

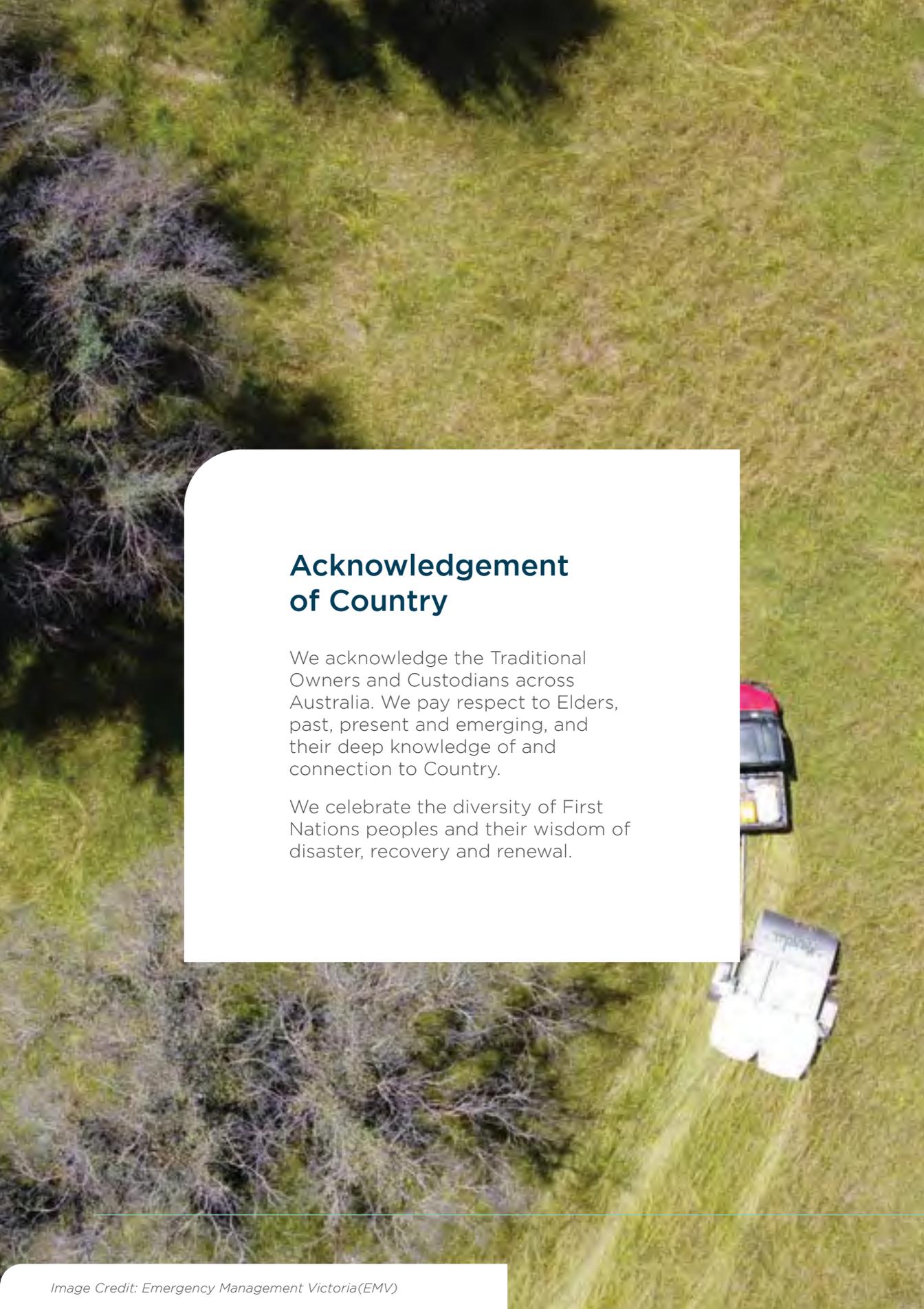


Australian Government

**National Emergency
Management Agency**

Annual Report

2024–2025

An aerial photograph of a grassy field. In the lower right corner, a white utility vehicle with a canopy is parked. Above it, a red car is partially visible. The field is mostly green with some brown, dry-looking patches. A white text box is overlaid on the left side of the image.

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.

About this report

This report outlines the operations and performance of the National Emergency Management Agency (NEMA) for the financial year ending 30 June 2025. It has been prepared in accordance with the provisions of section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), the Department of Finance Resource Management Guide Number 135 and the Commonwealth Performance Framework.

The compliance index at Appendix 5 lists the information required by the PGPA Act and PGPA Rule with the corresponding page number within this report.

Online versions are available at nema.gov.au and transparency.gov.au.

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NATIONAL EMERGENCY MANAGEMENT AGENCY ANNUAL REPORT 2024-25

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Letter of transmittal

The Honourable Kristy McBain MP
Minister for Emergency Management
House of Representatives
Parliament House
CANBERRA ACT 2600

The Honourable Josh Wilson MP
Assistant Minister for
Emergency Management
House of Representatives
Parliament House
CANBERRA ACT 2600

Dear Ministers

As the accountable authority of the National Emergency Management Agency (NEMA), I am pleased to present to you NEMA's Annual Report 2024–25.

The annual report has been prepared for the purposes of section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), which requires that an annual report be given to the entity's responsible Minister for presentation to the Parliament.

In accordance with section 17A (2)(b) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), I certify that NEMA has for the 2024–25 reporting period:

- a) prepared fraud and corruption risk assessments and fraud and corruption control plans
- b) put in place appropriate fraud and corruption prevention, detection, investigation, recording and reporting mechanisms that meet NEMA's specific needs
- c) taken all reasonable measures to appropriately deal with fraud and corruption relating to NEMA.

Yours sincerely

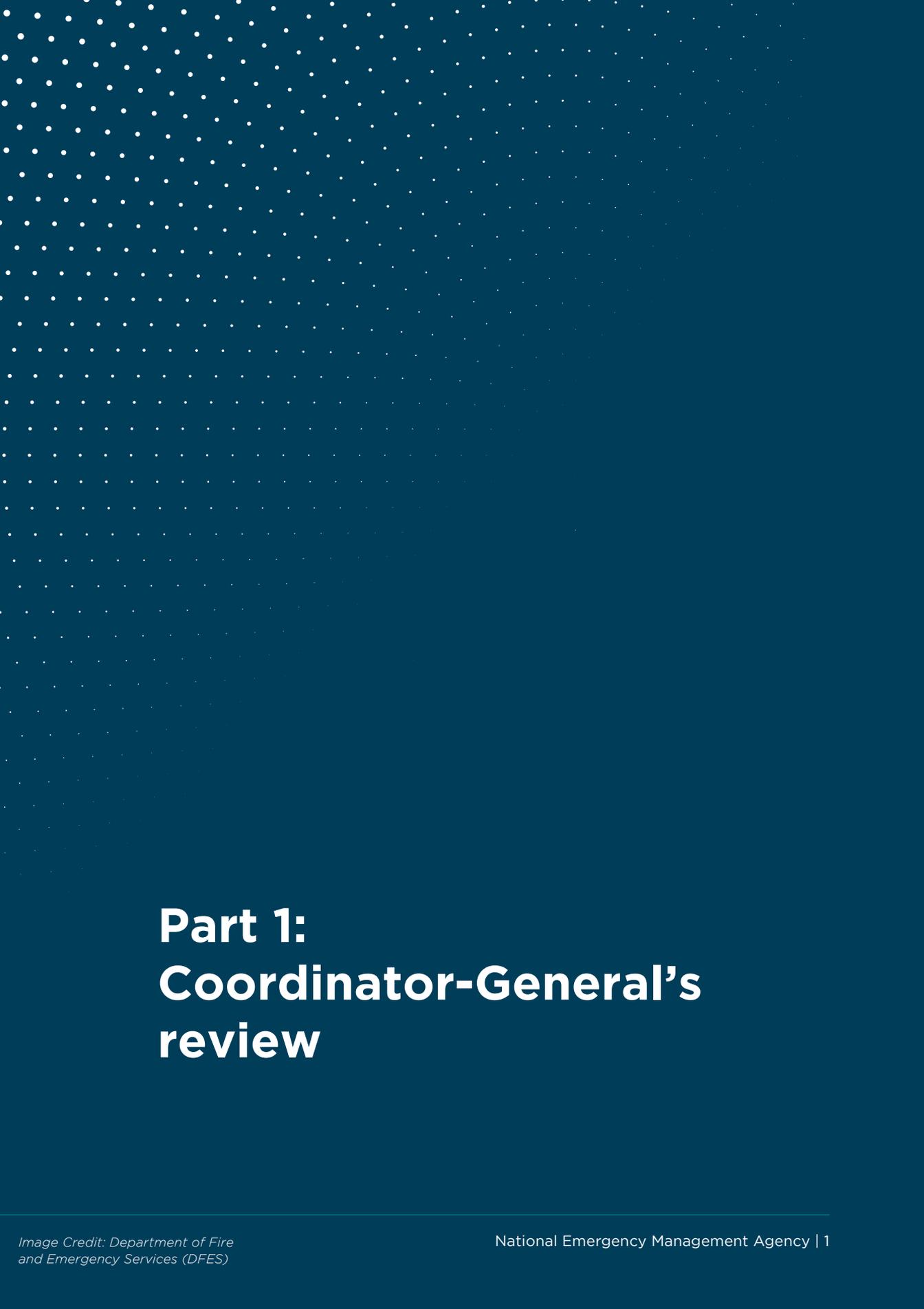


Brendan Moon AM

Coordinator-General
National Emergency Management Agency







Part 1: Coordinator-General's review



Brendan Moon AM



Coordinator-General
National Emergency Management Agency

I am pleased to present the National Emergency Management Agency's 2024-25 Annual Report. This report is a reflection on a year of significant challenges, meaningful achievements, and our ongoing commitment to building a more resilient Australia.

Over the past 12 months, Australia experienced one of its most complex and demanding Higher Risk Weather Seasons (HRWS) to date. Communities across the country were affected by a series of severe, and often unprecedented, events. From destructive tropical cyclones and record-breaking rainfall to catastrophic bushfires, extreme heatwaves and severe storms. These events tested our emergency management systems and underscored the critical importance of national coordination, preparedness and long-term resilience.

The scale and unpredictability of the threats we now face demand new ways of thinking and working. In response, we have taken decisive action across multiple fronts. We strengthened national disaster preparedness, response and recovery efforts by updating the Australian Government Crisis Management Framework and reinforcing collaboration through the National Coordination Mechanism.

Guided by our corporate plan, we made strong progress against our strategic commitments. Working alongside partners across all levels of government, industry, the not-for-profit sector and communities, we advanced our shared goal of a safer, more disaster-resilient Australia.

Over the year, we delivered key resilience initiatives including the Disaster Ready Fund and the Disaster Risk Reduction Package, and targeted recovery support through programs such as the North Queensland and Northern Rivers recovery packages. These efforts were complemented by the release of practical resources, such as the Natural Hazard Awareness Modules, the National Resilience Action Library, and the Disability Inclusive Emergency Management Toolkit – all aimed at helping communities better understand and manage their risk.

We bolstered national capabilities through the expansion of the National Emergency Management Stockpile and increased aerial firefighting capacity. We also brought partners together through flagship preparedness activities such as the annual HRWS Summit and Exercise Convergence.

Significantly, we progressed our reconciliation journey through the launch of our inaugural Reconciliation Action Plan. This is a milestone that strengthens our commitment to genuine engagement, inclusion and respect.

These achievements reflect the strength of our shared purpose and the collective effort of our people and partners.

Looking ahead, our work will continue to be guided by the Second National Action Plan, which operationalises the National Disaster Risk Reduction Framework and Australia's National Strategy for Disaster Resilience. This plan outlines a clear path to:

- drive coordinated national action
- reduce disaster risk and enhance resilience beyond simply avoiding losses

- align our efforts with the United Nations Sustainable Development Goals
- enable all Australians to be safe, connected and prosperous.

Alongside this, we will keep building on our role at the national level, growing our emergency management capability, to ensure effective coordination of disaster response and recovery.

We will also continue to strengthen both domestic and international partnerships to enhance collaboration, improve resource sharing and streamline response efforts.

I want to acknowledge and thank our dedicated staff who consistently go above and beyond to fulfil our shared vision. Their expertise, professionalism and compassion are at the heart of everything we have achieved.

This annual report is more than a summary of our progress. It also reaffirms our direction and commitment. It demonstrates how we are delivering on our purpose and how we will continue to support a stronger, safer and more resilient Australia, now and into the future.



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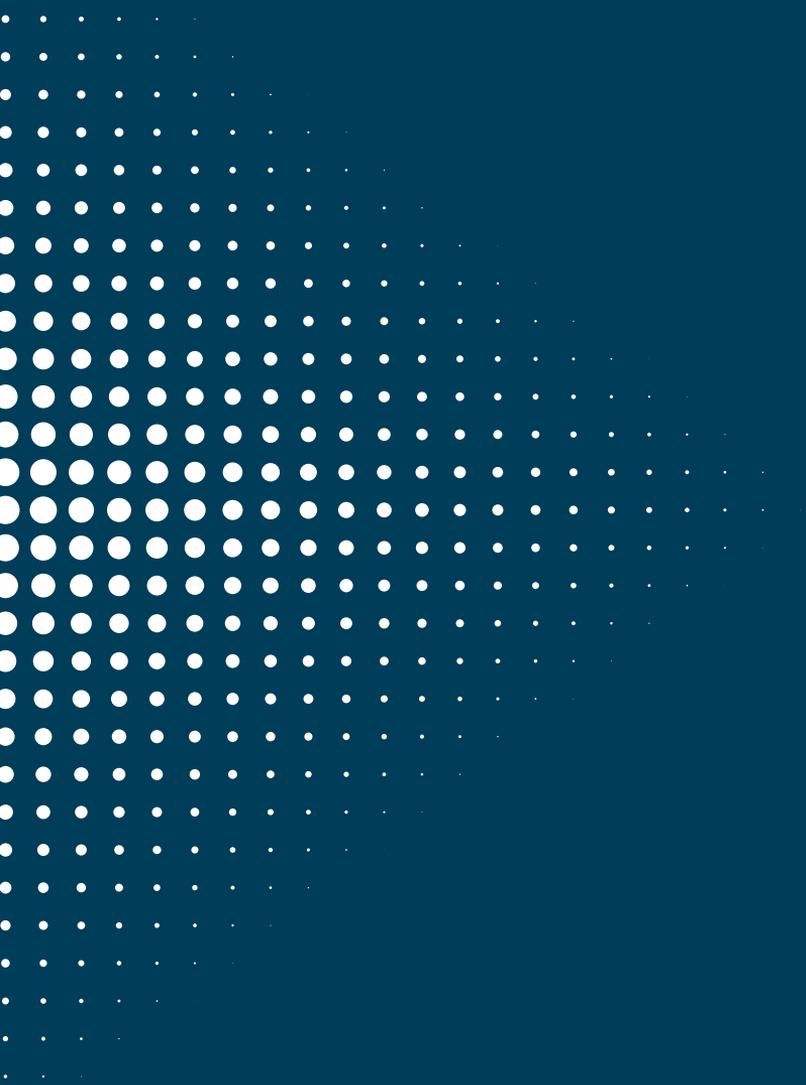
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Part 2: About us



Overview

NEMA is Australia's national disaster management organisation and is the accountable Commonwealth authority to deliver a whole-of-nation, end-to-end approach to planning, preparing, responding to and recovering from all-hazards crisis events, and reducing disaster risk across the emergency management continuum (see Figure 1). We are responsible for providing national leadership and strategic coordination across all levels of government and sectors.

We operate as an executive agency under the *Public Service Act 1999* (PS Act) within the Home Affairs portfolio.

We provide a strategic approach to disaster risk reduction, prevention, preparedness, response, relief, recovery and reconstruction – working in collaboration with a wide range of stakeholders, including Commonwealth, state, territory and local governments, industry, peak bodies and civil society.

We also provide the Australian Government with a strong base to continually improve and develop Australia's disaster response, recovery and resilience efforts in consecutive, concurrent and compounding events.

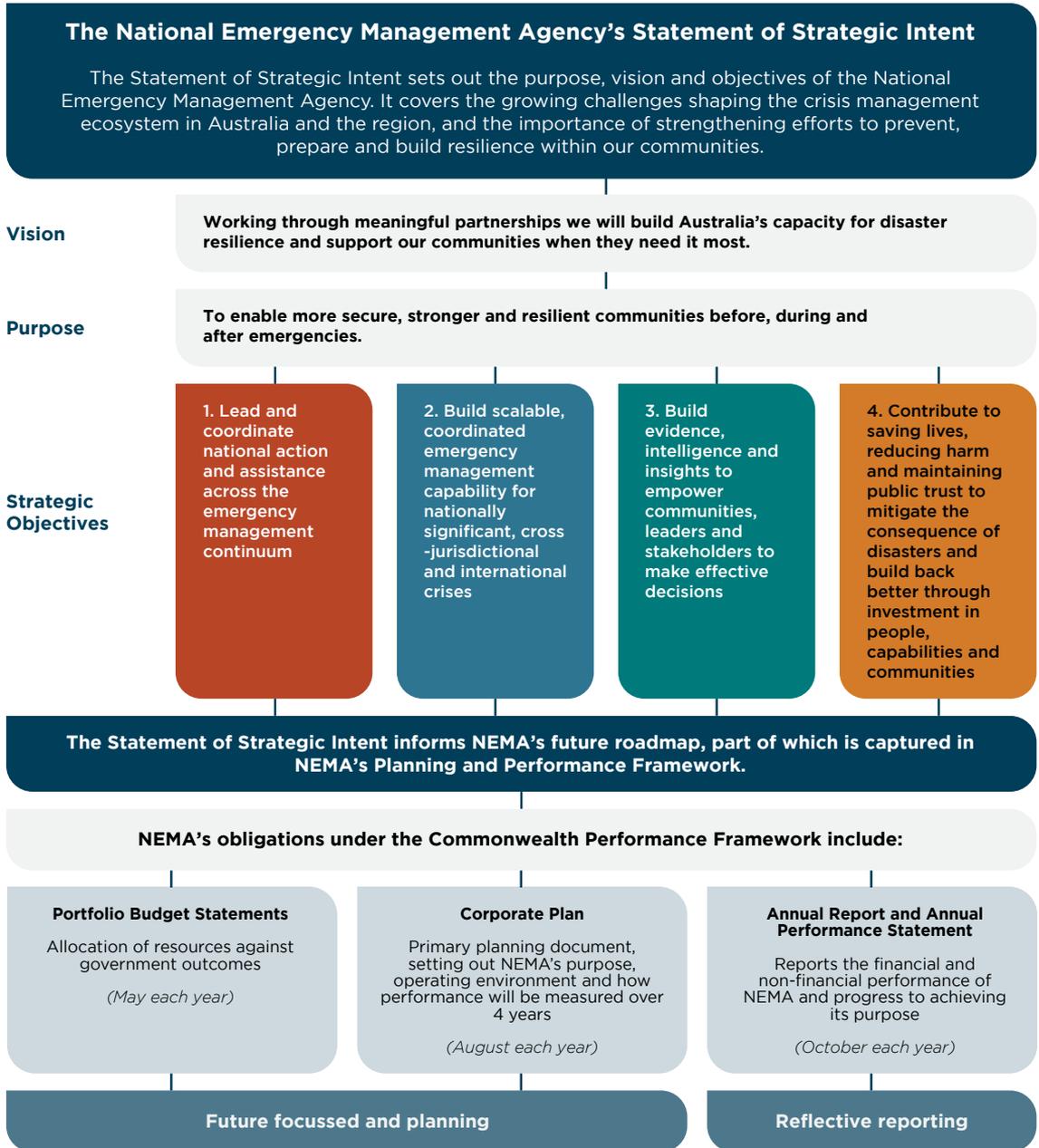
Our work covers the emergency management continuum with our strategic direction set by our Statement of Strategic Intent which outlines our purpose, vision and strategic objectives (see Figure 2),

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

Figure 1: Emergency Management Continuum



Figure 2: Statement of Strategic Intent



Accountable Authority

NEMA is led by the Coordinator-General. The Coordinator-General sets our strategy and direction, and is an important voice in national and international conversations on climate change, emergency management and risk reduction. For the reporting period, our Accountable Authority was Mr Brendan Moon AM.

The Coordinator-General is supported by the Executive, as at 30 June 2025, as shown by Figure 3. Executive remuneration is reported in Appendix 2.

Our leadership



Coordinator-General

Brendan Moon AM

Brendan Moon AM is a highly experienced leader in the emergency management sector and has extensive expertise across disaster response, recovery, preparedness and risk reduction.

Brendan was appointed as the first Coordinator-General of NEMA in October 2022 to establish an all-hazards, end-to-end agency to lead and coordinate Australian Government support for emergency management across Australia.

Prior to this national role, he spent 10 years with the Queensland Reconstruction Authority (QRA), starting as the General Manager, Operations in 2011 until his appointment as Chief Executive Officer in 2016. While with QRA, Brendan led recovery operations and state-wide reconstruction and recovery efforts for all significant natural disasters in Queensland since late 2015 until 2022.

Brendan is a regular contributor to national and international dialogues on disaster risk and resilience, addressing forums including the United Nations Office of Disaster Risk Reduction's Asian Ministerial Conference, Pacific Regional Disaster Managers and the Asia-Pacific Ministerial Conference on Disaster Risk Reduction.

He is a passionate advocate for cooperation and collaboration across international, national, state and local agencies for disaster preparedness, response and recovery.

Brendan is a graduate of the University of Queensland and represented Australia in rugby internationally as a member of the Australian Wallabies. Brendan's Order of Australia recognises his contribution to public administration and Australian Rugby Union.



Emergency Management and Response (EMR) Group

Deputy Coordinator-General, Joe Buffone PSM

Joe is the Deputy Coordinator-General of the EMR Group. He previously held the position of Director General of Emergency Management Australia (EMA) since October 2020, having been with EMA since December 2016, and had held multiple roles within the organisation. As Deputy-Coordinator General, Joe is responsible for overseeing the development of national operational capabilities, Australian Government crisis coordination for all-hazards, the Australian Government National Situation Room, coordination of Australian Government non-financial assistance, and for the execution and operationalisation of the Australian Government Crisis Management Framework (AGCMF).

Joe has more than 30 years' experience in security and disaster management and has held a number of key senior positions.

In 2024, he was appointed co-lead of the Exotic Animal Diseases Preparedness Joint Interagency Taskforce to undertake planning and preparedness across federal government, jurisdictions and industry in response to a possible incursion of foot and mouth disease

or lumpy skin disease. Joe was deployed to Victoria in 2020 to establish and lead the Victorian Aged Care Response Centre to coordinate the response to COVID-19 outbreaks in the aged care sector. He led the centre for 3 months until the situation was stabilised and transitioned to recovery.

Joe has held several senior executive positions over the past 15 years, such as Chief Officer of the Victorian Country Fire Authority, Deputy Emergency Management Commissioner, Victoria, and Deputy Emergency Services Commissioner, Victoria.

Joe has had direct involvement in coordinating and responding to major emergencies in Australia and internationally at the strategic, operational and tactical levels. He was deployed internationally to support an AUSMAT (medical assistance) team deployment following the 2017 earthquake in Papua New Guinea.

Joe has also served in the Australian Defence Force (ADF). He holds a Masters of Business, Graduate Diploma in Disaster Management, and a Diploma in Security Management.



Disaster Resilience and Recovery (DRR) Group

Deputy Coordinator-General, Dr Jill Charker

Jill commenced as the Deputy Coordinator-General of the DRR Group on 6 November 2023.

Jill is responsible for overseeing policy and program functions. These include Budget and Cabinet material, resilience and recovery policy, leadership of the Hazards Insurance Partnership (HIP), grants, program delivery assurance and evaluation, and the administration of a range of independent reviews. She is also responsible for supporting key emergency management governance forums (such as the National Emergency Management Ministers' Meeting and the Australia New Zealand Emergency Management Committee), as well as delivering on hazard mitigation measures.

Prior to her current role, Jill was a leader at McKinsey & Company's public sector

strategy and organisational practice. Jill has also held CEO and Deputy Secretary roles in the Australian Public Service over many years, across diverse portfolios, including employment, human services, immigration, superannuation and national statistics.

Jill holds a PhD in psychology and statistics, and has completed an Executive Master of Public Administration through the Australia and NZ School of Government (ANZSOG).

Jill is a graduate of the Australian Institute of Company Directors, a fellow and certified HR practitioner with the Australian HR Institute (AHRI) and also holds a postgraduate qualification in applied finance.



**Chief Operating
Officer (COO)
Group**

**COO, Vidoshi Jana
PSM FCPA CPHR**

Vidoshi is the COO and leads the teams responsible for corporate and enabling services, which include finance, people, risk, governance, communications, media, strategic engagement and technology. She also oversees the claims assurance process of over \$24 billion Disaster Recovery Funding Arrangement programs.

Prior to joining NEMA in 2022, Vidoshi held key positions in several government agencies, including the Department of Home Affairs, Australian Customs Service, Department of Finance, the Australian National University, and was the Chief Finance Officer at ComSuper.

