bushfires, floods, cyclones, heatwaves and other sudden-onset natural hazards. It works with partners in emergency services, all levels of government, industry, academia and community representatives, ensuring research is co-designed by end-users. NHRA's Biennial Research Plan aligns with our priority actions and the NDRRF, concentrating on 4 user-driven themes:

- understanding and mitigating risk
- resilient recovery
- next-generation response capability
- social equity.

Subsidiaries

We do not have any subsidiaries.

Our capability

Our people

Our staff profile demonstrates a diversity of backgrounds. Our people display an inclusive and strong can-do culture and ethos with a deep connection to our purpose.

Our professional, committed and skilled workforce brings our vision to life. Our people are supported by a culture that embraces diversity, innovation and inclusion through agile, resilient, responsive and adaptive ways of working. Throughout 2025–26, we will build on our collaboration with First Nations peoples and communities across Australia through implementation of our Reconciliation Action Plan (RAP). As we continue to support the advancement of reconciliation and build our cultural competency, we will support our employees with access to cultural capability training and other meaningful learning opportunities.

We are committed to enabling the APS Reform Agenda, focusing on strengthening the capability and capacity of our workforce. During 2025–26, we will continue to embed the APS Strategic Commissioning Framework into our policies, processes and systems to prioritise direct employment as the default for our core work.

We will also finalise the development of a people strategy and employee value proposition, demonstrating our commitment to our people and outlining initiatives that position us as an employer of choice. We will further build on the capability of our workforce, defining critical skills and addressing workforce risks and gaps through workforce planning initiatives aligned with learning and development investment and recruitment activities.

The safety of our people is our number one priority. We remain committed to providing a safe and healthy work environment. Due to the nature of our work, and the potential for significant periods of increased activity, our people may be exposed to risks to health and safety, including psychosocial hazards. We ensure these risks are identified and monitored and that appropriate information, training and support is available to all, and that positive workplace behaviours are modelled by supervisors and leaders.

We continually review and strengthen our WHS management system to empower our people with tools and resources to ensure an understanding of responsibilities under the *Work, Health and Safety Act 2013.* Our support for staff includes:

- harassment contact officers
- mental health first aid officers
- an Employee Assistance Program
- wellbeing and early intervention supports provided through our wellbeing team.

We have developed a Psychosocial Risk Management Action Plan and will continue to implement actions from this plan throughout 2025–26.

Our First Nations Champion and Reconciliation Action Plan Working Group oversee the implementation of our inaugural 'Reflect' RAP and foster reconciliation more broadly.

Our Diversity and Inclusion (D&I) Network seeks to create an inclusive workplace where all staff feel safe to bring their whole selves to work. The D&I Network recognises the diversity of the Australian community and fosters diversity in our workplace.

Our People and Culture Committee, chaired by our Chief People Officer, has a strong focus on people and encouraging workforce participation in building a great culture.

Emergency management expertise

Our agency is required to respond to more disaster and emergency events, for longer periods, across the crisis continuum, requiring an investment in capability and complexity. Staff contributing to the preparedness and response phases of emergency management require specific expertise within their roles. A dedicated section has been established to lead this training, to build capability and leverage training opportunities for our staff and our Commonwealth, state and territory partners.

Targeted and effective training is a powerful risk mitigation tool. Vocational (role-specific) training ensures consistency across functions and allows for workforce capability to be benchmarked.

Data and analytics

Our data strategy outlines our underlying principles and plan to integrate our people, processes and technology to achieve our vision of leveraging data to support informed decision-making. The data strategy articulates our focus on data innovation, and how this can translate into a more effective use of data as evidence across all aspects of the emergency management continuum.

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

To support the objectives of the data strategy, we are developing a broad range of supporting policies and resources to enhance staff skills and strengthen data capability. Our Chief Data Officer is the accountable official for our recently endorsed AI strategy, which complements the data strategy, detailing our approach towards the adoption of AI for agency use over a period of 3 years. Staff are also guided by:

- our data governance framework, which underpins policies and procedures
- our self-service dashboard
- data and analytics training courses to improve data skills and capabilities.

We will continue to enhance our geospatial capability and visualisation products to deliver significantly greater insights to support decision-makers before, during and after an event. These location-based capabilities are continuing to expand as access to more timely and accurate data become available. New approaches are being tested to support localised risk-based analysis, leading to evidence-based insights to support strategic investment and mitigation activities.

Our strong analytical capability is integral to the progress of the HIP. In addition to providing technical advice and guidance on the shaping the work program, our data analysts will continue to work side-by-side with the Australian Bureau of Statistics to best utilise the Enduring National Insurance Dataset and deliver in support of the policy intent. This ongoing support is crucial for achieving the outcomes of the HIP.

Information Communications Technology

Technology continues to be a critical enabler of our strategic objectives. Guided by our technology strategy, our focus remains on delivering secure, scalable and responsive digital capabilities that support national resilience, operational readiness and effective crisis management.

Over the 2025–26 to 2028–29 period, we will continue to invest in fit-for-purpose technology and innovation that enhances business outcomes across the emergency management continuum, while improving employee experience and stakeholder collaboration.

Our aim is to maintain and evolve:

- contemporary and streamlined architecture that supports agile, efficient and secure service delivery
- technology investments that are business-driven, deliver enduring value, and are tailored to the unique demands of emergency response
- a culture of innovation and continuous improvement, underpinned by data-driven decision-making and digital capability uplift
- enhanced communication and information exchange, ensuring timely, accurate and accessible data across all levels of response
- rationalised and scalable infrastructure that can flexibly adapt to high-demand scenarios and support rapid innovation.

We continue to prioritise 3 strategic technology pillars:

- **Simple:** Delivering intuitive, secure and reliable technology across the crisis management lifecycle.
- **Scalable:** Building reusable, resilient and cloud-enabled solutions that support growth and adaptability.
- **Collaborative:** Enabling partnerships and shared platforms that strengthen disaster resilience and community outcomes.

We operate on a corporate network managed by the Department of Home Affairs, our primary IT provider for infrastructure, enterprise applications and bespoke technology solutions.

Throughout this plan, we will continue to focus our technology investments on:

- enhancing the management of administered programs that support disaster-affected communities
- advancing situational awareness tools that provide shared visibility and decision support during crisis response.
- expanding digital collaboration platforms to improve coordination with government, industry and community stakeholders.

Enterprise Portfolio Management Office

The EPMO supports appropriate governance by providing holistic reporting of our projects, administered and other programs, including administered programs co-funded with states and territories.

The results of the EPMO's reporting directly facilitate evidence-based decision-making, improvements in program design and implementation, and the evaluation of targeted funding allocations to improve benefits for disaster-affected communities.

Australian Government

**National Emergency
Management Agency**

nema.gov.au