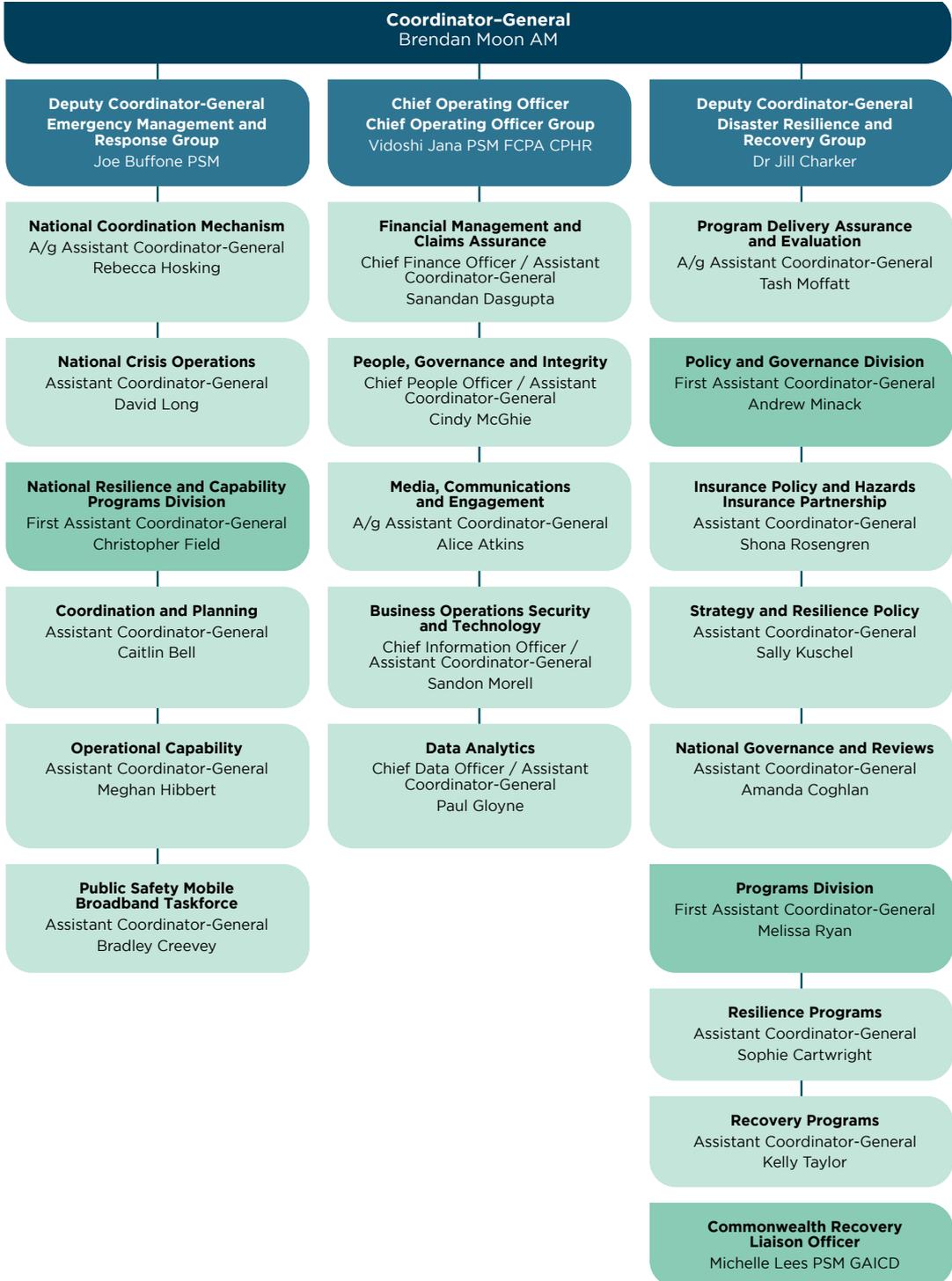
Vidoshi led a range of functions within the Department of Home

Affairs, including people strategy, payroll services, freedom of information, privacy and records management. She was also responsible for delivering the first human resources (HR) Operating Model, including a myHR digital service in the Department of Home Affairs, which saw the consolidation of all HR policies and procedures.

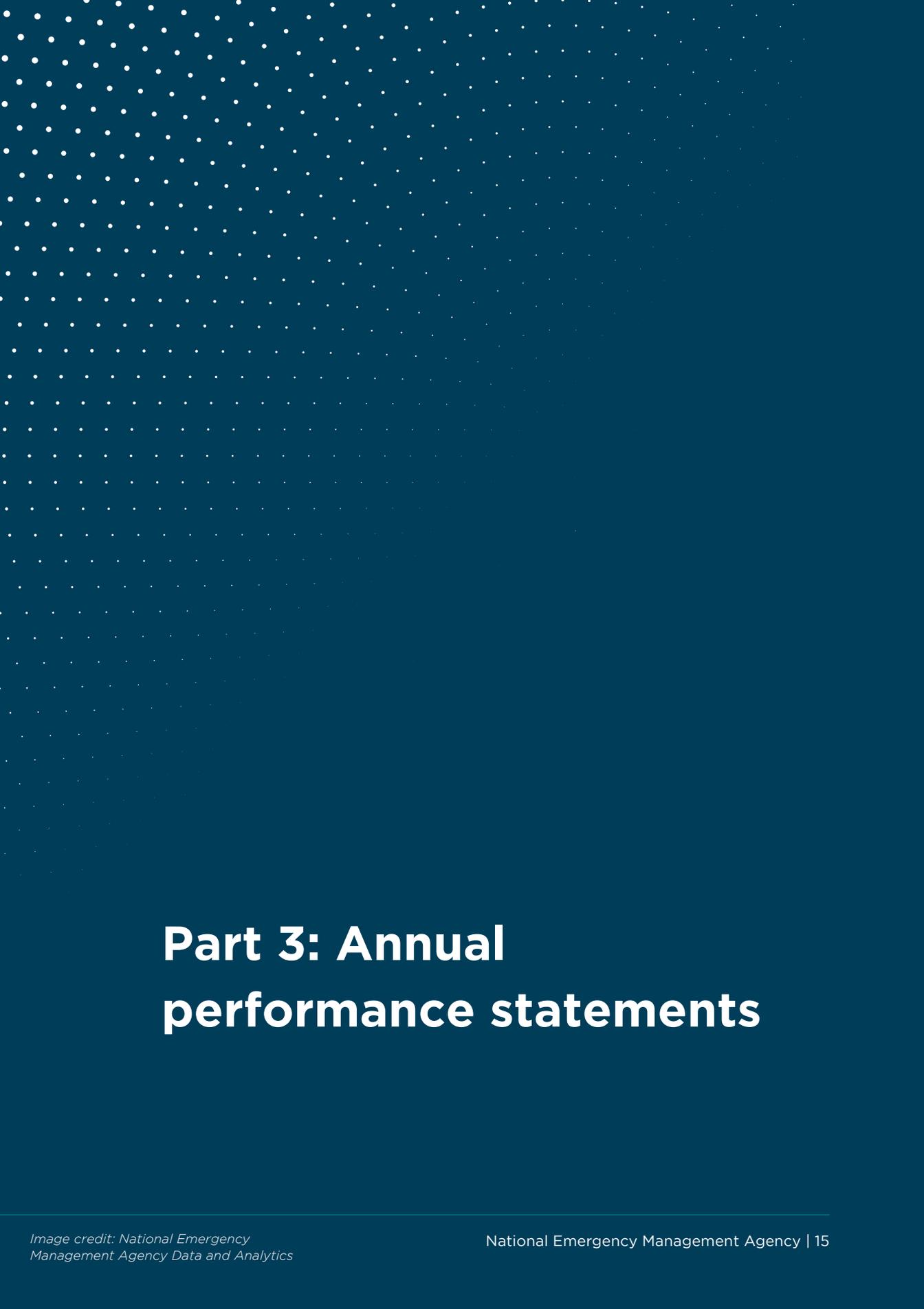
Vidoshi was listed as a Public Service Medal (PSM) recipient in the King's Birthday 2024 Honours List. The award recognised Vidoshi's achievements and contributions over more than 2 decades excelling in public administration as well as her pivotal role in establishing NEMA.

Vidoshi is a Fellow of CPA Australia, a Certified HR Practitioner and a graduate of the Australian Institute of Company Directors.

Figure 3: Organisational structure







Part 3: Annual performance statements

Statement of preparation

I, Brendan Moon AM, as the Accountable Authority of the National Emergency Management Agency (NEMA) present the 2024–25 Annual Performance Statement of NEMA as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In my opinion, this Annual Performance Statement is based on properly maintained records, accurately reflects the performance of NEMA and complies with subsection 39(2) of the PGPA Act.



Brendan Moon AM

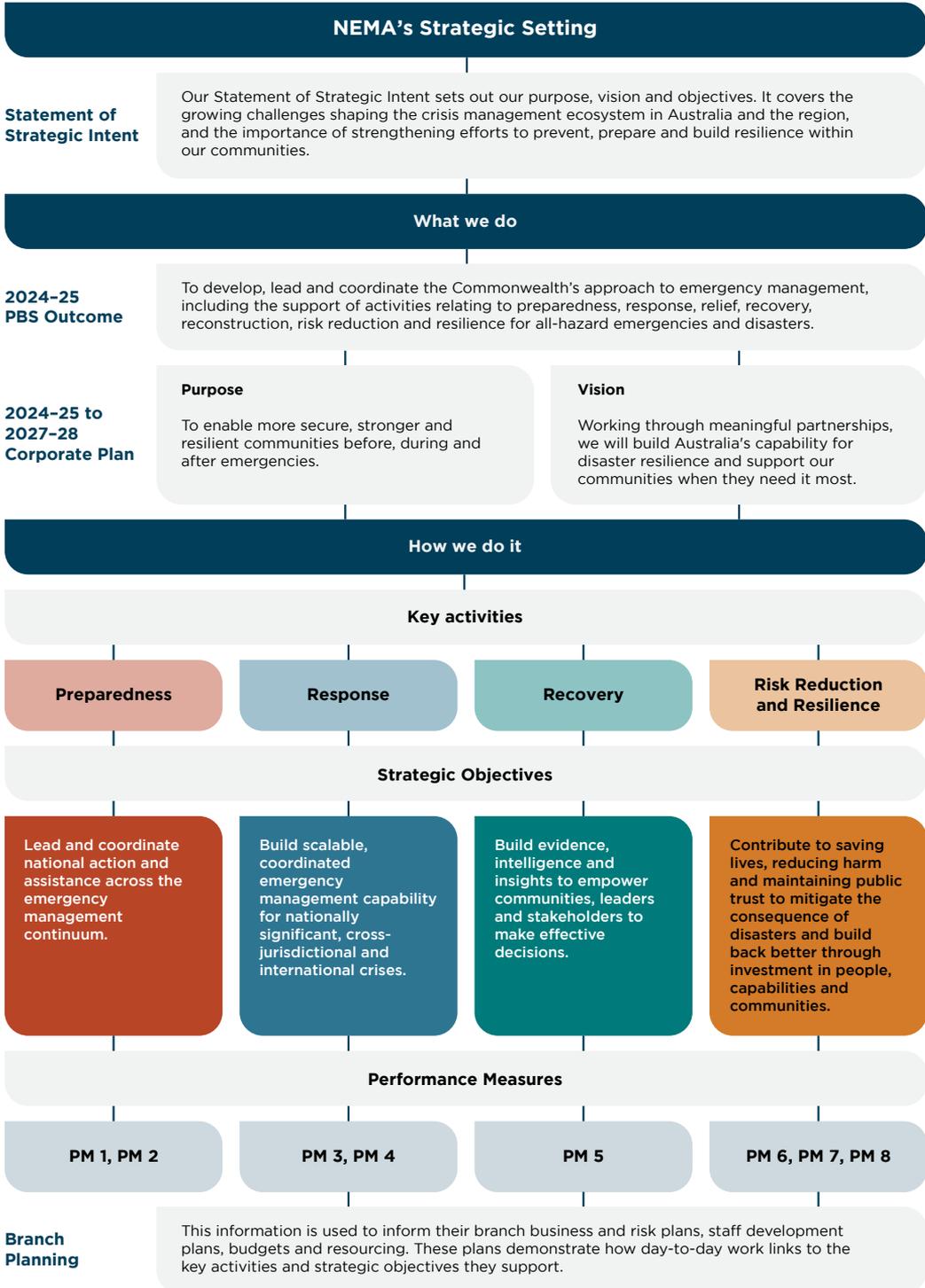
Coordinator-General
National Emergency Management Agency

Performance overview

The objective of the PGPA Act is to provide a coherent system of governance and accountability for public resources, with an emphasis on planning, performance and reporting. Our enterprise performance management is designed to ensure alignment between government direction, strategy, resources and capability to achieve our purpose and to meet the requirements of the PGPA Act.

The 2024–25 Annual Performance Statement provides an assessment of our performance against the performance criteria set out in the 2024–25 Corporate Plan and 2024–25 Portfolio Budget Statements (PBS). The relationship between these is shown in Figure 4. NEMA did refine its performance information from the 2024–25 PBS (refer Appendix 1), with changes outlined in the 2024–25 Corporate Plan.

Figure 4: Strategic setting



To support results, we undertake regular reporting of performance information. Over the reporting period, business areas tracked, monitored and reported their performance against relevant activities and measures. In understanding our performance results, note:

- A predetermined performance methodology outlined within each measure was used that was described in detail in the corporate plan and internal audit trail documentation. Any changes or caveats to this are outlined in the following pages.
- Where a performance measure is supported by a target, business areas have reported against the target to demonstrate performance against the key activity and measure.
- For all performance measures, business areas assign a result rating for each measure, supported by clear evidence and data analysis.

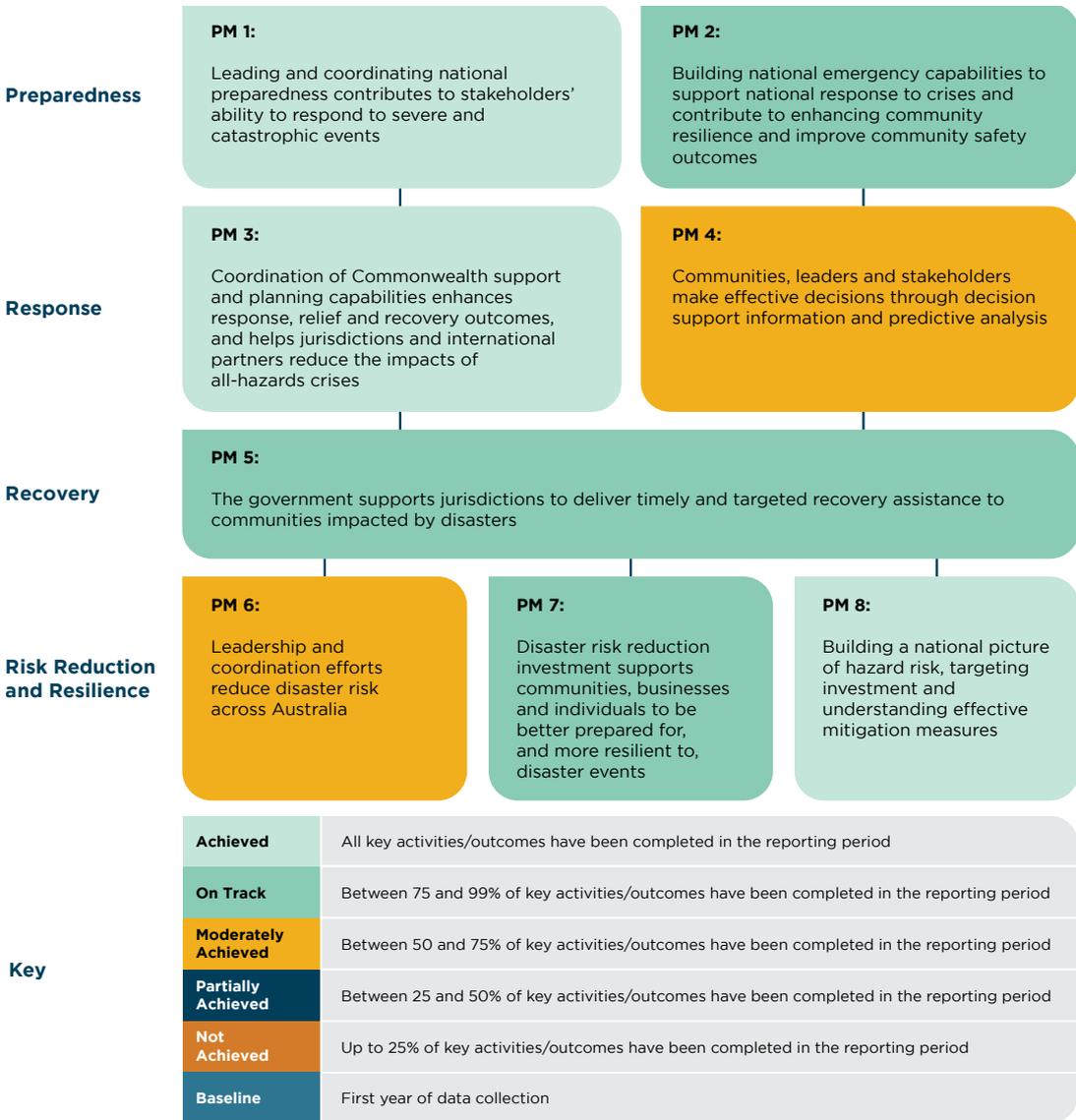
Image Credit: Justice and Community Safety Directorate (JACS)



Our performance

Of the 8 performance measures, 3 were achieved, 3 are on track and 2 were moderately achieved (see Figure 5). These results indicate that we nationally led, enabled, facilitated, coordinated and supported communities before, during and after emergencies and contributed to meeting our purpose.

Figure 5: Overview of our performance summary



Overarching analysis of performance

The impacts of climate change continue to reshape Australia's risk landscape. Hazards are emerging in regions previously unaffected, and existing threats are intensifying. These include natural disasters, biosecurity incursions and public health emergencies. The convergence of hazards – where one event triggers or amplifies another – has further magnified the scale and complexity of emergency management.

This evolving risk profile underscores the critical importance of disaster risk reduction and resilience-building across the emergency management continuum. Communities, supported by all levels of government, must develop localised systems to anticipate, understand and respond to these challenges. Agencies must also be equipped to rapidly mobilise and integrate resources across systems to address dynamic and overlapping threats.

During the reporting period, we worked in close partnership with local, state and territory governments, as well as key stakeholders, to strengthen Australia's national resilience. This was achieved through targeted investments in capabilities, data and information systems, and collaborative frameworks that support effective crisis management across jurisdictions.

In response to these challenges, we continued to evolve our operational capabilities and embed a culture of foresight, innovation and continuous improvement. Key strategic priorities included:

- leading and coordinating national preparedness, capability development and policy reform to support the Australian Government, jurisdictions and communities in responding to and recovering from all-hazard crises
- continuing to invest in disaster risk reduction and community resilience initiatives
- leading and coordinating national effort to reduce disaster risk and build resilience to limit the impacts of natural hazards on communities and economies when natural hazards do occur, including through stronger partnerships, capability development and policy reform
- preparing to deliver the National Messaging System (NMS), with rollout planned across Australia by October 2026
- partnering with First Nations people to develop national policy and deliver actions to reduce disaster risk and support culturally appropriate response and recovery, in support of our commitment to the 2025 Closing the Gap Implementation Plan under the lead of the Minister for Emergency Management and the Minister for Indigenous Australians.

While states and territories remain the primary responders to emergencies within their borders, we provided national leadership in coordinating response and recovery efforts. This role was carried out in an increasingly complex operating environment characterised by concurrent and compounding disaster events, escalating climate and biosecurity risks, and persistent geostrategic uncertainty. These included:

- flooding in North Queensland and New South Wales (NSW)
- 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 NSW
- flooding on the east coast of NSW
- the Vanuatu earthquake, Myanmar earthquake, Cambodia chemical disposal and Lebanon repatriations where we provided international support.

In 2024–25, the Australian Government delivered several strategic reviews including the Independent Review of Commonwealth Disaster Funding (Colvin Review) and the Independent Review of National Natural Disaster Governance Arrangements (Glasser Review), to assess the adequacy of current emergency management arrangements and identify opportunities for reform. These reviews highlighted the need for a more adaptive, integrated and future-focused approach to disaster management. We are supporting the government's holistic consideration and implementation of these recommendations, recognising the interdependent nature of the issues under review.

Image Credit: Queensland (Department of Transport and Main Roads (TMR))



Activity highlights

Collaborative crisis management: Exercise Convergence 2025 in action



Image credit: National Emergency Management Agency Exercise Convergence 2025

More than 300 people participated in Exercise Convergence 2025.

Australia is facing more challenging hazards than ever before. Biosecurity diseases, heatwaves, cyber outages and tsunamis don't happen in isolation. There is an increasing risk of hazard convergence, where overlapping and interrelated events have an impact greater than the sum of their parts.

Climate events are also happening more often. It is vital we build strong emergency management systems and skills.

During the recent HRWS, we saw how important it is to work together. True partnership and collaboration with all levels of government, community, not-

for-profits and industry is essential to reducing harm and making a difference to our communities.

This is why we need to unite and explore how we can better prepare for, respond to, and recover from crises together, regardless of whether climate drivers or human involvement causes them.

From 26 to 28 May, we held a national exercise called Exercise Convergence. This event brought together more than 300 participants from every level of government, industry partners, not-for-profit organisations and communication specialists. We tested how well we can prepare, respond and recover together.

Exercise Convergence allowed participants to learn about preparedness, response and recovery. We tested national crisis coordination mechanisms and explored our ability to handle multiple crisis events at the same time.

The exercise mirrored real-life situations. Participants faced challenges that needed quick thinking and fast action. The activities demanded teamwork, communication and coordination.

The exercise also included panel discussions which aimed to increase awareness of emerging risks, and to identify key priorities and strategies to keep public confidence. The discussions offered valuable insights into the challenges and opportunities of managing concurrent and compounding crises.

Experts shared their insights and best practices. This helped participants immerse themselves in the complexities of the exercise.

Image credit: National Emergency Management Agency Annual Employee Engagement Event



Detailed performance results

Key activity 1: Preparedness

We 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.

PM 1: Leading and coordinating national preparedness contributes to stakeholders' ability to respond to severe and catastrophic events

Planned Performance Result	2024-25 Result	2023-24 Result	2022-23 Result
100% achievement of key deliverables for national preparedness activities.	Achieved	Achieved	Achieved
Sub-Planned Performance Result	2024-25 Result	2023-24 Result	2022-23 Result
100% achievement of NEMA-led key deliverables for Prime Minister & Cabinet's (PM&C's) review of the Australian Government Crisis Management Framework (AGCMF).	Achieved	N/A	N/A
100% achievement of key deliverables for the 2024-25 Higher Risk Weather Season (HRWS) National Preparedness Program.	Achieved	Achieved	Achieved
100% achievement of key deliverables for the 2024-25 National Crisis Exercising Program.	Achieved	Achieved	Achieved

Analysis

The increasing frequency and severity of extreme crises in Australia and overseas for both natural and human-induced hazards (e.g. space weather and cyber-attacks, respectively) highlights the importance of the strategic and operational role the Australian Government plays in crisis coordination and emergency management.

The comprehensive review of the AGCMF was finalised in January 2024, with 9 recommendations identified. Over the reporting period, we led or supported the delivery of 7 review recommendations, which aimed to enhance the AGCMF and broader Australian Government crisis management arrangements.

NEMA-led key deliverables for PM&C's review of the AGCMF

The AGCMF is the Australian Government's capstone policy framing Australia's national crisis management arrangements, and we have a range of responsibilities under these arrangements, including the administration of several national plans.

The key deliverables planned for this reporting period included:

1. Completion of 3 new interim national plans for space weather events, catastrophic crises and coordination of incoming international assistance.
2. Completion of interim Crisis Communication Guidelines.
3. Completion of Exercise and Lessons in a Box toolkits.

All deliverables were completed and shared across the Australian Government in tandem with the release of the updated AGCMF in September 2024. This included:

- Interim Australian Government Catastrophic Plan (AUSCATPLAN); Interim Australian Government Space Weather Event Plan (AUSSWEPLAN) and Interim Australian Government Reception of International Assistance Plan (AUSRIAPLAN); and the Australian Government National Plans Guideline to support the development, review and implementation of consistent Australian Government National Plans.
- Interim Crisis Communication Guidelines: to support the Australian Government in considering the most effective ways to communicate both across government and to the public during times of crisis.
- Exercise toolkit: to support Australian Government agencies with designing and conducting exercises. This toolkit contains over 34 templates and example documents to provide practical guidance and support.
- Lessons in a Box toolkit: following events of national significance where Australian Government agencies are required to undertake evaluation activities, this toolkit contains instructional guidance and templates to conduct an effective lessons process in line with best practice.

2024–25 HRWS National Preparedness Program

Through the annual HRWS Preparedness Program, we support preparedness and engage with government ministers, Members of Parliament, Australian Government agencies, state and territory agencies, not-for-profit organisations, the media and industry stakeholders to provide advice on the forward climate outlook and national coordination arrangements. For the 2024–25 program, we provided bespoke briefings to the Minister, Members of Parliament, the media and other stakeholders, and released an updated Disaster Reference Booklet. We also ensured key stakeholders from each state and territory were represented at the National Preparedness Summit.

All of this was successfully completed at the National Preparedness Summit, which was held on 18–19 September 2024. The outcomes from this work included:

- a shared understanding of anticipated HRWS risks and national capability
- strengthened relationships within and across sectors to respond to anticipated HRWS risks
- increased public awareness of Australia's preparedness activities
- identification of key national capability gaps and risks in advance of the HRWS.

2024–25 National Crisis Exercising Program

The key deliverables for this reporting period included:

1. Full completion of 2 national-level exercises annually.
2. Inviting all states and territories to participate at annual national-level exercises.

We conducted the 2024–25 National Preparedness Summit Exercise on 19 September 2024, with representatives from all relevant state and territory agencies invited to participate. Delegates attending the summit heard from emergency management professionals on topics including:

- warnings and community messaging
- best practice evacuation in First Nations communities
- emergency shelter
- collaboratively delivering integrated recovery outcomes for our communities.

In addition, Exercise Convergence was held from 26–28 May 2025, which aimed to enhance Australia’s collective preparedness for a nationally catastrophic series of crises. Exercise Convergence was a collaborative effort between national, state and territory government agencies, industry organisations and communication specialists. The exercise provided an opportunity to thoroughly assess existing response arrangements, decision-making, communication and coordination for national catastrophic crises. We worked with our partners to explore national crisis response and early recovery arrangements, uplift exercise and lessons capability and support continuous improvement to strengthen multi-jurisdictional and multi-agency preparedness for crisis response. This is the third year of the exercise program.

By achieving the key deliverables for the National Crises Exercising Program, we continue to explore national crisis response and early recovery arrangements, uplift exercise and lessons capability, and support continuous improvement to strengthen multi-jurisdictional and multi-agency preparedness for crisis response.

Authority and source: PBS Program 1.1 NEMA, 2024–25 Portfolio Budget Statements (page 120) and 2024–25 Corporate Plan (pages 19–38).

Methodology: This measure and planned performance results 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. 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.

PM 2: Building national emergency capabilities to support national response to crises and contribute to enhancing community resilience and improve community safety outcomes

Planned Performance Result	2024–25 Result	2023–24 Result	2022–23 Result
100% achievement of delivery milestones for the implementation of capability projects.	On track	On track	Partially achieved
Sub-Planned Performance Result	2024–25 Result	2023–24 Result	2022–23 Result
100% of National Emergency Management Stockpile (NEMS) project milestones for 2024–25 achieved.	On track	On track	On track
100% of cell broadcast National Messaging System (NMS) stage 1 milestones for 2024–25 achieved.	Moderately achieved	On track	Partially achieved
100% of Public Safety Mobile Broadband (PSMB) Taskforce milestones for 2024–25 achieved.	Moderately achieved	On track	Partially achieved
100% of 2024–25 Disaster Relief Australia (DRA) milestones achieved through the grant funding agreement.	Achieved	On track	N/A
100% of 2024–25 National Aerial Firefighting Centre (NAFC) deliverables achieved through the grant funding agreement.	Achieved	N/A	N/A

Analysis

The measure evaluates how we supported the development of significant national emergency capabilities that contributed to enhanced community resilience and improved safety outcomes. These and our other projects enhance resilience and safety outcomes for the Australian community. The deliverables for the reporting period are outlined below, with the outcomes demonstrating how increasing significant capability is a key contributor to enhancing community resilience and safety outcomes.

Capability project description	Reporting period achievements
<p>The NEMS is designed to deploy critical goods and services to support Australian communities before, during and after disasters. The stockpile includes re-deployable goods such as emergency shelter camps, power generators and water treatment systems, and single-use consumables, such as sandbags. Industry will hold and maintain these on behalf of the Australian Government in storage sites ready to despatch within 24 hours of NEMA tasking a supplier to move goods.</p>	<p>Over the reporting period, we planned to deliver 4 project milestones:</p> <ul style="list-style-type: none"> • Milestone 1 was 100% delivered • Milestone 2 was 95% delivered • Milestone 3 was 100% delivered • Milestone 4 was 40% delivered. <p>This resulted in a 93% overall achievement, noting that each milestone was weighted differently against a target of 100%.</p>
<p>The establishment of the NEMS capability will enable alternative Commonwealth capabilities through streamlined procurement mechanisms and the rapid deployment of critical disaster response and relief resources when states and territories request non-financial assistance from the Australian Government.</p>	<p>This included:</p> <ul style="list-style-type: none"> • The procurement of critical goods for the stockpile, ready to be deployed to support Australian communities impacted by disaster (Milestone 1). • A second open tender process (Tranche 2) to enhance the capabilities, capacity and competition amongst suppliers for the NEMS Standing Offer Panel (Milestone 2). • An agreed costing model (Milestone 3). • Strategic partnership negotiations with the National Critical Care and Trauma Response Centre (NCCTRC) progressed and will continue to progress as business as usual. As part of this deliverable, we confirmed authorised access to various strategic lift/transport panels, which are managed by the Department of Defence, and commenced negotiations to leverage support through specific Defence Air Support contracts (Milestone 4).

Capability project description

The NMS is a cell broadcast system that will be able to send messages, alerts and warnings to both targeted and large numbers of mobile devices across the entire country if needed. These will be delivered in near real-time during emergencies, disasters and crises.

The NMS project is being delivered in partnership with Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. We are responsible for delivering the Cell Broadcast Entity (CBE) contract with Telstra as the provider, and the department is responsible for delivering the Cell Broadcast Centre (CBC) contracts with Telstra, TPG and Optus.

Reporting period achievements

Over the reporting period, we planned to deliver 6 project milestones, with 2 fully delivered, 3 moderately delivered and one partially delivered. This resulted in a 73% overall achievement, with all milestones equally weighted against a target of 100%.

This included:

- All contracts signed with mobile network operators. The CBE contract was executed in February 2025 following extensive negotiations, with Milestone 1 achieved upon signing.
- Milestone 2 for CBE Design Acceptance was achieved on 27 June 2025, which establishes and demonstrates delivery of the agreed project governance and progress reporting to the Commonwealth.
- An NMS webinar was held in May 2025 which provided all stakeholders an update on the NMS project.
- The Australia-New Zealand Emergency Management Committee (ANZEMC) agreed to the NMS strategic roadmap in June 2025.
- The NMS Intergovernmental Agreement (IGA) negotiations progressed with states and territories with co-funding principles established.

Capability project description

The PSMB Taskforce was established to create the framework for delivery of a national PSMB capability. This capability, once implemented, will provide public safety personnel with prioritised, fast, safe and secure data, video and voice communications, supported by satellite and deployable mobile broadband services. This capability will improve the safety, effectiveness and coordination of our front-line responders and, in turn, help protect the people, property and businesses of Australia.

Reporting period achievements

Over the reporting period, we planned to deliver 5 project milestones, with one fully delivered and 4 moderately achieved, resulting in 70% overall achievement with all milestones equally weighted against a target of 100%.

This included:

- Completion of the first phase of the approach to market via a national request for information (RFI) to the telecommunications industry. The RFI resulted in a strong response from industry and delivered a range of PSMB capability options and rough order of magnitude costings.
- A national strategic business case for consideration by the states and territories, which was supported by ANZEMC members in April 2025.
- A draft PSMB IGA, ready for negotiation, finalisation and execution with all states and territories.
- Options for a draft national PSMB entity organisational structure.
- A developed PSMB capability model and rough order of magnitude cost for a national PSMB capability, to be refined and presented for consideration by the Australian Government.

With significant progress made, the Taskforce required an additional 12 months to continue to collaborate with the states and territories to complete the design of the PSMB capability and move into delivery. The Australian Government provided 12 months of additional funds to leverage the current progress to continue delivery of the PSMB program, extending to 2025-26.

Capability project description

The DRA Volunteer Uplift program is being delivered through a Commonwealth Grant Agreement to support the rapid uplift of DRA's capacity as an organisation, including costs associated with recruitment, deployment, equipment and training of 5,200 new volunteers in addition to DRA's existing disaster volunteer workforce. This increased volunteer base will provide an alternative to deployments of the ADF during relief and recovery operations.

Reporting period achievements

The 3 planned grant milestones were achieved in the reporting period, including:

- Milestone 9 - DRA and government joint public awareness campaign
- Milestone 10 - Enhanced training framework
- Milestone 11 - Establish facilities to accommodate Volunteer Uplift Program growth.

Milestones 1-8 were completed in 2023-24.

The Australian Government has deployed DRA 6 times since commencing the program in November 2023 to 30 June 2025.

The Australian Government deployments included:

Date and activity	Location	Hazard
November 2023 - Planning and logistics	Northern Territory	Bushfires
December 2023 - Impact assessment assistance	Northern Territory	Bushfires
January/February 2024 - Clean-up operations	South East Queensland and Far North Queensland	Ex-Tropical Cyclone Jasper
March/April 2025 - Recovery support, planning and liaison support	South East Queensland	Ex-Tropical Cyclone Alfred
May 2025 - Debris clean-up, removal and maintain road access, welfare checks, fencing, emergency chainsaw operations, planning and liaison support and coordination of non-government organisations, and spontaneous volunteers	NSW Mid-North Coast	Rainfall

Capability project description	Reporting period achievements
<p>NAFC supports the delivery of national, state and territory aircraft for use by fire and emergency services. This investment delivers a broad range of aerial assets, including specific firefighting aircraft as well as a mix of fixedwing and rotarywing multiuse assets. The availability of these assets significantly strengthens protection for communities as they face an increasingly diverse range of more intense, frequent and concurrent disasters due to the effects of climate change.</p>	<p>This demonstrates that alternative capability can be realised and will lead to the overall success of the initiative to support states and territories as the primary first responders through increased organisational capability and capacity. Success will also provide the Australian Government with an alternative to the ADF during relief and recovery operations for severe and catastrophic crises.</p> <p>Over the reporting period, we successfully supported NAFC to source around 170 different aircraft, including one national Large Air Tanker (LAT) and 2 Type 1 helicopters for multi-use capabilities.</p> <p>We supported NAFC to complete procurement and contract management activities to conduct modern, efficient and effective aerial firefighting. Procurement and contract management activities, overseen by external probity advisers, resulted in the onboarding of 164 aircraft providing 177 services for the 2024-25 HRWS.</p> <p>We also supported NAFC to approve standing costs for a wide variety of aircraft types. The NAFC Strategic Committee apportioned funding to the states and territories to support the standing charges of the NAFC-contracted fleet in 2024-25, comprising 164 aircraft, including 6 LATs, 17 large helicopters and other fixed and rotary wing aircraft.</p> <p>In addition, we supported NAFC to conduct agreed evaluation and analysis activities to support the optimisation of the fleet in future years. NAFC has worked to monitor, facilitate and share research activities relevant to the Australian aerial firefighting sector. NAFC:</p> <ul style="list-style-type: none"> • is highly engaged in the National Research Hazards Australia research project, 'Why Fly? How do we know that aerial operations are effective and efficient?' • facilitates the NAFC Aviation Safety Group and the Aviation Research Innovation and Development Group, enabling the sharing of information and sector research.

Authority and source: PBS Program 1.1 NEMA, 2024-25 Portfolio Budget Statements (page 120) and 2024-25 Corporate Plan (pages 19-38).

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.

Key activity 2: Response

We lead and coordinate Australian Government response and support international response when required.

PM 3: Coordination of Commonwealth support and planning capabilities enhances response, relief and recovery outcomes, and helps jurisdictions and international partners reduce the impacts of all-hazards crises

Planned Performance Result	2024-25 Result	2023-24 Result	2022-23 Result
As agreed by NEMA, response resources and capabilities are deployed 100% of the time and in a timely manner to aid response efforts to disaster-impacted jurisdictions.	Achieved	Achieved	Achieved
Sub-Planned Performance Result	2024-25 Result	2023-24 Result	2022-23 Result
100% of requests for the National Coordination Mechanism (NCM) are activated as agreed by NEMA.	Achieved	Achieved	Achieved
National plans are activated 100% of the time they are required, within 48 hours.	Achieved	N/A	N/A
100% of requests for stockpiled goods within the NEMS are ready and available for deployment within 24 hours of tasking.	Achieved	N/A	N/A
100% of requests for coordination and planning support are fulfilled within 48 hours.	Achieved	N/A	N/A

Analysis

National emergencies and disasters are becoming more frequent and severe and often result in compounding and cascading effects. Throughout the reporting period, we continued to lead and coordinate action and assistance for all-hazards, in accordance with the AGCMF. We coordinated the Australian Government's capability and increased the capacity of the states and territories to prepare for, respond to and recover from all-hazards events. The NCM and our Crisis Coordination Teams (CCTs) coordinated consequence management activities in preparation for and response to severe weather impacts, critical infrastructure outages, food and grocery disruptions, cyber incidents, offshore conflict repatriations, national security and biosecurity issues. Outcomes for the reporting period included:

- The NCM is a collaboration tool that brings together the right people from government, industry and non-government organisations across Australia before, during and after a crisis. The NCM shares information, solves problems and finds solutions to stabilise crises quickly. The NCM was activated 100% of the time that it was requested, with 56 NCMs held to support situational awareness, preparedness and response activity in relation to 12 topics.
- 100% of national plans were activated within 48 hours of being required. The 8 national plans activated, included:
 - COMDISPLAN - 4 activations:
 - Northern Territory bushfires
 - Victoria anticipated severe weather
 - national and elevated bushfire risk
 - nationally significant weather (Ex-Tropical Cyclone Zelia and Ex-Tropical Cyclone Alfred)
 - AUSRECEPLAN - one activation:
 - Lebanon repatriation
 - AUSASSISTPLAN - 3 activations:
 - Vanuatu earthquake
 - Myanmar earthquake
 - Cambodia chemical disposal.
- 100% of requests for stockpiled goods within the NEMS were ready and available for deployment within 24 hours of tasking. There were 3 deployments from the NEMS:
 - 4 March 2025, sandbags to South Eastern Queensland (timing from NEMA tasking supplier to despatch was 4 hours 19 minutes)
 - 7 March 2025, generators and fuel tanks to Northern NSW (timing from NEMA tasking supplier to despatch was 4 hours 29 minutes)
 - 28 May 2025, Boxwall flood mitigation barriers and one high volume dewatering pump to the Hunter region, NSW (timing from NEMA tasking supplier to despatch was 7 hours 22 minutes).
- There were 49 requests for coordination and planning support in a Liaison Officer (LO) capacity. All 49 of these requests were fulfilled within 48 hours, including support for severe weather in NSW, Ex-Tropical Cyclone Alfred, Victorian bushfires and Australians repatriating from Lebanon. Also, on 21 occasions, Coordination and Planning Officers (CPOs) filled roles on CCTs via the standing roster arrangements. CPOs also provided support to the Commonwealth Recovery Liaison Officer with 4 personnel seconded.

Authority and source: PBS Program 1.5: Emergency Management, 2024-25 Portfolio Budget Statements (page 123) and 2024-25 Corporate Plan (pages 19-38).

Methodology: Analysis of whether appropriate response resources and capabilities have been deployed 100% of the time, and in a timely manner, to aid response efforts to disaster-impacted jurisdictions.

PM 4: Communities, leaders and stakeholders make effective decisions through decision support information and predictive analysis

Performance Measure Results	2024-25 Result	2023-24 Result	2022-23 Result
Communities, leaders and stakeholders make effective decisions through decision support information and predictive analysis.	Moderately achieved	N/A	N/A
Planned Performance Result	2024-25 Result	2023-24 Result	2022-23 Result
Crisis intelligence delivers a service to meet requirements on 80% of requests for information.	Achieved	N/A	N/A
Increase the percentage of active National Joint Common Operating Picture (NJCOP) users in 2024-25 from 30% to 40%.	Not achieved	N/A	N/A
Localised and location-based natural hazard information is publicly available 100% of the time.	Achieved	N/A	N/A

This measure does not have any sub-planned performance results.

Analysis

The measure evaluates 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 to support stakeholder decision-making, and every effort will be made to meet requests for information.

Crisis intelligence

Our crisis intelligence capability was established during this reporting period and supports Australian Government and state and territory agencies by providing decision support both during and between crises. During the reporting period, our Crisis Intelligence Section (CIS) produced 93% of requested decision support products (120 out of 128 requests), in addition to daily event dashboards during CCT activations. This included research, open source insights, national watch points, analysis, consequence analysis, seasonal outlook and horizon scan reports disseminated to decision-makers covering all-hazards with a focus on natural hazards and space weather, for which we are the AGCMF Lead Coordinating Agency. Where a product was not provided, this was because of the nature of the changing operational requirements, and the information was no longer required.

National Joint Common Operating Picture (NJCOP)

The NJCOP was developed in response to the recommendations outlined by the Royal Commission into National Natural Disaster Arrangements (2020) and partially addresses a number of the recommendations centred on collaboration. This is achieved through displaying a range of data feeds such as emergency warnings, current weather events, government assistance, infrastructure, and demographics from agencies such as the Bureau of Meteorology, Australian Bureau of Statistics and Geoscience Australia. 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.

We set a target of a 40% increase of active users for 2024–25 to better assist communities, leaders and stakeholders with an increased ability to make effective decisions through decision support information and predictive analysis. For the reporting period:

- there was an overall gain of 25% active users against the target of 40%
- the total number of users reached 1,018 and the total number of new users was 385
- user access greater than 90 days increased from 37% to 43%; and 50% to 61.9% for 180 days.

This represents an overall improved result, which we will continue to build on.

Localised and location-based natural hazard information

Our Data Strategy 2023–25 reinforces the intent to collaborate with our user stakeholders to improve access to data. The strategy reinforces the importance of discovery and data sharing to continue to support our understanding of crises and disasters and identify opportunities to increase resilience. A key element of the strategy is to increase user access to data and analytical products.

For the reporting period, our localised and location-based natural hazard information was available 99.99% of the time through the disaster-affected Local Government Areas (LGA) maps at nema.gov.au/about-us/governance-and-reporting/data#/map.

These interactive maps provide information on disaster-affected LGAs, including general data, hazard impact footprint/s (cyclone, bushfire and flood, noting not all declared disasters are represented), relief and recovery support, and some of our recovery and resilience projects. This important resource enabled the public, citizens and community to prepare for disasters through the provision of relevant and accurate data, and supported government of all levels to make effective decisions based on consistent information.

Authority and source: PBS Program 1.1 NEMA, 2024–25 Portfolio Budget Statements (page 120) and 2024–25 Corporate Plan (pages 19–38).

Methodology:

Analysis of how we are supporting communities, leaders and stakeholder to make effective decisions through:

- The crisis intelligence function that supports state, territory and Australian government agencies with information and analysis. While striving to meet 100% of requests, some crises require prioritisation. An 80% target has been chosen to account for these circumstances.
- An increase in the percentage of active users of the NJCOP will demonstrate that communities, leaders and stakeholders have an increased ability to make effective decisions through decision support information and predictive analysis.
- A key element of our data strategy is to increase user access to data and analytical products. Ensuring that localised and location-based natural hazard information on our website is available 100% of the time will demonstrate that our users are able to make effective decisions and create their own data products as required. Data will be drawn from internal records to assess the result.

Key activity 3: Recovery

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

PM 5: The government supports jurisdictions to deliver timely and targeted recovery assistance to communities impacted by disasters

Performance Measure Result	2024-25 Result	2023-24 Result	2022-23 Result
The government supports jurisdictions to deliver timely and targeted recovery assistance to communities impacted by disasters.	On track	On track	Partially achieved
Planned Performance Result	2024-25 Result	2023-24 Result	2022-23 Result
Disaster Recovery Funding Arrangements (DRFA), Australian Government Disaster Recovery Payment (AGDRP) and Disaster Recovery Allowance internal timeliness targets are met 100% of the time.	On track	Achieved	Partially achieved
100% of DRFA (Category C and D) funding requests to the Minister address the DRFA principles.	Achieved	Achieved	N/A

This measure does not have any sub-planned performance results.

Analysis

Each disaster event is unique. We must provide accurate and timely advice to government on the impact of a disaster event, the assistance required and any emerging issues so government can respond in the most effective way. State and territory governments have primary responsibility for responding to disasters and providing assistance to impacted communities.

The Australian Government supports states and territories with the costs of providing relief and recovery assistance to communities through the jointly funded DRFA. Under these arrangements, the state government identifies the assistance required to support impacted communities, and the Australian Government jointly funds it where this is in line with the DRFA principles. This recognises that states are best placed to identify the type and level of assistance to make available following a disaster, in accordance with their responsibility for disaster management.

Particularly during the HRWS there can be a significant number of larger-scale events occurring across the country. This can impact the capacity of states and territories to provide evidence-based requests and for us to provide accurate and timely advice to make relief and recovery assistance available to impacted communities as timely as possible.

The result has been determined by comparing the average responsiveness across all occurrences to form a final rating against the target of 100%. For the reporting period:

- 96% of the timeliness targets were met across all events for the reporting period, including 151 Category A and B activations, 22 Category C and D requests, and 23 AGDRP and Disaster Recovery Allowance activations. The target of 100% was not achieved due to the federal election caretaker period, however no immediate recovery needs were delayed.
- 100% of advice provided by NEMA to the Minister for Emergency Management on DRFA funding requests for the reporting period addressed the DRFA principles.

By achieving this we enable the timely activation and/or commitment of funding so that critical recovery assistance can be made available to affected individuals, businesses and communities as soon as possible following a natural disaster. Meeting these outcomes also ensures that the assistance that is made available is informed by the principles, being:

- recovery is a shared responsibility
- assistance is not a disincentive for self-help or mitigation strategies
- assistance is an efficient use of public funds
- as much as possible, those affected in the same way receive the same assistance.

Authority and source: PBS Program 1.2: Australian Government Disaster & Emergency Financial Support, 2024–25 Portfolio Budget Statements (page 121) and 2024–25 Corporate Plan (pages 19–38).

Methodology: The methodology for this performance measure consisted 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. The performance analysis will consider if we were able to meet internal responsiveness targets 100% of the time for the DRFA (Category A, B, C and D), the AGDRP and Disaster Recovery Allowance, and that our advice on all DRFA Category C and D requests addressed the DRFA principles.

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.

PM 6: Leadership and coordination efforts reduce disaster risk across Australia			
Planned Performance Result	2024-25 Result	2023-24 Result	2022-23 Result
Progress against the implementation of the Second National Action Plan to implement the National Disaster Risk Reduction Framework (NDRRF).	Moderately achieved	Achieved	On track
Sub-Planned Performance Result	2024-25 Result	2023-24 Result	2022-23 Result
The influence of 15 of Commonwealth investment decisions, policies/frameworks, programs and tools developed to embed disaster risk reduction principles.	Achieved	N/A	N/A
Completion of a minimum of 4 meetings of the Disaster Risk Reduction Time Limited Working Group (DRR TLWG) to facilitate cross-jurisdictional information sharing.	Not achieved	N/A	N/A
Completion of reporting for the national annual Sendai indicator data to the United Nations Office for Disaster Risk Reduction (UNDRR).	Achieved	Achieved	On track

Analysis

The Australian Government is driving a strategic and coordinated national agenda to reduce the risk and impact of disasters. This measure assesses our efficacy in leading and coordinating efforts to reduce disaster risk and build resilience nationally through 3 specific aspects of a much broader work program to reduce disaster risk.

The NDRRF and its supporting Second National Action Plan implements the United Nations Sendai Framework for Disaster Risk Reduction 2015–2030. This guides national efforts to proactively reduce disaster risk, minimise the impact of disasters and drive progress towards the Sendai 2030 goals. Implementation is a shared responsibility, and we are working with states, territories and local government, the private and not-for-profit sectors, and other key stakeholders to create stronger, more secure and more resilient communities. The frameworks and action plan guide investment under the Disaster Ready Fund (DRF), the work of the Australian Institute for Disaster Resilience, and Natural Hazards Research Australia.

During the reporting period, we planned to deliver 3 sub-performance results for this measure to demonstrate progress in implementing the Second National Action Plan to implement the NDRRF. We successfully delivered 2 of the 3 activities, resulting in an overall result of 60% achievement (noting the result is an aggregate of the sub-planned performance results against the target of 100% and each sub-planned performance result is weighted differently).

To achieve Australia's 2030 vision for disaster risk reduction and realise outcomes of the NDRRF and its Second National Action Plan, we seek to influence Commonwealth policies/frameworks, programs and tools. These actions aim to develop a better shared understanding of risk, encourage ambitious national action to reduce existing disaster risk and to minimise the creation of future disaster risk. This included:

- Delivery of the Disability Inclusive Emergency Management Toolkit, in partnership with the University of Sydney and co-designed through an in-depth process of consultation with people with disability and their advocates, to ensure the needs of people with disability are considered in emergency planning.
- Advocacy for disaster risk reduction in other Commonwealth policies/framework, programs and tools, as well as work delivered by state and territory governments and non-government organisations, including research institutes.
- Input to approximately 40 Commonwealth policy processes with at least 15 completed processes, with others still under development in the reporting period. Examples included:
 - inclusion of new emergency management commitment in the Closing the Gap 2025 Implementation Plan
 - contributions to implementation of the National Health and Climate Strategy
 - input on the National Suicide Prevention Strategy
 - comments on Australia's Disability Strategy Data Improvement Plan
 - National Science and Technology Council 2025–26 Work Plan
 - the National Urban Policy
 - Austroads Climate Resilience Project
 - contributing to the draft National Adaptation Plan and National Climate Risk Assessment
 - development of a Key Issues Paper for the OECD Regional Development Policy Committee.

The DRR TLWG is a working group under the ANZEMC, whose members represent Commonwealth, state and territory agencies with disaster management responsibilities. This forum enables members to share their resilience and risk reduction approaches to implement the NDRRF and Second National Action Plan. Over the reporting period, we planned to complete 4 meetings of the DRR TLWG, but only 3 were completed due to the sustained high operational tempo of the 2024–25 HRWS and the federal election caretaker period.

With these 3 meetings, the DRR TLWG enabled members to share information and experiences on a range of issues, including:

- the development of the National Natural Hazards Disaster Risk Profile minimum viable product (MVP)
- the UNDRR’s Global Platform for Disaster Risk Reduction
- state and territory disaster resilience strategies.

The DRR TLWG complements other initiatives being pursued with states and territories to reduce disaster risk and implement the NDRRF.

The foundation of Australia’s risk reduction work is the UNDRR Sendai Framework for Disaster Risk Reduction. Australia collects and provides data to the UNDRR so that national and global progress towards the priorities of the Sendai Framework can be assessed. Data was requested from state and territory governments to inform reporting for 2024 and was provided to UNDRR in March 2025 as required by UNDRR’s timetable. The UNDRR will publish its report on the results in the second half 2025.

Authority and source: PBS Program 1.1 NEMA, 2024–25 Portfolio Budget Statements (page 120) and 2024–25 Corporate Plan (pages 19–38).

Methodology: For 2024–25, progress to implement the action plan for the NDRRF was assessed against:

- (a)(i) The number of Commonwealth policies/frameworks, programs or tools that embed disaster risk reduction principles (which means the inclusion of disaster risk reduction principles in 15 Commonwealth polices, frameworks, programs or tools).
- (b)(ii) Facilitation of cross jurisdictional information sharing via a minimum of 4 cross-government DRR TLWG meetings.
- (c)(iii) Reporting completion of national annual Sendai indicator data to the UNDRR.

PM 7: Disaster risk reduction investment supports communities, businesses and individuals to be better prepared for, and more resilient to, disaster events

Performance Measure Result	2024–25 Result	2023–24 Result	2022–23 Result
Disaster risk reduction investment supports communities, businesses and individuals to be better prepared for, and more resilient to, disaster events.	On track	Achieved	On track
Planned Performance Result	2024–25 Result	2023–24 Result	2022–23 Result
100% achievement of program design and delivery milestones for Round 2 of the DRF.	On track	Achieved	On track
DRF performance health check for 2024-25 completed.	On track	N/A	N/A

This measure does not have any sub-planned performance results.

Analysis

The DRF is the Australian Government's flagship disaster resilience and risk reduction initiative. The Australian Government is providing up to \$1 billion through the DRF, with the funding running over 5 years from 1 July 2023. The DRF funds a diverse set of projects in partnership with state, territory and local governments to deliver medium-term and long-term outcomes that support Australians in managing the physical, social and economic impacts of disasters caused by climate change and other natural hazards.

The program design and delivery milestones for this reporting period included:

- All 8 state and territory funding schedules signed.
- Required funding paid to states and territories for Round 2.
- All project implementation plans endorsed by NEMA.
- Development and delivery of guidelines for Round 3 of the DRF.

Under DRF Round 2, 171 projects were assessed as successful. From late 2024 to early 2025, all 8 funding schedules were executed. Lead Agencies had 3 months from the date of schedule execution to submit project implementation plans to us for endorsement. As at 30 June 2025, 168 of the required 171 implementation plans had been endorsed. Once endorsed, projects could formally commence using Australian Government funding. The 3 outstanding implementation plans are expected to be endorsed by late July/early August 2025.

Round 3 Guidelines were published on 22 January 2025, making a further \$200 million available for natural disaster risk reduction and resilience initiatives in 2025–26. The guidelines built on the lessons learnt from previous rounds, including introducing dedicated funding to encourage investment in larger-scale infrastructure, such as flood levees, cyclone shelters or early-warning systems, with enduring resilience and risk reduction benefits. There were also a range of administrative improvements and clarifications made in the guidelines to avoid delays in assessing applications and finalising schedules, so that funding could flow through more quickly to states and territories.

In the reporting period, we undertook a health check of the DRF program, which identified key lessons learnt through the implementation of funded projects and areas for improvement to enhance the facilitation of this fund. As at the end of the reporting period, the report is undergoing the clearance and approval process.

The results for 2023–24 have been reported as achieved, while those for 2024–25 are currently on track. The year-to-year reduction in results is attributable to the completion of Round 1 milestones in 2023–24. For this reporting period, both program design and delivery milestones for Round 2 remain on schedule.

Authority and source: PBS Program 1.3: Australian Government Resilience, Preparedness and Disaster Risk Reduction Support, 2024–25 Portfolio Budget Statements (page 122) and 2024–25 Corporate Plan (pages 19–38).

Methodology: For the analysis of whether DRF program design and delivery milestones have been achieved year on year, the data was drawn from briefings to the Minister through the parliamentary document management system (PDMS). This data will be compared against the Disaster Ready Fund Act 2019 and the guidelines for each funding round which establish round timeframes. A performance health check of the DRF will also be completed, in line with the established DRF Monitoring and Evaluation Plan. In 2026–27, we will measure the effectiveness of DRF Round 1 against program objectives through an independent evaluation.

PM 8: Building a national picture of hazard risk, targeting investment and understanding effective mitigation measures

Planned Performance Result	2024-25 Result	2023-24 Result	2022-23 Result
Deliver on the Hazards Insurance Partnership (HIP) strategic priorities as per annual work plan.	Achieved	On track	N/A
Sub-Planned Performance Result	2024-25 Result	2023-24 Result	2022-23 Result
Complete the delivery of a hazard risk National Resilience Action Library (formerly known as the Hazard Risk Mitigation Measures Knowledge Base (MMKB)) by January 2025.	Achieved	N/A	N/A
Complete the creation of a data asset that provides an evidence base of insurance availability, affordability and coverage (formally known as the Enduring Data Asset project).	Achieved	N/A	N/A
Complete the development of the first set of community education support materials to assist states and territories to empower and encourage households to make informed decisions to mitigate risk by the end of 2024.	Achieved	N/A	N/A

Analysis

The Australian Government recognises that more and more Australians are facing unaffordable insurance premiums and accessibility is declining. Having access to affordable insurance is an important element of a resilient society. Without insurance, people face longer recovery times and need to rely on their own savings or funding from governments or charities to support recovery.

The HIP was established in October 2022 to enable greater discussion and cooperation between the insurance sector and the Australian Government to:

- identify the most pressing insurance issues
- target and test the best policy solutions to reduce risk and insurance costs
- support better consumer outcomes through education and awareness.

It is co-chaired by NEMA and the Insurance Council of Australia and includes representatives from a number of Australian Government agencies including the Treasury, the Australian Reinsurance Pool Corporation, the Australian Competition and Consumer Commission (ACCC), the Australian Prudential Regulation Authority (APRA), and the Australian Climate Service. Initially founded with 5 insurers (IAG, Allianz, QBE, RACQ, Suncorp) in August 2024, membership was expanded to include insurer Hollar and 2 re-insurers (Swiss Re and Munich Re).

The HIP met 4 times in 2024-25:

- 29 August 2024
- 12 November 2024
- 12 March 2025
- 12 June 2025.

These meetings provided a positive forum to share information and consult on challenges, programs and initiatives, including risk reduction funding guidelines and consumer-facing improvements related to natural hazard insurance. The March meeting was focused on the response to Ex-Tropical Cyclone Alfred, demonstrating the versatility of the forum to share on-ground information about recovery efforts.

The 2024-25 work plan for the HIP delivered 3 main projects:

1. **The National Resilience Action Library** is a public collection of evidence-based household flood, bushfire and tropical cyclone risk mitigation activities to help ensure property owners, communities and all levels of government have readily available advice on best-practice mitigation measures. The National Resilience Action Library (formerly known as the Hazard Risk MMKB) was published on our website on 20 January 2025.
2. **The National Insurance Dataset** provides an evidence base to improve understanding of the drivers of insurance unaffordability and availability, enabling NEMA and other government departments and agencies to more effectively target policy and programs to areas of risk. During 2024-25, all 6 insurers on the HIP signed data sharing agreements and provided the first collection of policy-level insurance data to the secure environment of the Australian Bureau of Statistics. Approaches to integrate the insurance data with other Australian Government data assets were confirmed, and the first insights describing the insurance coverage and affordability across Australia were presented to the HIP meeting on 12 June 2025, as well as to state and territory governments through the June ANZEMC meeting. Further work will be undertaken in 2025-26 to enhance the National Insurance Dataset and continue to expand its analytical capability.

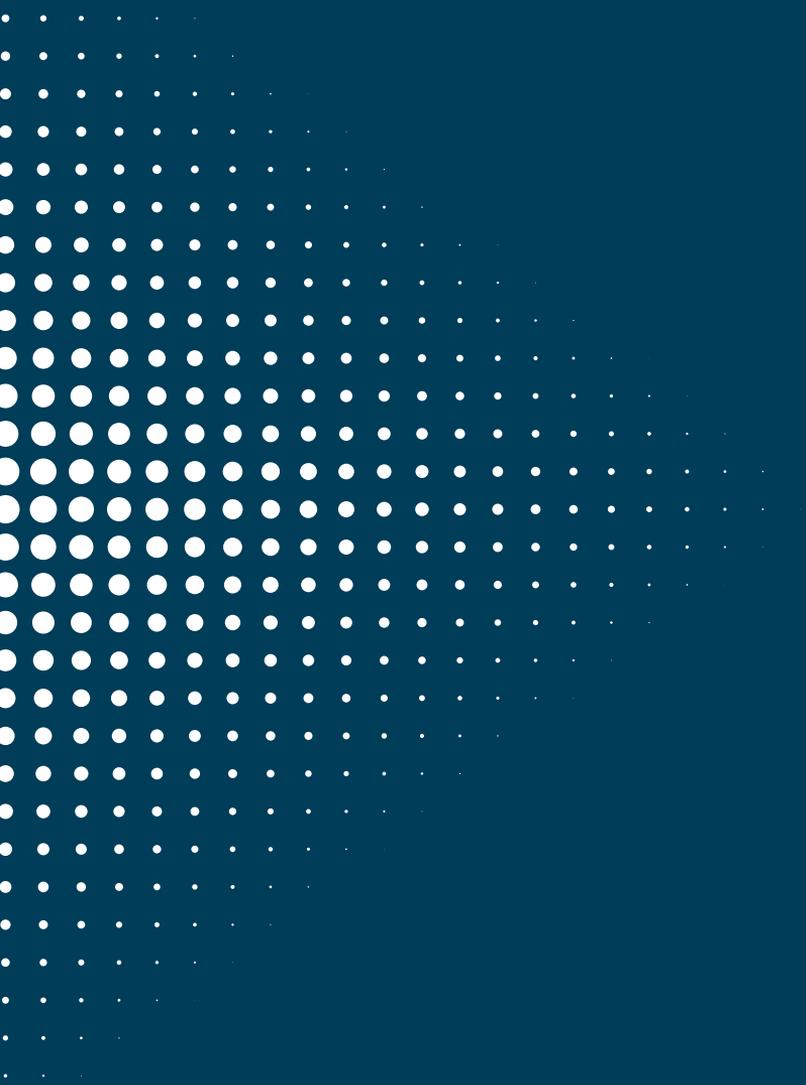
3. **The development of community education support materials** help states and territories build awareness among households and communities to better understand mitigation and take action to reduce their hazard risk. The first set of community education support materials was shared with states and territories and released on our website in November 2024. They included advice for bushfire, flood and storms/cyclones.

Authority and source: PBS Program 1.1 NEMA, 2024–25 Portfolio Budget Statements (page 120) and 2024–25 Corporate Plan (pages 19–38).

Methodology: This PM methodology consisted of an analysis of whether work plan deliverables and subordinate project milestones were achieved. In 2024–25, analysis considered whether we met agreed work plan deliverables and subordinate project milestones of HIP projects, including the MMKB project, the Enduring Data Asset project, and the development of a community education and awareness strategy. Data was drawn from internal records to assess the result.

Image credit: National Emergency Management Agency





Part 4: Management and accountability

Our governance arrangements assist us to deliver on our purpose, consistent with our legal, accountability and policy obligations. Under the PGPA Act, we established governance systems and processes that:

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

Planning and performance framework

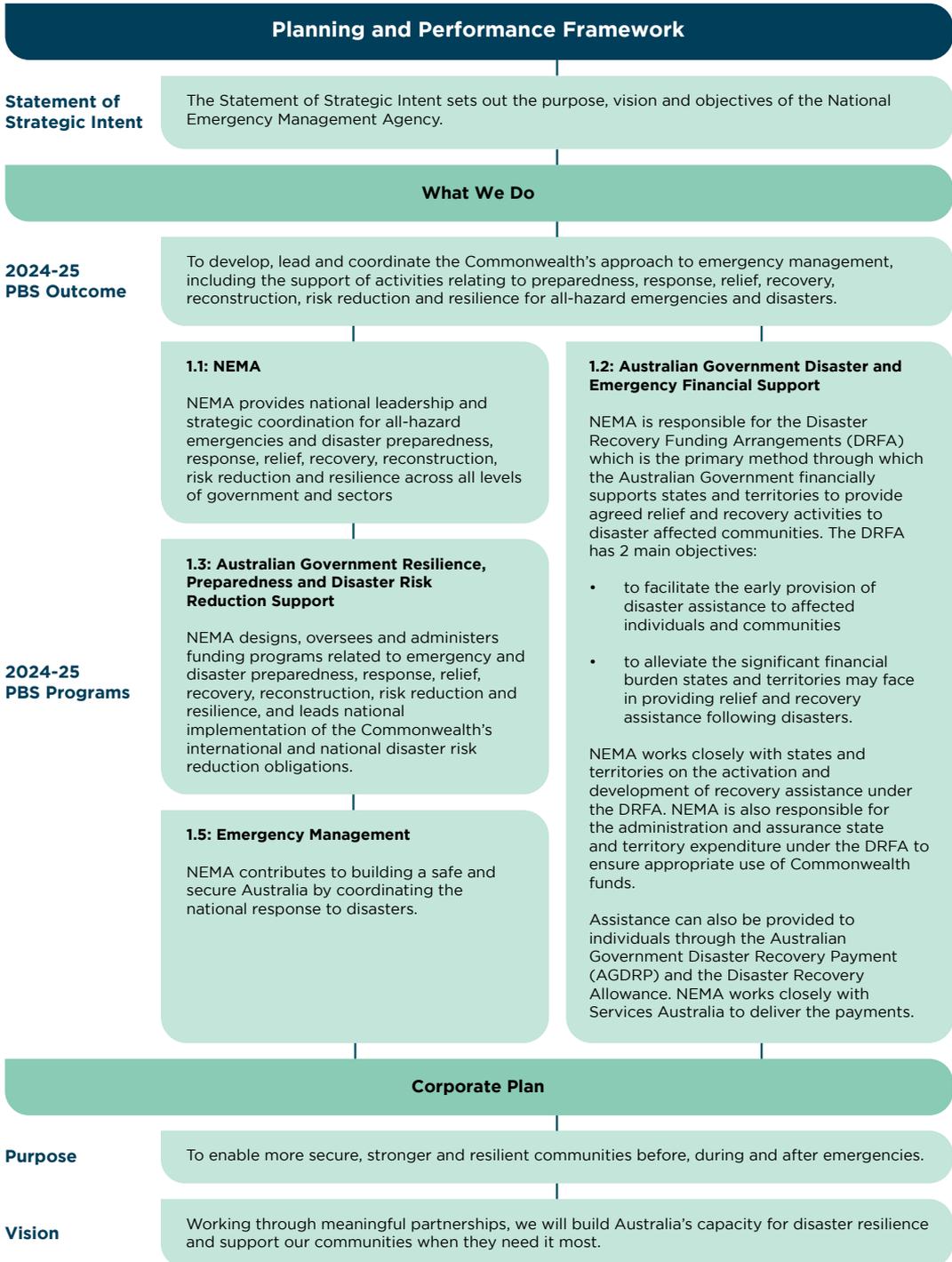
Strategic planning drives our activities and supports us in achieving our purpose. We identify our organisational priorities and performance measures in our corporate plan

and the PBS. We report on our performance in the Annual Performance Statements within this annual report. See Figure 6.

Image credit: National Emergency Management Agency



Figure 6: Our planning and performance reporting framework



Strategic Objectives

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

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

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

Contributing to saving lives, reducing harm, and maintaining public trust to mitigate the consequences of disasters and build back better through investment in people, capabilities and communities.

How We Monitor and Report

Annual Performance Statements in the Annual Report 2024-25.

Statement of Strategic Intent

Our Statement of Strategic Intent can be found on our website at nema.gov.au/about-us/governance-and-reporting/reporting-and-publications.

Corporate plan

Our 2024-25 Corporate Plan details our planned activities and performance, including the measures we use to assess performance. It also provides an outline of our capability and an overview of risk oversight and management systems. Our corporate plan can be found on our website at nema.gov.au/about-us/governance-and-reporting/reporting-and-publications.

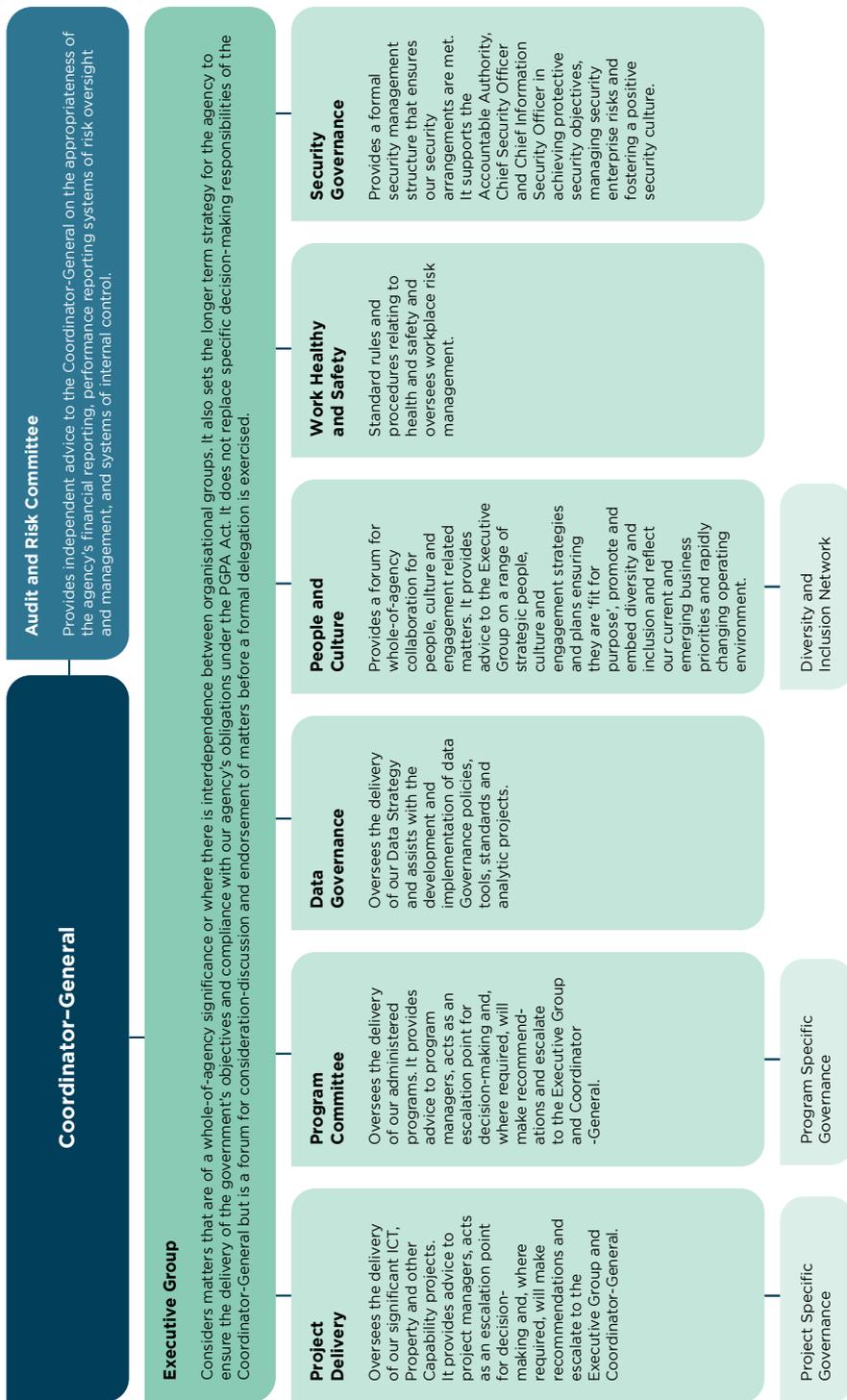
Business planning

We implemented our business planning process in 2023-24 to align operational activities to the purpose, strategic objectives and the performance measures outlined in the Statement of Strategic Intent and the corporate plan. This planning process continued for the 2024-25 reporting period.

Governance

Our governance framework (Figure 7) promotes the principles of good governance and supports our performance in line with government and organisational priorities.

Figure 7: Governance Framework - Program Specific Governance



Executive Group

The Executive Group chaired by the Coordinator-General provides leadership and strategic direction for the delivery of our purpose and strategic objectives. It supports the Coordinator-General in the discharge of duties under the PGPA Act.

The Executive Group is supported by several subcommittees, which are chaired by senior executives:

- **Project Delivery Committee** oversees the delivery of significant information and communications technology (ICT), property and capability projects.
- **Program Committee** oversees the delivery of administered programs.
- **Data Governance Committee** oversees the delivery of our data strategy and assists to develop and implement data governance policies, tools and standards, and analytic projects.
- **People and Culture Committee** provides a forum for whole-of-agency collaboration for people, culture and engagement matters.
- **Work Health and Safety Committee** assists to develop standards, rules and procedures relating to health and safety, and oversees workplace risk management, consistent with the requirements under the *Work Health and Safety Act 2011* (WHS Act).
- **Security Governance Committee** oversees the delivery of effective security strategies, programs and measures to protect our people, information and assets in accordance with the Protective Security Policy Framework and Information Security Manual.

Managing our risks

We continue to mature and operationalise our policies and procedures to enable effective risk management. Our Risk Management Framework aligns with the Commonwealth Risk Management Policy and enables us to meet our obligations under the PGPA Act.

The framework is the set of policies, processes and structures that provide us with a systematic and comprehensive approach to managing risk. Our people are encouraged to identify and mitigate risks and use risk management as a tool to make sound business decisions that support the achievement of our purpose.

The Assistant Coordinator-General, People, Governance and Integrity is the Chief Risk Officer, who along with the central risk function, supports the Coordinator-General embed a positive risk culture. Risk oversight is also a key role for each governance committee.

Our risk management includes identifying areas of strategic risk which, if realised, could affect our ability to achieve our purpose. The strategic risks and opportunities outlined in Table 1 were actively monitored in 2024-25.

Table 1: Strategic risks and opportunities

Our opportunity	Our key risks
<ul style="list-style-type: none"> Using our national leadership to improve and strengthen coordination with and between state and territory crisis management agencies. 	<ul style="list-style-type: none"> We fail to maintain our national leadership role and work effectively through meaningful partnerships to deliver government priorities.
	<ul style="list-style-type: none"> As stewards, we fail to instil confidence in the system that provides community support.
	<ul style="list-style-type: none"> We fail to effectively use our resources to provide timely, coordinated and effective support.
	<ul style="list-style-type: none"> The impact of all-hazards on Australian communities is not diminished by the Australian Government's involvement (facilitated by NEMA) in crisis management.
	<ul style="list-style-type: none"> We fail to influence the national disaster mitigation policy agenda to build greater resilience, response, recovery and risk mitigation outcomes.
	<ul style="list-style-type: none"> We fail to adequately support the physical and psychological health, safety and wellbeing of agency staff.

Audit and Risk Committee

The Audit and Risk Committee, established in accordance with Section 45 of the PGPA Act, provides independent advice to the Coordinator-General on our financial and performance reporting responsibilities, risk oversight and management, and system of internal controls.

The committee's charter is available on our website at nema.gov.au/about-us/governance-and-reporting.

During 2024-25, the committee had 4 formal meetings and one special meeting. The members, their experience and meeting attendance is outlined in Table 2.

Table 2: Audit and Risk Committee Membership (2024-25)

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Number of meetings held	Total annual remuneration (GST inc.)	Additional information
Ms Maria Storti	<p>Ms Storti is a highly experienced executive and former Ernst & Young partner who has successfully developed and implemented growth strategies to increase value to stakeholders. Ms Storti is a strategic leader who can interpret and translate financial data, deliver results on time while managing change and risks. Ms Storti's experience spans the not-for-profit, private and public sectors.</p> <p>Ms Storti is currently using her experience as a member of boards, audit and risk committees and finance committees. Ms Storti holds a Bachelor of Economics, Accounting from the Australian National University as well as being a Fellow of the Australian Institute of Company Directors, Fellow of the Institute of Chartered Accountants in Australia and a Master of Business Administration (MBA) from University of Canberra.</p>	3	3	\$15,840.00	<p>Chair</p> <p>Appointment commenced on 1 November 2024</p>

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Number of meetings held	Total annual remuneration (GST inc.)	Additional information
Ms Samantha Montenegro	Ms Montenegro has over 25 years' experience in public administration and consultancy work, with a particular focus on governance, strategic risk management, finance and assurance. Ms Montenegro has held a variety of roles in a number of organisations as Chief Operating Officer, Chief Finance Officer, Chief Risk Officer and Chief Audit Officer, as well as serving as a member of a number of audit and risk committees. She has established whole-of-government policy and project management frameworks, and managed significant contracts across insurance, advertising and other domains. Ms Montenegro holds a Bachelor of Commerce and Economics from the Australian National University, as well as Graduate Diplomas in Fraud, Governance, Risk, Accounting and Audit. Ms Montenegro also holds a Graduate Certificate in Disaster Risk Reduction, a program delivered through CIFAL Newcastle, a United Nations training centre with a focus on disaster resilience and sustained development hosted by the University of Newcastle. Ms Montenegro is a Graduate of the Australian Institute of Company Directors and a Fellow of the Chartered Accountants Australia and New Zealand.	2	5	\$0	Deputy Chair As a member of the Australian Public Service (APS), Ms Montenegro is not eligible to receive sitting fees
Ms Fiona Smart	Ms Smart has over 30 years' experience in the APS and has held senior management roles in social policy, program development, implementation and management, business transformation and administration. This includes over 15 years' experience in grant design, selection and management, including leading development of a key Commonwealth government grants management system. Ms Smart is an experienced audit and risk committee member. Ms Smart holds a Bachelor of Economics from the Australian National University.	5	5	\$13,750.00	Member

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Number of meetings held	Total annual remuneration (GST inc.)	Additional information
Mr Darren Box	Mr Box is a highly experienced senior executive with over 30 years' experience spanning national social services to national security across the Commonwealth and United Kingdom. This includes extensive financial management and organisational reform experience and a commitment to driving organisational change and building capability. In November 2020, Mr Box created Darren Box Pty Ltd, a consulting business, with a focus on professional coaching, facilitation, independent assurance, and management consulting.	3	3	\$8,250.00	Member Appointment commenced on 1 November 2024
Mr Lembit Suur	Mr Suur has led innovations in public sector governance design and practice, process improvement and efficiency, performance monitoring, reporting and accountability structures. He has extensive senior executive background in central government budgeting and resourcing processes. He led the development and implementation of the PGPA Act. Mr Suur has conducted recent reviews for various Australian Government agencies. He is also Chair of the audit and risk committee of the Civil Aviation Safety Authority. Mr Suur holds Bachelor of Law and Bachelor of Arts (Hons) degrees from the University of Sydney, as well as postgraduate qualifications from the University of Sydney and Stanford University. He is a Graduate of the Australian Institute of Company Directors.	3	3	\$13,867.02	Chair Appointment ended on 31 December 2024

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Number of meetings held	Total annual remuneration (GST inc.)	Additional information
Ms Emma Robinson	<p>Ms Robinson brings over 25 years of industry experience in Australian agriculture, holding a range of roles in agronomy, policy, strategic planning and corporate governance. These professional roles are complemented by Ms Robinson's experience owning and managing grazing properties in North and Central Queensland.</p> <p>With a deep interest in the sustainability of family farming, Ms Robinson applies her extensive knowledge to explore and advocate better approaches for agriculture at both a grass roots and strategic level.</p> <p>In 2016, Ms Robinson was named the Queensland RIRDC Rural Women of the Year and in 2015 undertook a Winston Churchill Trust Fellowship to research farmer cooperatives and beef supply chain innovations in the United Kingdom, United States and Canada.</p> <p>Ms Robinson is a past non-executive director of AgriFutures Australia and the Beef Cooperative Research Centre. She has formal qualifications in agricultural science and strategic foresight, and in 2019 completed a Certificate in New Ventures Leadership from the Massachusetts Institute of Technology. Ms Robinson is a graduate of the Australian Rural Leadership Program, (Course 11) and the Australian Institute of Company Directors.</p>	3	3	\$11,012.14	Member Appointment ended on 31 December 2024

Fraud and corruption

We do not tolerate fraudulent or corrupt behaviour and are committed to preventing, detecting and responding to fraud and corruption in all aspects of the business in line with our obligations pursuant to Section 10 of the PGPA Rule (the Fraud Rule).

Fraud and corruption undermines our ability to achieve our purpose and reduces the effectiveness of the Australian Government's policies and programs administered by NEMA. It is our responsibility to prevent funds, assets and information from being misused.

We have a Fraud and Corruption Control Framework and the Fraud and Corruption Control Plan, which were informed by a fraud and corruption risk assessment to identify key fraud and corruption risks. In some circumstances these risks are shared with delivery partners.

We have an established mechanism for reporting fraud and corruption on our website, including an online reporting form and a dedicated reporting email address (reportfraud@nema.gov.au) to provide an avenue of referral to our Integrity Officer. We maintain a central register for reported fraud and corruption incidents and engage specialist investigators when required. We also refer reported incidents to our delivery partners where they are best placed to investigate the matter.

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

Freedom of information

Under Part II of the *Freedom of Information Act 1982* (FOI Act), we are required to publish information to the public as part of the Information Publication Scheme. More information can be found on our website at nema.gov.au/about-us/freedom-of-information/information-publication-scheme.

Correction of material errors in previous annual report

The *NEMA Annual Report 2023–24* contained one error:

- Appendix 1, page 129, Table 18: the 2023–24 APS Act employment arrangements is reported as 16; however, this should have been 402 to include information on any enterprise agreements as per Section 17AG(4) (c) of the PGPA Rule.

External scrutiny

Our operations are subject to oversight by several external bodies, including Parliamentary committees, the Commonwealth Ombudsman, Australian National Audit Office (ANAO) and the Administrative Appeals Tribunal. Our involvement in Parliamentary committee inquiries and reviews between 1 July 2024 and 30 June 2025 is outlined in Table 3.

Table 3: Parliamentary Committee inquiries and reviews

Committee	Inquiry	Date appeared
Joint Standing Committee on Foreign Affairs, Defence and Trade	Inquiry into Australia's response to the priorities of Pacific Island countries and the Pacific region	16 August 2024

In the reporting period, the Australian National Audit Office (ANAO) completed 2 performance audits with NEMA:

- Review of the AGCMF, which was published in October 2024. The objective of this audit was to assess whether the Australian Government has established an appropriate framework for responding to crises.
- Review of the award of funding under the DRF, which was published in May 2025. The objective of this audit was to assess whether the award of funding under the DRF was effective and consistent with the published guidelines.

Details of these audits are available on the ANAO website at anao.gov.au/pubs/performance-audit.

Management of human resources

Our people are critical to delivering our purpose and objectives, and we consider them our greatest asset. Through strategic workforce planning and contemporary workplace policies we continue to strengthen our support for employee wellbeing, professional growth and a strong cultural alignment with our values and charter of expected behaviours.

In 2024–25, we took steps to bring core work in-house in line with the APS Strategic Commissioning Framework. Our targets for 2024–25 aimed to bring \$1,723,000 net of core work in-house in administration, ICT and digital solutions, and portfolio, program and project management job families. This target was partially achieved with a net

actual reduction of \$954,000 in relevant supplier expenditure.

Employment arrangements

The NEMA Enterprise Agreement 2024–2027 came into effect on 26 April 2024 for all non-SES employees in accordance with section 185 of the *Fair Work Act 2009*.

In addition to salary, staff have a range of non-salary benefits, including salary packaging, support for professional and personal development, access to flexible working arrangements and a range of paid leave entitlements. No performance pay provisions were in operation for employees in this reporting period.

All reportable staff data is included in Appendix 2.

Employee performance management and development

We continue to build a thriving, innovative and high-performance culture where all staff are empowered to do their best work.

Working together, managers and employees produce individual performance and development plans with a focus on skills development and increased job performance. Employees and managers are encouraged to have regular, ongoing and meaningful performance conversations supported by practical information and access to relevant resources. A new Performance Excellence Framework, Performance Excellence Toolkit and workshops to develop capability in key skills such as providing development feedback are uplifting the leadership capability of our workforce. We also provide advice and

support to managers to empower timely resolution of performance concerns.

Employee development goals are supported through a range of opportunities, including online learning, formal study and job-specific training courses.

Work health and safety

We have a strong commitment to the health and wellbeing of all employees, as well as to the first responders and the communities impacted by disaster events. Our Work Health and Safety Committee (WHSC) reviews health and safety policies and procedures, and considers key health and safety risks and issues identified by managers and workers. The WHSC provides a quarterly report to both the Executive Group and the Audit and Risk Committee.

Each office location has employees trained to provide local support and assistance in seeking appropriate specialist care. In addition to First Aid Officers and Emergency Wardens, in 2024, in response to employee feedback, we introduced Mental Health First Aid Officers and Harassment Contact Officers. Several key policies have also been reviewed – First Aid, Workplace Responsibilities, Rehabilitation and Return to Work, Reasonable Adjustment and Workplace Health and Safety.

All staff have access to an Employee Assistance Program (EAP), which offers staff and their immediate family members access to free, confidential counselling for personal or work-related matters.

In addition, our Early Intervention Program supports the management of workplace injuries early and in a timely manner.

Ethical standards

We are committed to maintaining high standards of integrity, good governance and ethics. All employees are required to uphold the APS values, employment principles and APS Code of Conduct. This is supported and promoted by a requirement for all staff to undertake mandatory training on the APS values, employment principles, code of conduct and fraud and corruption awareness. We have procedures for managing suspected breaches of the APS Code of Conduct, as required by section 15 (3) of the PS Act. We require all staff to complete an annual conflict of interest declaration and specific declarations when undertaking recruitment or procurement activities.

Disability

Australia's Disability Strategy 2021–2031 is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. The strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the strategy. A range of reports on progress of the strategy's actions and outcome areas will be published and available at disabilitygateway.gov.au/ads.

Disability reporting is included the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at apsc.gov.au.

Our targeted action plans

We have established policies to ensure staff with disability have access to reasonable adjustments in the workplace, including access to flexible work arrangements. We are an organisational member of the Australian Network on Disability.

NEMA's commitment to diversity and inclusion is further demonstrated through the ongoing support and operation of the Diversity and Inclusion (D&I) Network, supported by a D&I Committee. This staff-led group underpin the agency's efforts in driving and promoting an inclusive and diverse workplace where all staff have a sense of belonging and can bring their whole selves to work to best contribute to the Agency's outcomes.

Consistent with the APS values and employment principles, the D&I Network embraces and promotes the value of Australia's diverse population enabling opportunities to experience diversity, normalise inclusion and overcome stigma and prejudice in the workplace.

Asset management

We managed our assets in accordance with the Accountable Authority Instructions (AAs), relevant accounting standards and Department of Finance requirements.

Shared services

Department of Home Affairs

We maintain a strategic Shared Services partnership with the Department of Home Affairs to ensure the continuity and integrity of core corporate functions essential to our national emergency management role.

Under a formal memorandum of understanding, Home Affairs delivers a broad range of enabling services, including ICT, legal, people, procurement, finance, property, records management, executive, media and security functions. This integrated model supports organisational agility and operational resilience, allowing us to remain responsive to evolving risk and emergency contexts.

This arrangement is reviewed annually to ensure it remains fit for purpose, with a focus on service level benchmarks, cost efficiency and quality of delivery. It is continuously refined to align with our operational needs, strategic direction and broader Commonwealth objectives.

Bureau of Meteorology

We partner with the Bureau of Meteorology to enhance national preparedness and response to weather-related hazards and climate risks. Through this partnership, the Bureau provides tailored operational support, including hazards forecasts, seasonal outlooks and strategic climate advice that informs national planning, readiness activities and multi-agency coordination. This capability is integral to our role in leading Commonwealth emergency management efforts.

The Bureau also provides embedded meteorological support to the National Situation Room (NSR), strengthening real-time decision-making during severe weather events. Outside of activation periods, the Bureau continues to contribute specialist guidance, such as flood and marine forecasting to support strategic planning and national resilience.

Environmental impact

Under section 516A of the *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act), Commonwealth entities have a statutory requirement to report on their environmental performance. In 2024-25, we continued to contribute to ecologically sustainable development and minimise our impact on the environment through responsible and efficient consumption, use and disposal of resources, including by:

- co-locating with other agencies, including Canberra tenancies and in regional locations, where appropriate
- building a strong environmental ethos by increasing awareness and commitment by employees and key stakeholders
- integrating environmentally sustainable and innovative practice into day-to-day activities, such as:
 - reducing the reliance on paper by supporting electronic document management and collaboration
 - prioritising the purchase of 100% recycled papers
 - using furniture and fit-out suppliers with environmental certifications and systems
 - prioritising the reuse, repair and repurposing of existing furniture before purchasing new
 - using video conferencing, where appropriate, to facilitate meetings with colleagues and stakeholders
 - providing recycling facilities in breakout and utility areas
- updating policies to ensure compliance with Commonwealth, state and territory environmental legislation, regulations, policies and initiatives
- reducing our fleet of vehicles.

APS Net Zero 2030

APS Net Zero 2030 is the Government's policy for the APS to reduce its greenhouse gas emissions to net zero by 2030 and transparently report on its emissions. As part of the Net Zero in Government Operations Strategy, and the reporting requirements under section 516A of the EPBC Act, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory and Electricity Greenhouse Gas Emissions tables present greenhouse gas emissions over the 2024-25 financial year. The greenhouse gas emissions reported are calculated on the basis of Carbon Dioxide Equivalent (CO₂-e) and in line with the Emissions Reporting Framework. This is consistent with a whole-of-Australian Government approach, outlined in the Net Zero in Government Operations Strategy, and Commonwealth Climate Disclosure requirements.

Not all data sources were available at the time of the report and amendments to data may be required in future reports.

Table 4: 2024–25 greenhouse gas emissions inventory – location-based method

Emission Source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (Location Based Approach)	N/A	102.85	7.52	110.38
Natural Gas	-	N/A	-	-
Solid Waste	-	N/A	-	-
Refrigerants*	-	N/A	N/A	-
Fleet and Other Vehicles	20.69	N/A	5.08	25.78
Domestic Commercial Flights	N/A	N/A	279.33	279.33
Domestic Hire Car	N/A	N/A	4.15	4.15
Domestic Travel Accommodation	N/A	N/A	81.94	81.94
Other Energy	-	N/A	-	-
Total t CO₂-e	20.69	102.85	378.02	501.57

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent.

*Reporting on refrigerants is being phased in over time as emissions reporting matures and may be an optional source in 2024–25 emissions reporting. See the [Emissions Reporting Framework](#) for more details.

Image credit: National Emergency Management Agency



Table 5: 2024–25 electricity greenhouse gas emissions

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (Location-based approach)	102.85	7.52	110.38	154,126.26
Market-based electricity emissions	17.43	2.37	19.80	21,522.60
Total renewable electricity consumed	N/A	N/A	N/A	132,603.66
Renewable Power Percentage ¹	N/A	N/A	N/A	28,043.27
Jurisdictional Renewable Power Percentage ^{2, 3}	N/A	N/A	N/A	104,560.39
GreenPower ²	N/A	N/A	N/A	—
Large-scale generation certificates ²	N/A	N/A	N/A	—
Behind the meter solar ⁴	N/A	N/A	N/A	—
Total renewable electricity produced	N/A	N/A	N/A	—
Large-scale generation certificates ²	N/A	N/A	N/A	—
Behind the meter solar ⁴	N/A	N/A	N/A	—

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

1. Listed as Mandatory renewables in 2023–24 annual reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).
2. Listed as Voluntary renewables in 2023–24 annual reports.
3. The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).
4. Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

Emissions from NEMA's operations are included in the emissions reporting of Home Affairs and the Australian Federal Police.

Not all electricity and solid waste data was available at the time of the report and amendments to data may be required in future reports. The quality of data is expected to improve over time as emissions reporting matures.

NEMA is reporting hire car emissions for the first time in 2024–25 as the completeness of this data has improved. However, emissions from hire cars for 2024–25 may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.

Procurement and contract management

In 2024–25, we undertook procurement and purchasing activities in accordance with the principles set out in the Commonwealth Procurement Rules (CPRs). We took a proactive approach to managing relationships with external stakeholders and continue to work within the CPRs and advice from the Department of Finance and the Department of Home Affairs (as our portfolio agency).

The CPRs were applied to our procurement activities through the AAls, supporting operational guidelines and the procurement framework. This ensured we:

- undertook competitive, non-discriminatory procurement processes
- used resources efficiently, effectively, economically and ethically
- made decisions in an accountable manner.

Information on procurements anticipated to be undertaken through an open approach to market is published in our annual procurement plan, available on the AusTender website at tenders.gov.au.

Consultants

We engaged consultants when specialist expertise was not held internally, or when independent research, review or assessment was required. Decisions to engage consultants during 2024–25 were made in accordance with the PGPA Act and related regulations, including the CPRs and relevant internal policies.

Annual reports contain information about actual expenditure on reportable consultancy and non-consultancy contracts. Information on the value on reportable

consultancy and non-consultancy contracts is available on the AusTender website at tenders.gov.au.

Consultancy contracts

During 2024–25, 13 new reportable consultancy contracts were entered into with total actual expenditure of \$1.1 million (GST inclusive). In addition, 9 reportable consultancy contracts were ongoing from a previous period with total actual expenditure of \$4.4 million (GST inclusive).

Please refer table 6 on next page

Table 6: Expenditure on reportable consultancy contracts (2024-25)

	Number	Expenditure \$'000 (GST inc.)
New contracts entered into during the reporting period	13	1,083
Ongoing contracts entered into during a previous reporting period	9	4,431
Total	22	5,514

Non-consultancy contracts

During 2024-25, 120 new reportable non-consultancy contracts were entered into with total actual expenditure of \$27.7 million (GST inclusive). In addition, 118 reportable non-consultancy contracts were ongoing from a previous period with total actual expenditure of \$27.3 million (GST inclusive).

Table 7: Expenditure on reportable non-consultancy contracts (2024-25)

	Number	Expenditure \$'000 (GST inc.)
New contracts entered into during the reporting period	120	27,675
Ongoing contracts entered into during a previous reporting period	118	27,286
Total	238	54,961

Table 8: Organisations receiving a share of reportable consultancy contract expenditure (2024-25)

Name of Organisation	Organisation ABN	Expenditure \$'000 (GST inc.)
SCYNE ADVISORY PTY LTD	20 607 773 295	2,374
NOVA SYSTEMS PTY LTD	17 163 525 077	1,160
DELOITTE TOUCHE TOHMATSU	74 490 121 060	763
ERNST & YOUNG	75 288 172 749	437
DEPARTMENT OF THE TREASURY	92 802 414 793	310

Table 9: Organisations receiving a share of reportable non-consultancy contract expenditure (2024-25)

Name of Organisation	Organisation ABN	Expenditure \$'000 (GST inc.)
ICEYE OY	Not Applicable	5,467
AUSTRALASIAN FIRE AND EMERGENCY SERVICE AUTHORITIES COUNCIL	52 060 049 327	4,850
EVOLVE FM PTY LTD	52 605 472 580	4,330
VERITEC PTY LTD	21 166 493 394	3,176
SYNERGY GROUP AUSTRALIA PTY LTD	65 119 369 827	2,871

Australian National Audit Office Access Clauses

During 2024–25, we did not enter into any contracts with a value greater than \$100,000 that did not contain an ANAO access clause.

Exempt contracts

No contracts in excess of \$10,000 (inclusive of GST) during 2024–25 were exempted from being published on AusTender on the basis that they would disclose exempt matters under the FOI Act.

Small business

We recognise the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.

NEMA supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprise (SME) and Small Enterprise participation statistics are available on the Department of Finance website at finance.gov.au/government/procurement.

Our procurement practices supported SMEs by adopting whole-of-government solutions to simplify interactions with SMEs. These included:

- using the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000
- implementing the Indigenous Procurement Policy, noting that many Indigenous businesses are also SMEs
- using the Australian Industry Participation policies and programs to encourage SME engagement opportunities
- using credit cards for procurements valued below \$10,000

- complying with the Government's Supplier Pay on Time or Pay Interest Policy.

We also recognise the importance of stimulating Indigenous entrepreneurship, business and economic development and understand the role we have to play in providing Indigenous Australians with more opportunities to participate in the economy.

Advertising and market research

We did not conduct any advertising or marketing campaigns during the reporting period.

Grants

Information on grants awarded by NEMA during the period 1 July 2024 to 30 June 2025 is published on GrantConnect at grants.gov.au.

Legal services expenditure

Table 10 outlines our legal services expenditure for 2024–25, in compliance with paragraph 11.1(ba) of the *Legal Services Directions 2017*.

Table 10: Annual legal services expenditure (2024–25)

Description	2024–25 cost (excluding GST)
Total external legal services expenditure	\$1,387,214
Total internal legal services expenditure	\$0

Financial overview

Departmental

For the 2024–25 financial year, NEMA recorded an operating surplus after adjusting for depreciation and amortisation, and lease payments under Australian Accounting Standards AASB 16 Leases of \$3.7 million. This reflects net cash appropriation arrangements where there is no appropriation for depreciation and amortisation expenses, as entities receive a separate capital budget provided through equity appropriations. The most predominant reason for the surplus is due to a non-cash accounting gain related to receiving a fitout free of charge on commencement of a lease.

As at 30 June 2025, NEMA was in a sound financial position, with total assets of \$119.0 million in excess of total liabilities of \$71.5 million. The equity position was \$47.6 million.

Administered

NEMA conduct a number of administered activities on behalf of the government such as disaster and emergency financial support, resilience, preparedness and disaster risk reduction support, and emergency management.

NEMA's 2024–25 administered expenses were \$908.9 million, compared to \$257.9 million in 2023–24. The increase is predominantly driven by higher personal benefits expenses compared to 2023–24. The 2024–25 financial year saw a high volume of payments made relating to

the Australian Government Disaster Recovery Payment program, which provides financial support to individuals adversely impacted by natural disasters related to Western Victoria Bushfires, North and Far North Tropical Low, ex-Tropical Cyclone Alfred and associated severe weather and Western Queensland surface trough and associated rainfall and flooding.

Significant non-compliance with finance law

During 2024–25, there were no reported significant instances of non-compliance with finance law.

Entity Resource Statement and expenses for outcomes

Table 11: Entity Resource Statement and expenses for outcomes

	Current available appropriation (a)	Payments made (b)	Balance remaining (a)-(b)
	\$'000	\$'000	\$'000
Departmental			
Annual appropriations - ordinary annual services ¹	165,398	104,618	60,780
Prior year appropriations available - ordinary annual services	74,059	70,179	3,880
Annual appropriations - other services - non-operating ²	791	54	737
Prior year appropriations available - other services - non-operating	7,507	1,775	5,732
Total departmental annual appropriations	247,755	176,626	71,129
Total departmental resourcing (A)	247,755	176,626	71,129
Administered			
Annual appropriations - ordinary annual services ³	188,639	96,940	
Prior year appropriations available - ordinary annual services	154,010	48,137	
Annual appropriations - other services - non-operating ²	15,420	13,591	
Prior year appropriations available - other services - non-operating	40,505	9,859	
Total administered annual appropriations	398,574	168,527	
Administered Special Appropriations		764,698	
Total administered special appropriations		764,698	
Total administered resourcing (B)	398,574	933,225	
Total resourcing and payments for NEMA (A+B)	646,329	1,109,851	

1 Appropriation Act (No. 1) 2024–25, Appropriation Act (No. 3) 2024–25, and section 74 external revenue. Includes \$3.056 million for departmental capital budget. For accounting purposes, this amount has been designated as 'contributions by owners'.

2 Appropriation Act (No. 2) 2024–25.

3 Appropriation Act (No. 1) 2024–25 and Appropriation Act (No. 3) 2024–25.

Expenses for outcomes

Expenses for outcome 1			
Outcome 1: 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.	Budget ¹ 2024-25 \$'000 (a)	Actual expenses 2024-25 \$'000 (b)	Variation 2024-25 \$'000 (a) - (b)
Program 1.1: NEMA - Departmental - Outcome 1			
Departmental expenses			
Departmental appropriation	148,645	153,834	(5,189)
s74 External Revenue ²	131	1,106	(975)
Expenses not requiring appropriation in the Budget year ³	1,989	6,497	(4,508)
Departmental total	150,765	161,437	(10,672)
Total expenses for Program 1.1	150,765	161,437	(10,672)
Program 1.2: Australian Government Disaster & Emergency Financial Support			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1, 3 and 5)	47,619	48,718	(1,099)
Special appropriations	192,460	764,698	(572,238)
Expenses not requiring appropriation in the Budget year ³		3,255	(3,255)
Administered total	240,079	816,671	(576,592)
Total expenses for Program 1.2	240,079	816,671	(576,592)
Program 1.3: Australian Government Resilience, Preparedness and Disaster Risk Reduction Support			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1, 3 and 5)	32,688	23,811	8,877
Administered total	32,688	23,811	8,877
Total expenses for Program 1.3	32,688	23,811	8,877
Program 1.4: COVID-19 Support			
Administered expenses			
Ordinary annual services (Appropriation Act Nos. 1, 3 and 5)	100	2	98
Expenses not requiring appropriation in the Budget year ³	0	256	(256)
Administered total	100	258	(158)
Total expenses for Program 1.4	100	258	(158)

Program 1.5: Emergency Management**Administered expenses**

Ordinary annual services (Appropriation Act Nos. 1, 3 and 5)	68,901	66,748	2,153
Expenses not requiring appropriation in the Budget year ³	405	1,389	(984)
Administered total	69,306	68,137	1,169
Total expenses for Program 1.5	69,306	68,137	1,169

Outcome 1 totals by appropriation type**Administered expenses**

Ordinary annual services (Appropriation Act Nos. 1, 3 and 5)	149,308	139,279	10,029
Special appropriations	192,460	764,698	(572,238)
Expenses not requiring appropriation in the Budget year ³	405	4,900	(4,495)
Administered total	342,173	908,877	(566,704)

Departmental expenses

Departmental appropriation	148,645	153,834	(5,189)
s74 External Revenue ¹	131	1,106	(975)
Expenses not requiring appropriation in the Budget year ³	1,989	6,497	(4,508)
Departmental total	150,765	161,437	(10,672)
Total expenses for Outcome 1	492,938	1,070,314	(577,376)

	2024-25	2024-25
Average staffing level (number)	425	405

- Budget relates to the estimated actuals reported in the Portfolio Budget Statements (PBS) 2025-26 which includes adjustments made to the 2024-25 Budget in the Portfolio Additional Estimates Statements (PAES) 2024-25.
- Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.
- Expenses funded through revenue appropriations exclude depreciation and amortisation, concessional loan discounts, and write down and impairment of assets.



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Part 5: Financial statements



INDEPENDENT AUDITOR'S REPORT

To the Minister for Emergency Management

Opinion

In my opinion, the financial statements of the National Emergency Management Agency (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Accountable Authority and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Boards's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Coordinator-General is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Coordinator-General is also responsible for such internal control as the Coordinator-General determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Coordinator-General is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result

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of an administrative restructure or for any other reason. The Coordinator-General is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Michael Bryant

Senior Director

Delegate of the Auditor-General

Canberra

30 September 2025

Statement by the Accountable Authority and Chief Finance Officer

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the National Emergency Management Agency will be able to pay its debts as and when they fall due.

Signed



Brendan Moon
Coordinator-General
30 September 2025

Signed



Sanandan Dasgupta
Chief Finance Officer
30 September 2025

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Statement of Comprehensive Income

for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget ¹ \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	64,157	58,432	59,081
Suppliers	1.1B	85,729	61,689	69,229
Depreciation and amortisation	3.2A	9,223	6,196	3,135
Write-down and impairment of non-financial assets	3.2A	1,157	–	–
Interest on leases		1,146	548	306
Other		25	–	–
Total expenses		161,437	126,865	131,751
Own-source income				
Own-source revenue				
Services received free of charge	1.2A	179	179	131
Other revenue	1.2B	927	24	–
Total own-source revenue		1,106	203	131
Gains				
Other gains	1.2C	9,998	432	–
Total gains		9,998	432	–
Total own-source income		11,104	635	131
Net cost of services		(150,333)	(126,230)	(131,620)
Revenue from Government		148,645	133,287	130,420
Surplus/(Deficit) attributable to the Australian Government		(1,688)	7,057	(1,200)
OTHER COMPREHENSIVE INCOME				
Changes in asset revaluation reserve		4,451	–	–
Total other comprehensive income		4,451	–	–
Total comprehensive income/(loss)		2,763	7,057	(1,200)

1. NEMA's original budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2024-25 Portfolio Budget Statements. The budgeted financial statements have not been audited.

The above statement should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents		4,704	1,008	1,871
Trade and other receivables	3.1A	58,824	79,534	55,414
Total financial assets		63,528	80,542	57,285
Non-financial assets				
Buildings ¹	3.2A	29,402	22,015	20,061
Leasehold improvements	3.2A	19,596	7,912	6,511
Plant and equipment ¹	3.2A	1,854	628	5,310
Computer software	3.2A	2,449	383	2,296
Inventories	3.2B	438	376	162
Supplier prepayments		1,746	630	664
Total non-financial assets		55,485	31,944	35,004
Total assets		119,013	112,486	92,289
LIABILITIES				
Payables				
Supplier payables	3.3A	19,891	24,375	16,390
Other payables	3.3B	4,452	5,160	3,131
Total payables		24,343	29,535	19,521
Interest bearing liabilities				
Leases	3.4A	30,479	22,536	20,887
Total interest bearing liabilities		30,479	22,536	20,887
Provisions				
Employee provisions	6.1A	16,634	13,736	12,185
Total provisions		16,634	13,736	12,185
Total liabilities		71,456	65,807	52,593
Net assets		47,557	46,679	39,696
EQUITY				
Retained surplus		21,476	23,164	12,334
Contributed equity		21,168	23,053	26,900
Asset revaluation reserve		4,913	462	462
Total equity		47,557	46,679	39,696

1. Right-of-use assets are included in the buildings and plant and equipment non-financial asset line items.

The above statement should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
RETAINED SURPLUS				
Opening balance		23,164	16,107	13,534
Other comprehensive income				
Surplus/(Deficit) for the period		(1,688)	7,057	(1,200)
Closing balance		21,476	23,164	12,334
CONTRIBUTED EQUITY				
Opening balance		23,053	22,860	25,894
Transactions with owners				
Distributions to owners				
Returns of capital		(5,732)	(2,841)	–
Contributions by owners				
Departmental capital budget		3,056	211	215
Equity injection		791	2,823	791
Total transactions with owners		(1,885)	193	1,006
Closing balance		21,168	23,053	26,900
ASSET REVALUATION RESERVE				
Opening balance		462	462	462
Comprehensive income				
Other comprehensive income		4,451	–	–
Total comprehensive income		4,451	–	–
Closing balance		4,913	462	462
Total Equity		47,557	46,679	39,696

The above statement should be read in conjunction with the accompanying notes.

Accounting Policy

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCB) are recognised directly in contributed equity in that year.

Restructuring of Administrative Arrangements

Net assets received from or relinquished to another Government entity under a restructuring of administrative arrangements are adjusted at their book value directly against contributed equity.

Cash Flow Statement

for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		174,797	121,667	130,420
Net GST received		6,091	5,452	–
Other cash received		7,539	2,094	–
Total cash received		188,427	129,213	130,420
Cash used				
Employees		67,920	58,243	59,081
Suppliers		97,747	59,091	69,098
Interest payments on lease liabilities		1,146	547	306
Section 74 receipts transferred to OPA		13,697	8,156	–
Total cash used		180,510	126,037	128,485
Net cash from operating activities		7,917	3,176	1,935
INVESTING ACTIVITIES				
Cash received				
Proceeds from sale of RoU motor vehicles		67	464	–
Total cash received		67	464	–
Cash used				
Purchase of assets		5,708	2,037	2,270
Purchase of inventory		222	214	–
Total cash used		5,930	2,251	2,270
Net cash used by investing activities		(5,863)	(1,787)	(2,270)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		5,525	1,404	2,270
Total cash received		5,525	1,404	2,270
Cash used				
Principal payments of lease liabilities		3,883	3,656	1,935
Total cash used		3,883	3,656	1,935
Net cash from/(used by) financing activities		1,642	(2,252)	335
Net increase/(decrease) in cash held		3,696	(863)	–
Cash and cash equivalents at the beginning of the reporting period		1,008	1,871	1,871
Cash and cash equivalents at the end of the reporting period		4,704	1,008	1,871

The above statement should be read in conjunction with the accompanying notes.

Budget Variance Commentary

The following provides an explanation of major variances between the Original Budget as presented in the 2024-25 Portfolio Budget Statements and actual expenditure, net asset position and cash flows for 2025.

Variances are considered to be 'major' where it is considered important for the reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of performance of the agency.

Major Variances and Explanations	Affected Line Items
<p>Lease Arrangements and Fitouts</p> <p>In 2025, NEMA updated its lease arrangements to include a new office lease in Canberra. As part of this arrangement, a fitout was provided at no cost, resulting in higher than expected balances related to lease and fitout assets.</p> <p>A gain was also recognised in relation to the fitout received free of charge.</p>	<p><u>Statement of Comprehensive Income</u></p> <p>Finance costs Depreciation and amortisation Write-down and impairment of other assets Other gains</p> <p><u>Statement of Financial Position</u></p> <p>Buildings Leases</p> <p><u>Cash Flow Statement</u></p> <p>Interest payments on lease liabilities Principal payments of lease liabilities</p>
<p>Restructuring</p> <p>Following a Machinery of Government change, the emergency management support functions of the Australian Climate Service were transferred from the Bureau of Meteorology to NEMA. This change occurred after the publication of the 2024-25 Portfolio Budget Statements and resulted in additional funding of \$12.370 million for staffing and supplier costs. Consequently, supplier and employee expenses were higher than originally anticipated.</p>	<p><u>Statement of Comprehensive Income</u></p> <p>Employees Suppliers Revenue from Government</p> <p><u>Statement of Financial Position</u></p> <p>Employee provisions Other payables</p> <p><u>Cash Flow Statement</u></p> <p>Employees Suppliers</p>
<p>Operational Tempo</p> <p>Consecutive, concurrent and compounding disaster events have resulted in additional operational expenditure, including the following declared disaster events:</p> <ul style="list-style-type: none"> • flooding in North Queensland; • flooding in East New South Wales (NSW); and • ex-Tropical Cyclone Alfred in South East Queensland and Northern NSW. 	<p><u>Statement of Comprehensive Income</u></p> <p>Employees Suppliers</p> <p><u>Cash Flow Statement</u></p> <p>Employees Suppliers</p>

Administered Schedule of Comprehensive Income

for the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget ¹ \$'000
NET COST OF SERVICES				
Expenses				
Personal benefits	2.1A	775,759	82,144	13,100
Grants	2.1B	125,190	171,487	183,315
Depreciation and amortisation	4.2A	1,389	405	–
Suppliers	2.1C	3,024	3,363	2,615
Finance costs		2,023	480	1,568
Write-down and impairment of assets		1,492	–	–
Total expenses		908,877	257,879	200,598
Income				
Revenue				
Interest	2.2A	693	540	1,371
Other revenue	2.2B	7,467	3,985	1,114
Total revenue		8,160	4,525	2,485
Gains				
Reversal of write-downs and impairment		–	33	–
Other gains		238	67	–
Total gains		238	100	–
Total income		8,398	4,625	2,485
Net cost of services		(900,479)	(253,254)	(198,113)
Deficit		(900,479)	(253,254)	(198,113)
Total comprehensive loss		(900,479)	(253,254)	(198,113)

1. NEMA's original budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2024-25 Portfolio Budget Statements. The budgeted financial statements have not been audited.

The above schedule should be read in conjunction with the accompanying notes.

Administered Schedule of Assets and Liabilities

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents		7,112	500	20,549
Trade and other receivables	4.1A	38,709	23,771	84,724
Total financial assets		45,821	24,271	105,273
Non-financial assets				
Plant and equipment	4.2A	11,988	12,776	2,202
Total non-financial assets		11,988	12,776	2,202
Total assets administered on behalf of Government		57,809	37,047	107,475
LIABILITIES				
Payables				
Supplier payables		307	6	2,502
Grant payables		101	7,124	–
Total payables		408	7,130	2,502
Total liabilities administered on behalf of Government		408	7,130	2,502
Net assets		57,401	29,917	104,973

The above schedule should be read in conjunction with the accompanying notes.

Administered Reconciliation Schedule

for the period ended 30 June 2025

	2025	2024
Notes	\$'000	\$'000
Opening assets less liabilities as at 1 July	29,917	60,622
Net cost of services		
Income	8,398	4,625
Expenses	(908,877)	(257,879)
Other comprehensive income		
Revaluations transferred to reserves	228	–
Transfers (to)/from the Australian Government¹		
Appropriation transfers from Official Public Account (OPA)		
Annual appropriations	179,319	199,214
Special appropriations (unlimited)	771,355	79,385
Appropriation transfers to OPA		
Transfers to OPA	(22,939)	(56,050)
Closing assets less liabilities as at 30 June	57,401	29,917

The above schedule should be read in conjunction with the accompanying notes.

Accounting Policy

Administered cash transfers to and from the OPA

Revenue collected by NEMA for use by the Government rather than NEMA is administered revenue. Collections are transferred to the OPA maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by NEMA on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

Administered Cash Flow Statement

for the period ended 30 June 2025

	2025	2024
Notes	\$'000	\$'000
OPERATING ACTIVITIES		
Cash received		
Net GST received	9,848	10,707
Interest	451	356
Other operating cash received	6,044	7,325
Total cash received	16,343	18,388
Cash used		
Suppliers	2,723	3,520
Grants	142,363	176,667
Personal benefits	774,947	80,699
Total cash used	920,033	260,886
Net cash used by operating activities	(903,690)	(242,498)
INVESTING ACTIVITIES		
Cash received		
Repayments of advances and loans	6,017	4,715
Total cash received	6,017	4,715
Cash used		
Purchase of property, plant and equipment	373	13,181
Advances and loans made	23,077	4,030
Total cash used	23,450	17,211
Net cash used by investing activities	(17,433)	(12,496)
Cash from Official Public Account		
Appropriations	950,674	278,599
Total cash from official public account	950,674	278,599
Cash to Official Public Account		
Appropriations	22,939	56,050
Total cash to official public account	(22,939)	(56,050)
Net increase /(decrease) in cash held	6,612	(32,445)
Cash and cash equivalents at the beginning of the reporting period	500	32,945
Cash and cash equivalents at the end of the reporting period	7,112	500

The above schedule should be read in conjunction with the accompanying notes.

Administered Budget Variance Commentary

The following provides an explanation of major variances between the Original Budget as presented in the 2024-25 Portfolio Budget Statements and actual expenditure and net asset position for 2025. A variance is considered major on the same basis as departmental.

Major Variances and Explanations	Affected Line Items
<p>Australian Government Disaster Payments and Disaster Recovery Allowance</p> <p>The cost of responding to natural disasters is rising, with support provided through AGDRP and DRA arrangements to assist state and territory governments by cost-sharing support measures following declared disaster events, including:</p> <ul style="list-style-type: none"> • flooding in North Queensland; • flooding in East NSW; and • ex-Tropical Cyclone Alfred in South East Queensland and Northern NSW. <p>Services Australia maintain a cash float to facilitate payment of demand driven programs.</p>	<p><u>Schedule of Comprehensive Income</u> Personal benefits Other revenue</p> <p><u>Schedule of Assets and Liabilities</u> Cash and cash equivalents Trade and other receivables</p>
<p>Grants</p> <p>In 2025, a portion of Black Summer Bushfire Recovery grant funding was reallocated to the Department of the Treasury to provide grant payments to select state and territory governments through the Federal Financial Relations system under the new Bushfire Community Recovery and Resilience Program.</p> <p>In addition, there were underspends in the Black Summer Bushfire Recovery and Preparing Australian Communities programs due to individual projects terminating or completing below original budget estimates.</p> <p>NEMA received some repayments of prior year grants from recipients in acquitting their grant obligations.</p>	<p><u>Schedule of Comprehensive Income</u> Grants Other revenue</p>
<p>Loans</p> <p>Loans are provided to state and territory governments under the Disaster Recovery Funding Arrangements for the restoration of essential public assets and certain counter-disaster operations and assistance to small businesses, primary producers, not-for-profit organisations and individuals.</p> <p>Loan payments were lower than budgeted in 2025 due to actual disbursements being below original estimates. This variance reflected reduced demand and timing differences.</p>	<p><u>Schedule of Comprehensive Income</u> Finance costs Interest Other gains</p> <p><u>Schedule of Assets and Liabilities</u> Trade and other receivables</p>

Notes to and forming part of the financial statements

Overview

NEMA is an Australian Government controlled entity. NEMA is a not-for-profit, non-corporate Commonwealth entity subject to the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

NEMA's objective is to develop, lead and coordinate the Commonwealth's approach to emergency management. This includes the support of activities relating to preparedness, response, relief, recovery, reconstruction, risk reduction and resilience for all-hazard emergencies and disasters.

NEMA conducts the following administered activities on behalf of the Government:

- Disaster & emergency financial support – NEMA administers the Disaster Recovery Funding Arrangements to provide timely and targeted payments and support to individuals and families affected by major disasters throughout Australia;
- Resilience, preparedness and disaster risk reduction support – design, oversee and administer natural disaster resilience, risk reduction and preparedness funding programs including the Preparing Australia Package; and
- Emergency management – NEMA contributes to building a safe and secure Australia by coordinating the national response to disasters.

The Basis of Preparation

The financial statements are required by section 42 of the PGPA Act. The financial statements have been prepared in accordance with:

- a) the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value.

The financial statements are presented in Australian dollars and values are rounded as indicated. Except where stated, no allowance is made for the effect of changing prices on the results of the financial position.

Taxation

NEMA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

New Accounting Standards

All new, revised or amending standards that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material financial impact on NEMA's financial statements.

Reporting of Administered Activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Events After the Reporting Period

There are no known events occurring after the reporting period that could impact on the NEMA's 2025 financial statements.

1. Departmental Financial Performance

This section analyses the financial performance of NEMA for the year ended 2025.

1.1 Expenses

	2025	2024
	\$'000	\$'000
1.1A: Employee benefits		
Wages and salaries	46,170	41,877
Superannuation		
Defined contribution plans	6,402	6,417
Defined benefit plans	2,350	1,947
Leave entitlements	6,666	5,838
Separation and redundancies	2	732
Other employee expenses ¹	2,567	1,621
Total employee benefits	64,157	58,432

1. Other employee expenses relate to remote locality assistance allowance and other allowances.

Accounting Policy

Accounting policies for employee related expenses are presented in Note 6.1A Employee provisions.

1.1B: Suppliers

Goods and services supplied or rendered

Contractors and consultants	37,399	28,356
Government shared services ¹	23,466	16,288
Training, travel and staff related costs	4,289	8,475
Information technology and communications	13,058	4,246
Property, equipment and office costs	5,061	2,307
Sponsorship, research and advertising	711	717
Audit services	508	688
Secondees	420	146
Other	256	42
Total goods and services supplied or rendered	85,168	61,265

Goods supplied	1,543	908
Services rendered	83,625	60,357
Total goods and services supplied or rendered	85,168	61,265

Other suppliers

Short-term leases ²	52	153
Workers compensation expenses	509	271
Total other suppliers	561	424
Total suppliers	85,729	61,689

1. Government shared services include corporate services provided by the Department of Home Affairs and grant hub services provided by Department of Industry, Science and Resources.
2. NEMA has no material short-term lease commitments in 2025 (2024: \$0.011 million). The above lease disclosures should be read in conjunction with Note 3.2A Property, Plant and Equipment and Intangibles and Note 3.4A Leases.

Accounting Policy

Short-term leases and leases of low-value assets

NEMA has elected not to recognise right-of-use assets and lease liabilities for short-term leases of building, and plant and equipment assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000 per asset). NEMA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

1.2 Income

	2025	2024
	\$'000	\$'000
1.2A: Services received free of charge		
Remuneration of auditors	179	179
Total other revenue	179	179

Accounting Policy

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

1.2B: Other revenue		
State project contributions	481	–
Recovery of costs	446	24
Total other revenue	927	24

1.2C: Other gains		
Assets received free of charge ¹	9,261	–
Gain on derecognition of leases	675	–
Other ²	62	432
Total other gains	9,998	432

1. Assets received free of charge includes \$8.643 million for leasehold improvements received from the Department of Agriculture Forestry and Fisheries.

2. Other gains relates to a profit share on leased motor vehicles sold by the fleet company as part of end of lease arrangements.

Accounting Policy

Resources Received Free of Charge

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another Government entity as a consequence of a restructuring of administrative arrangements (refer to Note 8.2).

2. Income and Expenses Administered on Behalf of Government

This section analyses the activities that NEMA does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

2.1 Administered Expenses

	2025	2024
	\$'000	\$'000
2.1A: Personal benefits		
Direct		
Disaster payments ¹	775,759	82,144
Total personal benefits	775,759	82,144

1. Personal benefits relate to Australian Government Disaster Recovery Payment (AGDRP), Disaster Recovery Allowance (DRA), New Zealand ex-gratia disaster payments, AGDRP supplementation, Pandemic Leave Disaster Payment and COVID-19 Disaster Payments (residual payments are winding down). Personal benefit payments are made by Services Australia on behalf of NEMA.

Accounting Policy

Direct personal benefits comprise current transfers provided directly to individuals or households. Personal benefits are recognised when payments are made, or NEMA has a present obligation either to a service provider or directly to recipients. Personal benefits do not require any economic benefit to flow back to Government.

2.1B: Grants

Private sector		
Not-for-profit organisations	125,190	171,487
Total grants	125,190	171,487

Accounting Policy

NEMA administers a number of grant and subsidy schemes on behalf of Government. Grant and subsidy liabilities are recognised to the extent that (i) the services required to be performed by the grantee have been performed or (ii) the grant eligibility criteria have been satisfied, but payments due have not been made. When Government enters into an agreement to make these grants, and services have not been performed or criteria satisfied, this is considered a commitment.

2.1C: Suppliers

Services supplied or rendered

Consultants and contractors	214	1,683
Information technology and communications	2,047	1,680
Property management	732	–
Training courses	31	–
Total services supplied or rendered	3,024	3,363

2.2 Administered Income

	2025	2024
	\$'000	\$'000
2.2A: Interest		
Interest from states and territories loans	451	356
Unwinding of concessional loan discount	242	184
Total interest	693	540

Accounting Policy

Interest revenue is recognised using the effective interest method.

2.2B: Other revenue		
Other	7,467	3,985
Total other administered revenue	7,467	3,985

3. Departmental Financial Position

This section analyses NEMA's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in Section 6 People and Relationships.

3.1 Financial Assets

	2025	2024
	\$'000	\$'000
3.1A: Trade and other receivables		
Goods and services receivables		
Other	139	–
Total goods and services receivables	139	–
Appropriation receivables		
Appropriation receivable	56,813	76,678
Total appropriation receivables	56,813	76,678
Other receivables		
Trade receivables	1,027	643
GST	278	665
Other	567	1,548
Total trade and other receivables	58,824	79,534

Credit terms for trade receivables were within 30 days (2024: 30 days).

NEMA has not recognised an impairment provision in 2025 due to the nature of these receivables.

Accounting Policy

Trade and other receivables are held for the purpose of collecting the contractual cash flows where:

- the cash flows are solely payments of principal and interest, and
- are not provided at below-market interest rates.

They are measured at fair value on initial recognition and at amortised cost on subsequent measurement using the effective interest method adjusted for any loss allowance.

Appropriations receivable are recognised at their nominal amounts. Appropriations receivable are appropriations available for use held in the OPA under the government's 'just-in-time' drawdown arrangements.

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses (ECL), using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased. The simplified approach for trade and other receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a de-recognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Accounting Policy

Cash and Cash Equivalents

Cash is recognised at its nominal amount. Cash and cash equivalents is entirely comprised of demand deposits in bank accounts with an original maturity of three months or less that are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

3.2 Non-Financial Assets

3.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles

	Buildings \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Computer software \$'000	Total \$'000
As at 1 July 2024					
Gross book value	30,039	11,154	1,195	1,194	43,582
Accumulated depreciation, amortisation and impairment	(8,024)	(3,242)	(567)	(811)	(12,644)
Total as at 1 July 2024	22,015	7,912	628	383	30,938
Additions					
Purchase or internally developed	–	2,811	1,069	2,296	6,176
Right-of-use assets	16,862	–	–	–	16,862
Received free of charge	–	8,643	618	–	9,261
Revaluations and impairments recognised in other comprehensive income	–	4,421	30	–	4,451
Impairments recognised in net cost of services	–	(1,131)	(26)	–	(1,157)
Depreciation and amortisation	–	(3,060)	(453)	(230)	(3,743)
Depreciation on right-of-use assets	(5,468)	–	(12)	–	(5,480)
Remeasurements of right-of-use assets	(4,007)	–	–	–	(4,007)
Total as at 30 June 2025	29,402	19,596	1,854	2,449	53,301
Total represented by:					
Gross book value	34,434	20,623	2,084	3,424	60,565
Accumulated depreciation, amortisation and impairment	(5,032)	(1,027)	(230)	(975)	(7,264)
Total as at 30 June 2025	29,402	19,596	1,854	2,449	53,301
Carrying amount of right-of-use assets	29,402	–	3	–	29,405

NEMA has no contractual commitments for the acquisition of leasehold improvements assets at 30 June 2025 (2024: \$0.085 million).

Accounting policy

Non-financial assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring (see Note 8.2 Restructuring).

Asset Recognition Threshold

Purchases of property, plant and equipment and intangibles are recognised initially at cost in the statement of financial position, except for purchases costing less than the below thresholds which are expensed in the year of acquisition:

- Plant and equipment - \$5,000
- Grouped assets - \$25,000
- Intangibles - \$10,000
- Leasehold improvements - \$20,000.

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions where an obligation exists to restore premises to their original condition. These costs are included in the value of the relevant assets with a corresponding provision for the 'make good' recognised. No make good has been recognised in 2025 (2024: nil).

An item of software represents a software licence granted for greater than 12 months; or a developed software application. Developed software is recognised by capitalising all directly attributable internal and external costs that enhance the software's functionality and therefore service potential.

Lease Right-of-Use (RoU) Assets

Leased RoU assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for as separate asset classes to corresponding assets owned outright, but included in the same column as the corresponding underlying assets would be presented if they were owned.

NEMA has elected not to recognise right-of-use assets and lease liabilities for short-term building, and plant and equipment leases and low-value leases (see Note 1.1B Suppliers).

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding RoU assets) are carried at fair value. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date.

The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets. An independent valuation of property, plant and equipment, including administered assets, was undertaken as at 30 June 2025 by Jones Lang LaSalle Pty Ltd (JLL).

Any revaluation increments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit.

Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

RoU assets are carried at cost less accumulated depreciation and impairment losses and are not subject to revaluation. Intangibles (software assets) are carried at cost less accumulated amortisation and impairment losses and are not subject to revaluation.

Impairment

All assets were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if NEMA were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

In 2025, impairment recognised relates to leasehold improvement assets received free of charge at the commencement of the Canberra lease that were removed as part of updating the lease space to meet NEMA's business needs (30 June 2024: nil).

Depreciation and Amortisation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives by NEMA using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future, reporting periods as appropriate.

The depreciation rates for RoU assets are based on the commencement date to the earlier of the end of useful life of the RoU asset or the end of the lease term.

Default depreciation or amortisation rates applying to each class of asset, unless assessed otherwise on an individual asset basis, are based on the following useful lives:

	2024-25	2023-24
Buildings (leased)	Lease term, inclusive of extension options where management has assessed these are likely to be exercised	Lease term, inclusive of extension options where management has assessed these are likely to be exercised
Leasehold Improvements	The shorter of the expected lease term and 15 years	The shorter of the expected lease term and 15 years
Motor Vehicles (leased)	Lease term, inclusive of extension options where management has assessed these are likely to be exercised	Lease term, inclusive of extension options where management has assessed these are likely to be exercised
Other Property, Plant and Equipment	3 – 10 years	3 – 10 years
Computer Software – Purchased	The shorter of 3 to 5 years or the licence term	The shorter of 3 to 5 years or the licence term
Computer Software – Internally Developed	3 years	3 years

Derecognition

An asset is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Assets are written-down where they no longer provide a future economic benefit and/or their existence can no longer be verified, which may occur where:

- The asset is obsolete, no longer in use and disposal options are not available or not relevant;
- The asset has been recycled, including being used for parts to maintain other assets;
- The asset was lost, stolen, destroyed or abandoned;
- A correction to the asset register is required; or
- The existence of the asset can no longer be verified.

No assets are expected to be sold or disposed of within the next 12 months (2024: Nil).

Intangibles

NEMA's intangibles comprise purchased computer software. These assets are carried at cost less accumulated amortisation and accumulated impairment losses. Software is amortised on a straight-line basis over its anticipated useful life.

All software assets were assessed for indications of impairment as at 30 June 2025.

	2025	2024
	\$'000	\$'000
3.2B: Inventories		
Inventories held for distribution	438	376
Total inventories	438	376

During 2025 \$0.159 million in inventory was recognised as an expense and no impairment losses were recognised (2024: \$0.003 million). Inventory held for distribution was made up of sandbags, flood mitigation barriers and pedestrian matting in preparation for flood emergency response activities.

No loss of service potential of inventories held for distribution has been determined in 2025 (2024: nil). This assessment had been based on the nature of the inventories which are single use items that can be stored for long periods.

Accounting policy

Inventories held for distribution are valued at cost, adjusted for any loss of service potential.

3.3 Payables

	2025	2024
	\$'000	\$'000
3.3A: Supplier payables		
Supplier payables	19,891	24,375
Total suppliers	19,891	24,375

Supplier payables are usually settled within 20 calendar days. Supplier payables include payables to Government entities of \$11.269 million and payables to non-Government entities of \$8.622 million.

3.3B: Other payables		
Salaries and wages	1,639	1,314
Superannuation	268	210
Unearned income	1,395	1,875
Other ¹	1,150	1,761
Total other payables	4,452	5,160

1. Other relates to transfers of leave liabilities to other government entities.

3.4 Interest Bearing Liabilities

	2025	2024
	\$'000	\$'000
3.4A: Leases		
Lease liabilities ^{1,2}	30,479	22,536
Total leases	30,479	22,536
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	4,710	3,226
Between 1 to 5 years	24,011	12,421
More than 5 years	6,656	10,004
Total leases	35,377	25,651

1. Total cash outflow for leases for the year ended 30 June 2025 is disclosed in the Cash Flow Statement under principal payments of lease liabilities and interest payments on lease liabilities.
2. Leases have increased in 2025 due to a new office lease in Canberra. This has been offset by a reduction in office space in other Canberra leases.

NEMA in its capacity as lessee enters into arrangements for the provision of office accommodation and motor vehicles, based on normal market terms. Leases may contain price escalation clauses (that may be fixed or variable in nature), extension or renewal options and/or purchase options (for motor vehicles which have not been assessed as likely to be exercised) consistent with normal market practices. The above lease disclosures should be read in conjunction with Note 1.1B Suppliers and Note 3.2A Property, Plant and Equipment and Intangibles.

Accounting policy

For all new contracts entered into, NEMA considers whether the contract is, or contains, a lease. A lease is defined as a 'contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. Once it has been determined that a contract is, or contains, a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or NEMA's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made (i.e. principal repayments) and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

4. Assets and Liabilities Administered on Behalf of Government

This section analyses assets used to conduct operations and the operating liabilities incurred which NEMA does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

4.1 Administered Financial Assets

	2025	2024
4.1A: Trade and other receivables	\$'000	\$'000
Advances and loans		
State and Territory Governments ¹	35,651	20,134
Total advances and loans	35,651	20,134
Other receivables		
GST	305	349
Recovery of benefit payments	6,419	7,027
Other	1,387	–
Total other receivables	8,111	7,376
Total trade and other receivables (gross)	43,762	27,510
Less expected credit loss allowance ²	(5,053)	(3,739)
Total trade and other receivables (net)	38,709	23,771

- Loans to state and territory governments are concessional in nature. A summary of loan movements is provided below.
- Impairment loss allowance relates to recoveries of personal benefits.

Summary of loan movements

Opening balance	20,134	21,048
Remeasurement on 1 July based on updated interest	238	67
New loans advanced	23,077	4,030
Discounting on new loans ¹	(2,023)	(480)
Interest revenue	451	356
Unwinding of concessional loan discount	242	184
Less payments of principal and interest	(6,468)	(5,071)
Closing balance of loans	35,651	20,134

- Discounting is explained in accounting judgements and estimates.

Accounting policy

Receivables that are statutory in nature are held at statutory value less amounts for impairment loss allowances. Contractual receivables with fixed or determinable payments and receipts are initially recognised at cost unless the transaction price differs from fair value in which case, initial recognition is at fair value. Any difference between cost and fair value is recognised as a loss in the Administered Schedule of Comprehensive Income.

Accounting judgements and estimates

Valuation of loans receivable

A difference between cost and fair value is identified for loans provided with conditions that are more favourable than would otherwise be available in the market. Fair value is assessed as the discounted present value of future payments and receipts using the prevailing market rate. Discounting is reported as interest expense in the Administered Schedule of Comprehensive Income.

4.2 Administered Non-Financial Assets

4.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles

	Plant and equipment \$'000	Total \$'000
As at 1 July 2024		
Gross book value	13,181	13,181
Accumulated depreciation, amortisation and impairment	(405)	(405)
Total as at 1 July 2024	12,776	12,776
Additions		
Purchased	373	373
Revaluations and impairments recognised in other comprehensive income	228	228
Depreciation and amortisation	(1,389)	(1,389)
Total as at 30 June 2025	11,988	11,988
Total represented by:		
Gross book value	12,019	12,019
Accumulated depreciation, amortisation and impairment	(31)	(31)
Total as at 30 June 2025	11,988	11,988

Administered non-financial assets relate to National Emergency Management Stockpile purchase of transportable emergency shelters and other equipment deployed as supplementary resources to those managed by state and territory governments as part of natural disaster recovery response.

5. Funding

This section identifies NEMA's funding structure.

5.1 Appropriations

The following table outlines appropriations for the period and the amount utilised for the period.

5.1A: Annual appropriations ('recoverable GST exclusive')

Annual Appropriations for 2025

	Annual Appropriation \$'000	Adjustments to appropriation ¹ \$'000	Total appropriation \$'000	Appropriation applied in 2025 (current and prior years) \$'000	Variance ² \$'000
Departmental					
Ordinary annual services	136,275	26,067	162,342	(171,101)	(8,759)
Capital budget ³	3,056	–	3,056	(3,696)	(640)
Other services					
Equity injections	791	–	791	(1,829)	(1,038)
Total departmental	140,122	26,067	166,189	(176,626)	(10,437)
Administered					
Ordinary annual services					
Administered items ⁴	188,639	–	188,639	(145,077)	43,562
Other services					
Administered assets and liabilities	15,420	–	15,420	(23,450)	(8,030)
Total administered	204,059	–	204,059	(168,527)	35,532

- Adjustments to appropriations in Departmental includes adjustments to current year annual appropriations for PGPA Act section 74 receipts of \$13.697 million and PGPA Act section 75 transfer of \$12.370 million. PGPA Act section 74 receipts includes retainable GST receipts of \$6.091 million. In 2024 GST retainable receipts were excluded from the appropriation note.
- The variance between appropriation applied and total appropriation for 2025 relates to:
 - Departmental –timing differences associated with payments to suppliers and additional spend on capital projects including office fit-outs and the Disaster Program Management System.
 - Administered –relates to lower grants, in particular the Black Summer Bushfire Recovery and Preparing Australian Communities programs, and additional loans made under Disaster Recovery Funding Arrangements.
- Departmental Capital Budgets are appropriated through Appropriation Acts (No.1, 3, 5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.
- No current year Departmental has been withheld under section 51 of the PGPA Act or quarantined. In Administered, \$46.114 million has been withheld under section 51.

The following entities spent money from the Consolidated Revenue Fund (CRF) on behalf of NEMA:

- Department of Home Affairs – Departmental shared services
- Services Australia – Administered personal benefits
- Department of Industry, Science and Resources – Administered grant payments.

Annual Appropriations for 2024 ('recoverable GST exclusive')

	Annual Appropriation \$'000	Adjustments to appropriation ¹ \$'000	Total appropriation \$'000	Appropriation applied in 2024 (current and prior years) \$'000	Variance ² \$'000
Departmental					
Ordinary annual services	133,287	2,704	135,991	(116,932)	19,059
Capital budget ³	211	–	211	(1,404)	(1,193)
Other services					
Equity injections	2,823	–	2,823	–	2,823
Total departmental	136,321	2,704	139,025	(118,336)	20,689
Administered					
Ordinary annual services					
Administered items ⁴	207,302	–	207,302	(167,609)	39,693
Other services					
New administered outcomes	–	–	–	(4,377)	(4,377)
Administered assets and liabilities	57,715	–	57,715	(17,210)	40,505
Total administered	265,017	–	265,017	(189,196)	75,821

- Adjustments to appropriations in Departmental includes adjustments to current year annual appropriations for PGPA Act section 74 receipts.
- The variance between appropriation applied and the total appropriation for the 2023-24 financial year in Departmental relates to timing differences associated with payments to suppliers, in Administered this relates to lower grants and loans made.
- Departmental Capital Budgets are appropriated through Appropriation Acts (No.1, 3, 5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.
- No current year Departmental has been withheld under section 51 of the PGPA Act or quarantined. In Administered, \$29.352 million has been withheld under section 51.

The following entities spent money from the Consolidated Revenue Fund (CRF) on behalf of NEMA:

- Department of Home Affairs – Departmental shared services
- Services Australia – Administered personal benefits and grant payments
- Department of Industry, Science, Energy and Resources – Administered grant payments.

Accounting Policy

Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when NEMA gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

5.1B: Unspent annual appropriations ('recoverable GST exclusive')	PGPA s51 Withholding ¹		
	2025 \$'000	2024 \$'000	2025 \$'000
Departmental			
Appropriation Act (No. 1) 2021-22 - DCB2	–	2,841	–
Supply Act (No. 2) 2022-2023 - Equity injection ²	1,362	1,362	1,362
Supply Act (No. 4) 2022-2023 - Equity injection ²	3,322	3,322	3,322
Appropriation Act (No. 1) 2022-2023 - Operating ²	3,880	3,880	3,880
Appropriation Act (No. 1) 2022-2023 - DCB	–	429	–
Appropriation Act (No. 1) 2023-2024 - Operating	–	68,531	–
Appropriation Act (No. 1) 2023-2024 - DCB	–	210	–
Appropriation Act (No. 1) 2023-2024 - Cash	–	1,008	–
Appropriation Act (No. 2) 2023-2024 - Equity injection	1,048	2,823	1,048
Appropriation Act (No. 3) 2023-2024 - DCB	–	1	–
Appropriation Act (No. 1) 2024-2025 - Operating ³	56,076	–	–
Appropriation Act (No. 1) 2024-2025 - Cash	4,704	–	–
Appropriation Act (No. 2) 2024-2025 - Equity injection	737	–	–
Total departmental unspent appropriations	71,129	84,407	9,612
Administered			
Appropriation Act (No. 1) 2021-2022 (COVID-19 Assistance) ²	–	789,278	–
Appropriation Act (No. 2) 2021-2022 ²	–	174	–
Supply Act (No. 1) 2022-2023 ²	31,758	62,362	31,758
Supply Act (No. 3) 2022-2023 ²	1,170	1,210	–
Appropriation Act (No. 1) 2022-2023 ²	15,768	15,806	10,899
Appropriation Act (No. 3) 2022-2023 ²	7,628	17,728	7,628
Appropriation Act (No. 1) 2023-2024	44,109	51,414	42,986
Appropriation Act (No. 1) 2023-2024 - Cash ⁴	–	50	–
Appropriation Act (No. 3) 2023-2024	4,950	4,950	4,950
Appropriation Act (No. 4) 2023-2024	30,646	40,505	–
Appropriation Act (No. 1) 2024-2025 ³	16,084	–	12,500
Appropriation Act (No. 1) 2024-2025 - Cash ⁴	455	–	–
Appropriation Act (No. 2) 2024-2025	1,829	–	–
Appropriation Act (No. 3) 2024-2025 ³	75,600	–	33,614
Total administered unspent appropriations	229,997	983,477	144,335

- Appropriations withheld under section 51 of the PGPA Act for both Administered and Departmental have been included in movement of funds requests or reclassifications to fund NEMA's programs under another appropriation act.
- Unspent appropriations lapse on the following dates:
 - 2021-22 lapsed on 1 July 2024.
 - 2022-23 will lapse on 1 July 2025.
- Includes a PGPA Act section 75 transfer to NEMA of \$12.370 million in 2024-25.
- This represents the portion of the administered cash and cash equivalents relating to annual appropriations. The remaining cash and cash equivalents relate to special appropriations and administered receipts.

5.1C: Special appropriations ('recoverable GST exclusive')

Authority	Appropriation applied	
	2025 \$'000	2024 \$'000
<i>Social Security (Administration) Act 1999</i> - section 242 (unlimited)	764,698	78,935
Total special appropriations applied	764,698	78,935

The following special appropriations had no transactions and budgets during the reporting period:

- *Treasury Laws Amendment (North Queensland Flood Recovery) Act 2019* - Schedule 3, section 1 loans to financial institutions.

5.2 Special Accounts

Emergency Response Fund Amendment (Disaster Ready Fund) Act 2022 special account

The Disaster Ready Fund Payments (DRFP) special account was established under section 80 of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*. For the year ended 30 June 2025 the account had a nil balance and there were no transactions credited to or debited from the special account during the current reporting period (2024: nil).

5.3. Net cash appropriation arrangements

5.3: Net Cash Appropriation Arrangements

	2025 \$'000	2024 \$'000
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	2,763	7,057
Plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) ¹	3,743	2,017
Plus: depreciation of right-of-use assets ²	5,480	4,179
Less: lease principal repayments ²	(3,883)	(3,656)
Total Comprehensive income less expenses previously funded through revenue appropriations	8,103	9,597
Changes in asset revaluation reserve	(4,451)	-
Net Cash Operating Surplus	3,652	9,597

1. From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity injections. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.

2. The inclusion of depreciation/amortisation expenses related to RoU leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 Leases, which does not directly reflect a change in appropriation arrangements.

6. People and Relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

6.1 Employee Provisions

	2025	2024
	\$'000	\$'000
6.1A: Employee provisions		
Annual leave	5,864	5,072
Long service leave	10,770	8,664
Total employee provisions	16,634	13,736

Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including NEMA's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave as at 30 June 2025 has been determined using the shorthand model developed by the Australian Government Actuary. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and Redundancy

Provision is made for separation and redundancy benefit payments. NEMA recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

Superannuation

NEMA's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

NEMA makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to Government. NEMA accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June 2025 represents outstanding contributions.

6.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of NEMA, directly or indirectly.

NEMA has determined the key management personnel comprise the Prime Minister, Portfolio Minister, the Coordinator-General, Deputy Coordinator-Generals and the Chief Operating Officer (including any acting and secondment arrangements).

NEMA only remunerates the role of the Coordinator-General, Deputy Coordinator-Generals and the Chief Operating Officer directly. The below table sets out their remuneration on an accrual basis, excluding the remuneration and other benefits of the Prime Minister and Portfolio Minister, whose remuneration are set by the Remuneration Tribunal and are not paid by NEMA.

6.2: Key Management Personnel Remuneration

	2025	2024
	\$'000	\$'000
Short-term employee benefits	1,764	1,758
Other long-term employee benefits	35	60
Post-employment benefits	222	205
Total key management personnel remuneration expenses	2,021	2,023
Number of key management personnel included in the table above¹	4	6

1. Represents the total number of persons who occupied a KMP position during the year, or part thereof. In 2025 there were four key management personnel positions (2024: 4).

6.3. Related Party Disclosures

Related party relationships

NEMA is an Australian Government controlled entity. Related parties to NEMA are Key Management Personnel including the Prime Minister and Portfolio Minister, and other Australian Government entities.

Transactions with related parties

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as any ordinary citizen. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by NEMA it has been determined that there are no related party transactions to be separately disclosed for 2025 (2024: nil).

7. Managing Uncertainties

This section analyses how NEMA manages financial risks within its operating environment.

7.1 Contingent Assets and Liabilities

Accounting policy

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset in respect of which the amount cannot be reliably measured.

Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when the probability of settlement is greater than remote.

NEMA is not aware of any quantifiable or unquantifiable contingent asset or liabilities as of the signing date that may have an impact on operations or the financial statements (2024: nil).

7.2 Financial Instruments

7.2A: Categories of financial instruments

	2025	2024
	\$'000	\$'000
Financial assets at amortised cost		
Cash and cash equivalents	4,704	1,008
Trade and other receivables	1,027	643
Total financial assets at amortised cost	5,731	1,651
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	19,891	24,375
Total financial liabilities measured at amortised cost	19,891	24,375
Total financial liabilities	19,891	24,375

7.2E: Categories of financial instruments

	2025	2024
	\$'000	\$'000
Financial assets at amortised cost		
Cash and cash equivalents	7,112	500
Trade and other receivables	35,651	20,134
Total financial assets at amortised cost	42,763	20,634
Total financial assets	42,763	20,634
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors and accruals	307	6
Total financial liabilities measured at amortised cost	307	6

Accounting policy

Financial assets

In accordance with AASB 9 Financial Instruments, NEMA classifies its financial assets in the following categories:

- a) financial assets at fair value through profit or loss;
- b) financial assets at fair value through other comprehensive income; and
- c) financial assets measured at amortised cost.

The classification depends on both NEMA's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when NEMA becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial Liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

8. Other Information

8.1. Current/Non-Current Distinction for Assets and Liabilities

8.1A: Current/non-current distinction for assets and liabilities

	2025	2024
	\$'000	\$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	4,704	1,008
Trade and other receivables	58,824	79,534
Supplier prepayments	1,745	596
Total no more than 12 months	65,273	81,138
More than 12 months		
Buildings	29,402	22,015
Leasehold improvements	19,596	7,912
Plant and equipment	1,854	628
Computer software	2,449	383
Inventories	438	376
Supplier prepayments	1	34
Total more than 12 months	53,740	31,348
Total assets	119,013	112,486
Liabilities expected to be settled in:		
No more than 12 months		
Supplier payables	19,891	24,375
Other payables	4,452	5,160
Leases	3,554	2,639
Employee provisions	6,758	5,784
Total no more than 12 months	34,655	37,958
More than 12 months		
Leases	26,925	19,897
Employee provisions	9,876	7,952
Total more than 12 months	36,801	27,849
Total liabilities	71,456	65,807

8.1B: Administered - current/non-current distinction for assets and liabilities

	2025	2024
	\$'000	\$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	7,112	500
Trade and other receivables	6,968	7,964
Total no more than 12 months	14,080	8,464
More than 12 months		
Trade and other receivables	31,741	15,807
Property, plant and equipment	11,988	12,776
Total more than 12 months	43,729	28,583
Total assets	57,809	37,047
Liabilities expected to be settled in no more than 12 months:		
Supplier payables	307	6
Grant payables	101	7,124
Total liabilities	408	7,130

8.2. Restructuring

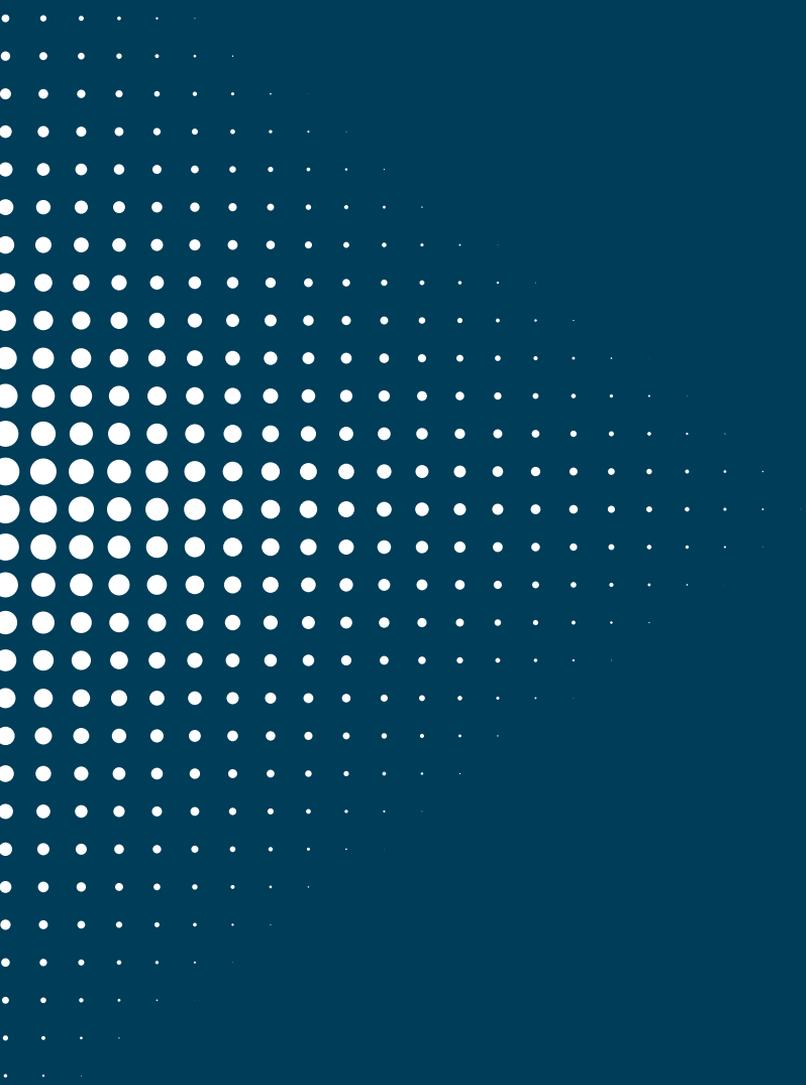
8.2A: Restructuring

	RELINQUISHED	
	Department of Agriculture, Fisheries and Forestry - Rural Financial Counselling Service	
	2025	2024
	\$'000	\$'000
FUNCTIONS ASSUMED		
Assets recognised		
Trade and other receivables	-	(146)
Total assets recognised	-	(146)
Liabilities recognised		
Employee provisions	-	(146)
Total liabilities recognised	-	(146)
Net assets recognised	-	-

In 2024 the following restructures occurred:

- a minor restructure was implemented by a decision of Government transferring the Rural Financial Counselling Service function from NEMA to DAFF that resulted in a transfer of assets and liabilities; and
- a decision of Government transferred the Australian Climate Service's emergency management support functions from within the Bureau of Meteorology to NEMA. This Machinery of Government (MoG) change was announced on 20 June 2024 and was effective immediately. No assets or liabilities transferred as a result of this restructure. A current year PGPA Act s75 transfer was agreed to provide NEMA funding for this function.





Appendix 1: Refinements to performance information

The performance information presented in our 2024–25 Annual Performance Statements does not differ from what is set out in the 2024–25 Corporate Plan. We did refine our performance information from the PBS, with these changes outlined in the 2024–25 Corporate Plan.

2024–25 PBS	2024–25 Corporate Plan	Summary of changes
Performance measures	Planned performance results	Planned performance results
<p>Leadership and coordination efforts reduce disaster risk across Australia.</p>	<p>Progress against the implementation of the Second National Action Plan to implement the National Disaster Risk Reduction Framework (NDRRF).</p>	<p>Progress against the implementation of the Second National Action Plan to implement the National Disaster Risk Reduction Framework (NDRRF).</p> <p>Nil change.</p>
<p>Leading and coordinating national preparedness contributes to stakeholders' ability to respond to severe and catastrophic events.</p>	<p>1. 100% achievement of key deliverables for the 2024–25 Higher Risk Weather Season (HRWS) Preparedness Program.</p> <p>2. 100% achievement of key deliverables for the 2024–25 National Crisis Exercising Program.</p> <p>3. 100% achievement of key deliverables for the 2024–25 review of national-level plans in line with the Australian Government Crisis Management Framework.</p>	<p>PM 6: Leadership and coordination efforts reduce disaster risk across Australia.</p> <p>PM 1: Leading and coordinating national preparedness contributes to stakeholders' ability to respond to severe and catastrophic events.</p> <p>100% achievement of key deliverables for national preparedness activities.</p> <p>Revised target wording to amalgamate into one higher-level target.</p>

2024–25 PBS

- Nationally significant emergency management capability projects contribute to enhanced community resilience and safety outcomes.
- 100% of Cell broadcast National Messaging System (NMS) milestones for 2024–25 achieved.
- 100% of Public Safety Mobile Broadband (PSMB) taskforce milestones achieved.

2024–25 Corporate Plan

PM 2: Building national emergency capabilities to support national response to crises and contribute to enhancing community resilience and improve community safety outcomes.

100% achievement of delivery milestones for the implementation of capability projects.

Revised measure wording. Revised target wording to amalgamate into one higher-level target.

Updates to methodology to add and remove more meaningful and measurable project milestones and capability development.

Summary of changes

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

- Crisis intelligence delivers a service to meet requirements on 80% of requests for information.
- Increase the percentage of active National Joint Common Operating Picture (NJCOP) users in 2024–25 from 30% to 40%, with a 5% year on year increase.
- All NJCOP project sprints are delivered in accordance with agreed project steering committee requirements.

PM 4: Communities, leaders and stakeholders make effective decisions through decision support information and predictive analysis.

- Crisis intelligence delivers a service to meet requirements on 80% of requests for information.
- Increase the percentage of active National Joint Common Operating Picture (NJCOP) users in 2024–25 from 30% to 40%, with a 5% year on year increase thereafter.
- Localised and location-based natural hazard information is publicly available by NEMA 100% of the time

Removal of result 3 relating to project milestones, as it was expiring and shifting focus to other capability outputs.

2024-25 PBS

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

Deliver on the Hazards Insurance Partnership (HIP) strategic priorities:

1. Delivering a hazard risk Mitigation Measures Knowledge Base.
2. Creating a data asset that provides an evidence base of insurance availability, affordability and coverage.
3. Developing a community education and awareness strategy.

2024-25 Corporate Plan

PM 8: Building a national picture of hazard risk, targeting investment and understanding effective mitigation measures.

Deliver on the HIP strategic priorities as per annual work plan.

Summary of changes

Revised target wording to amalgamate into one higher-level target.

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

1. Disaster Recovery Funding Arrangements (DRFA), Australian Government Disaster Recovery Payment (AGDRP), and Disaster Recovery Allowance timeliness targets are met 100% of the time.
2. 100% of DRFA (Cat C & D) funding requests to the Minister address the DRFA Principles.

PM 5: The Government supports jurisdictions to deliver timely and targeted recovery assistance to communities impacted by disasters (DRFA).

Disaster Recovery Funding Arrangements (DRFA), Australian Government Disaster Recovery Payment (AGDRP), and Disaster Recovery Allowance internal timeliness targets are met 100% of the time.

100% of DRFA (Cat C & D) funding requests to the Minister address the DRFA Principles.

Nil change.

2024-25 PBS

- Disaster risk reduction investment supports communities, businesses and individuals to be better prepared for, and more resilient to, disaster events.
1. 100% achievement of program design and delivery milestones for Round 2 of the Disaster Ready Fund (DRF).
 2. Monitoring and Evaluation (M&E) activities achieved, as per approved M&E Plan.

2024-25 Corporate Plan

- PM 7:** Disaster risk reduction investment supports communities, businesses and individuals to be better prepared for, and more resilient to disaster events.
- 100% achievement of program design and delivery milestones for Round 2 of the Disaster Ready Fund (DRF).
DRF performance health check for 2024-25 completed.

Summary of changes

Removal of M&E activities in result 2 replaced with performance health check. Methodology updated accordingly.

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

1. A Crisis Coordination Team is activated 100% of the time prior to receiving a formal Request for Assistance (RFA).
2. A national plan is activated 100% of the time prior to receiving a formal RFA.
3. The effect requested in the RFA is delivered 100% of the time, following NEMA's acceptance and approval of the request.

PM 3: Coordination of Commonwealth support and planning capabilities enhance response, relief, and recovery outcomes and helps jurisdictions and international partners reduce the impacts of all-hazards crises.

As agreed by NEMA, response resources and capabilities are deployed 100% of the time and in a timely manner to aid response efforts to disaster impacted jurisdictions.

Revised measure wording. Revised target wording to amalgamate into one higher-level target.

Updates to methodology to add and remove more meaningful and measurable response activities, capability and timeliness milestones.



Appendix 2: Staff data

Table 12: All ongoing employees (2024–25)

	Man/Male		Woman/Female		Non-binary		Prefers not to answer		Uses a different term		Total	
	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time		
NSW	2	0	2	5	0	0	0	0	0	0	0	7
Qld	17	2	19	26	2	28	0	0	0	0	0	47
SA	3	0	3	1	0	1	0	0	0	0	0	4
Tas	0	0	0	0	0	0	0	0	0	0	0	0
Vic	4	0	4	3	0	3	0	0	0	0	0	7
WA	3	0	3	2	0	2	0	0	0	0	0	5
ACT	107	2	109	200	21	221	0	0	0	0	0	330
NT	1	0	1	0	0	0	0	0	0	0	0	1
External Territories	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0
Total	137	4	141	237	23	260	0	0	0	0	0	401

Table 13: All non-ongoing employees (2024-25)

	Man/Male		Woman/Female		Non-binary		Prefers not to answer		Uses a different term		Total
	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	
NSW	0	0	0	0	0	0	0	0	0	0	0
Qld	0	0	1	0	0	0	0	0	0	0	1
SA	0	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0	0
ACT	6	0	10	0	0	0	0	0	0	0	16
NT	0	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0
Total	6	0	11	0	11	0	0	0	0	0	17

Table 14: APS Act ongoing employees (2024-25)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES 3	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	3
SES 2	2	0	2	3	0	3	0	0	0	0	0	0	0	0	0	5
SES 1	6	0	6	10	0	10	0	0	0	0	0	0	0	0	0	16
EL 2	16	1	17	37	2	39	0	0	0	0	0	0	0	0	0	56
EL 1	42	2	44	78	7	85	0	0	0	0	0	0	0	0	0	129
APS 6	47	0	47	64	10	74	0	0	0	0	0	0	0	0	0	121
APS 5	18	1	19	26	3	29	0	0	0	0	0	0	0	0	0	48
APS 4	4	0	4	17	1	18	0	0	0	0	0	0	0	0	0	22
APS 3	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	137	4	141	237	23	260	0	0	0	0	0	0	0	0	0	401

Table 15: APS Act non-ongoing employees (2024-25)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
SES 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 1	0	0	0	7	0	7	0	0	0	0	0	0	0	0	0	7
APS 6	2	0	2	3	0	3	0	0	0	0	0	0	0	0	0	5
APS 5	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	3
APS 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	6	0	6	11	0	11	0	0	0	0	0	0	0	0	0	17

Table 16: APS Act employees by full-time and part-time status (2024-25)

	Ongoing			Non-ongoing			Total
	Full time	Part time	Total ongoing	Full time	Part time	Total non-ongoing	
SES 3	3	0	3	0	0	0	3
SES 2	5	0	5	2	0	2	7
SES 1	16	0	16	0	0	0	16
EL 2	53	3	56	0	0	0	56
EL 1	120	9	129	7	0	7	136
APS 6	111	10	121	5	0	5	126
APS 5	44	4	48	3	0	3	51
APS 4	21	1	22	0	0	0	22
APS 3	1	0	1	0	0	0	1
APS 2	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	374	27	401	17	0	17	418

Table 17: APS Act employment type by location (2024-25)

	Ongoing	Non-ongoing	Total
NSW	7	0	7
Qld	47	1	48
SA	4	0	4
Tas	0	0	0
Vic	7	0	7
WA	5	0	5
ACT	330	16	346
NT	1	0	1
External Territories	0	0	0
Overseas	0	0	0
Total	401	17	418

Table 18: APS Act Indigenous employment (2024-25)

	Total
Ongoing	8
Non-ongoing	0
Total	8

Table 19: APS Act employment arrangements (2024-25)

	SES	Non-SES	Total
SES Employees Determination 2025 (made under ss 24(1) of the <i>Public Service Act 1999</i>)	26	0	26
NEMA Enterprise Agreement 2024-2027	0	392	392
Total	0	0	418

Table 20: APS Act employment salary ranges by classification level (minimum/maximum) (2024-25)

	Minimum salary (\$)	Maximum salary (\$)
SES 3	398,138.00	449,900.00
SES 2	298,502.00	331,011.00
SES 1	225,963.00	263,260.00
EL 2	141,759.00	168,716.00
EL 1	121,794.00	138,811.00
APS 6	94,775.00	106,505.00
APS 5	85,687.00	91,809.00
APS 4	77,607.00	82,997.00
APS 3	71,344.00	74,310.00
APS 2	63,885.00	68,078.00
APS 1	54,516.00	59,473.00
Other	0	0
<i>Minimum/Maximum range</i>	54,516.00	449,900.00

Executive remuneration

Table 21: Information about remuneration for key management personnel (2024–25)

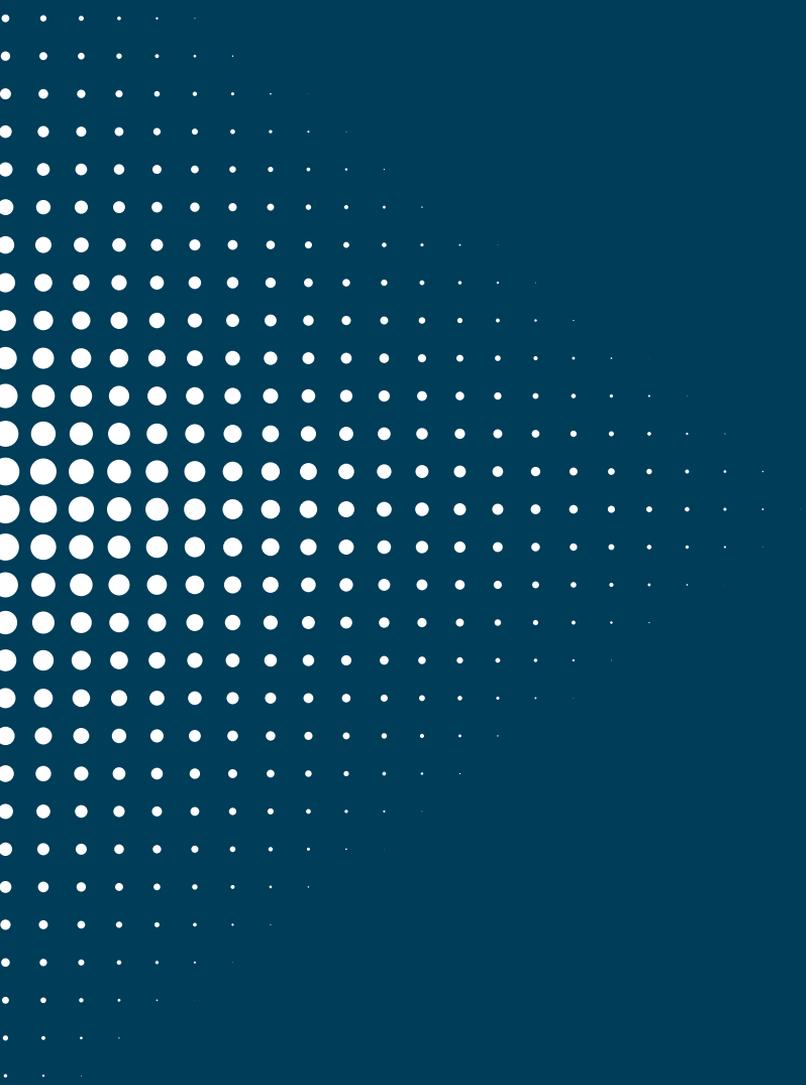
Name	Position title	Short-term benefits			Post-employment benefits			Other long-term benefits	Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits			
Brendan MOON	Coordinator-General	512,120		2,232	30,116	8,562			553,030	
Joe BUFFONE	Deputy Coordinator-General Emergency Management Group	443,428		1,736	64,161	10,994			520,319	
Jill CHARKER	Deputy Coordinator-General Disaster Resilience and Recovery	459,238		2,232	64,882	6,281			532,633	
Vidoshi JANA	First Assistant Coordinator-General and Chief Operating Officer	340,493		2,232	62,366	9,238			414,329	

Table 22: Information about remuneration for senior executives (2024-25)

Total remuneration bands	Number of senior executives	Short-term benefits				Post-employment benefits			Other long-term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits				
\$0-\$220,000	5	105,746	-	2,365	35,079	(1,388)	-	-	-	-	141,802	
\$220,001-\$245,000	2	185,123	-	2,232	34,024	5,259	-	-	-	-	226,638	
\$245,001-\$270,000	2	208,525	-	2,564	37,835	6,461	-	-	-	-	255,385	
\$270,001-\$295,000	10	235,141	-	2,203	36,593	8,152	-	-	-	-	282,088	
\$295,001-\$320,000	3	253,751	-	2,232	42,834	6,556	-	-	-	-	305,373	
\$320,001-\$345,000	-	-	-	-	-	-	-	-	-	-	-	
\$345,001-\$370,000	-	-	-	-	-	-	-	-	-	-	-	
\$370,001-\$395,000	1	319,753	-	2,232	44,373	4,674	-	-	-	-	371,032	
\$395,001-\$420,000	1	339,738	-	2,232	49,155	9,180	-	-	-	-	400,305	
\$420,001-\$445,000	-	-	-	-	-	-	-	-	-	-	-	
\$445,001-\$470,000	-	-	-	-	-	-	-	-	-	-	-	
\$470,001-\$495,000	-	-	-	-	-	-	-	-	-	-	-	
\$495,001-\$520,000	1	426,026	-	2,232	72,387	10,529	-	-	-	-	511,174	

Table 23: Information about remuneration for other highly paid staff (2024–25)

Total remuneration bands	Number of other highly paid staff	Short-term benefits			Post-employment benefits		Other long-term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits			
\$260,000–\$270,000	-	-	-	-	-	-	-	-	-	-
\$270,001–\$295,000	-	-	-	-	-	-	-	-	-	-
\$295,001–\$320,000	-	-	-	-	-	-	-	-	-	-
\$320,001–\$345,000	-	-	-	-	-	-	-	-	-	-
\$345,001–\$370,000	-	-	-	-	-	-	-	-	-	-
\$370,001–\$395,000	-	-	-	-	-	-	-	-	-	-
\$395,001–\$420,000	-	-	-	-	-	-	-	-	-	-
\$420,001–\$445,000	-	-	-	-	-	-	-	-	-	-
\$445,001–\$470,000	-	-	-	-	-	-	-	-	-	-
\$470,001–\$495,000	-	-	-	-	-	-	-	-	-	-
\$495,001–\$520,000	-	-	-	-	-	-	-	-	-	-



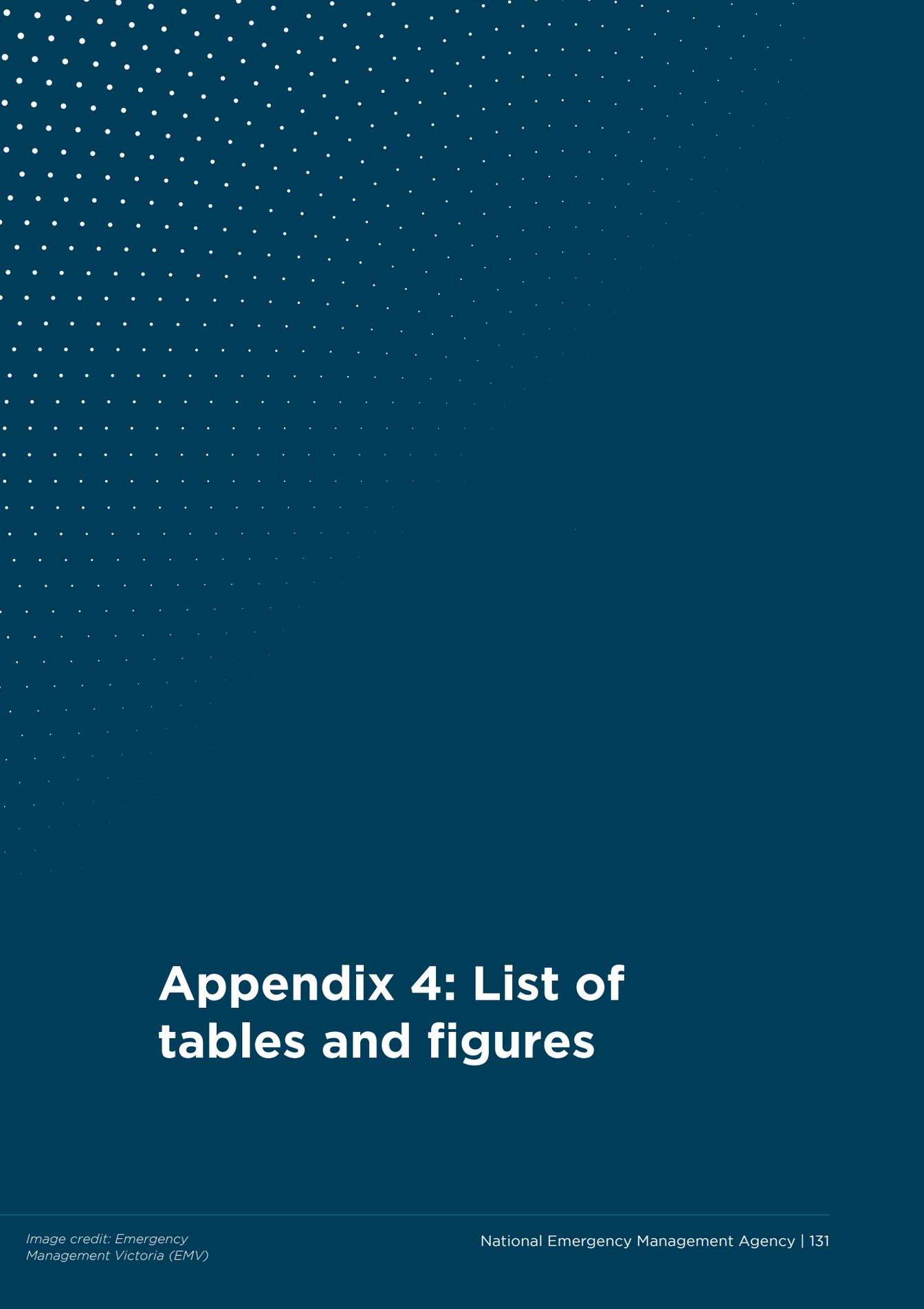
Appendix 3: Acronyms and abbreviations

Term	Description
AAIs	Accountable Authority Instructions
ADF	Australian Defence Force
AGCMF	Australian Government Crisis Management Framework
AGDRP	Australian Government Disaster Recovery Payment
AM	Member of the Order of Australia
APS	Australian Public Service
ANAO	Australian National Audit Office
ANZEMC	Australia-New Zealand Emergency Management Committee
CBE	Cell Broadcast Entity
CCT	Crisis Coordination Team
CIS	Crisis Intelligence Section
COO	Chief Operating Officer
CPO	Coordination and Planning Officer
CPRs	Commonwealth Procurement Rules
DIN	Diversity and Inclusion Network
DRA	Disaster Relief Australia
DRF	Disaster Ready Fund
DRFA	Disaster Recovery Funding Arrangements
DRR	Disaster Resilience and Recovery
DRR TLWG	Disaster Risk Reduction Time Limited Working Group
EAP	Employee Assistance Program
EL	Executive Level
EM-TAP	Emergency Management Targeted Action Plan
EMA	Emergency Management Australia
EMR	Emergency Management and Response
EPBC Act	<i>Environmental Protection and Biodiversity Conservation Act 1999</i>
FOI	Freedom of information
FOI Act	<i>Freedom of Information Act 1982</i>
GST	Goods and Services Tax
HIP	Hazard Insurance Partnership
HR	Human Resources
HRWS	Higher Risk Weather Season
ICT	Information and Communications Technology
IGA	Intergovernmental agreement

Term	Description
LAT	Large Air Tanker
LGA	Local Government Area
LO	Liaison Officer
M&E	Monitoring and evaluation
MMKB	Mitigations measure knowledge base
MP	Member of Parliament
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
NJCOP	National Joint Common Operating Picture
NMS	National Messaging System
NSR	National Situation Room
NSW	New South Wales
PBS	Portfolio Budget Statements
PDMS	Parliamentary Document Management System
PGPA Act	<i>Public Governance Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PM	Performance Measure
PM&C	Department of the Prime Minister and Cabinet
PS Act	<i>Public Service Act 1999</i>
PSM	Public Service Medal
PSMB	Public Safety Mobile Broadband
QRA	Queensland Reconstruction Authority
RFA	Request for Assistance
RFI	Request for Information
SES	Senior Executive Service
SME	Small and Medium Enterprise
the Hon	The Honourable
UNDRR	United Nations Office for Disaster Risk Reduction
WHS	Workplace Health and Safety
WHSC	Work Health and Safety Committee
WHS Act	<i>Work Health and Safety Act 2011</i>



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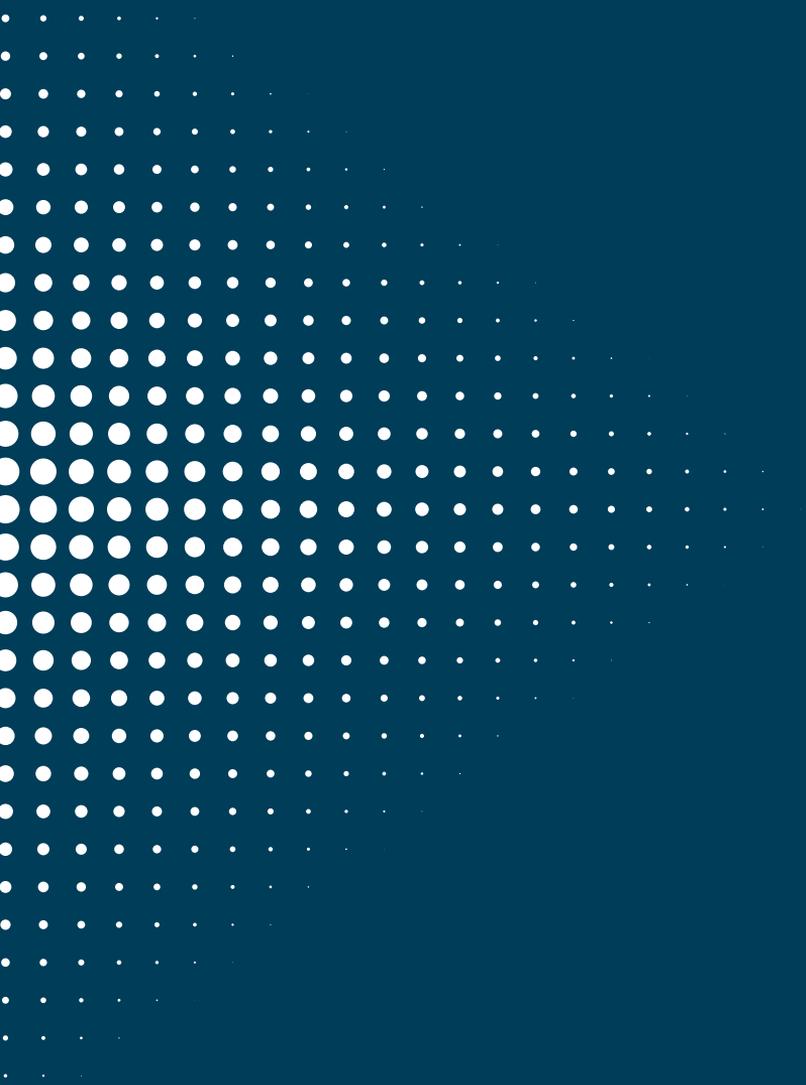
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Appendix 5: List of requirements

PGPA Rule Reference	Part of Report	Description	Requirement
17AD(g)	Letter of transmittal		
17AI	vi	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
17AD(h)	Aids to access		
17AJ(a)	iv	Table of contents (print only).	Mandatory
17AJ(b)	143-151	Alphabetical index (print only).	Mandatory
17AJ(c)	Appendix 3: Acronyms and abbreviations	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	133-142	List of requirements.	Mandatory
17AJ(e)		Details of contact officer.	Mandatory
17AJ(f)	iii	Entity's website address.	Mandatory
17AJ(g)		Electronic address of report.	Mandatory
17AD(a)	Review by accountable authority		
17AD(a)	2-3	A review by the accountable authority of the entity.	Mandatory
17AD(b)	Overview of the entity		
17AE (1)(a)(i)	8	A description of the role and functions of the entity.	Mandatory
17AE (1)(a)(ii)	13	A description of the organisational structure of the entity.	Mandatory
17AE (1)(a)(iii)	17,47	A description of the outcomes and programmes administered by the entity.	Mandatory
17AE (1)(a)(iv)	8,17,47	A description of the purposes of the entity as included in corporate plan.	Mandatory
17AE (1)(aa)(i)	9	Name of the accountable authority or each member of the accountable authority	Mandatory
17AE (1)(aa)(ii)	9	Position title of the accountable authority or each member of the accountable authority	Mandatory
17AE (1)(aa)(iii)	9	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory
17AE(1)(b)	N/A	An outline of the structure of the portfolio of the entity.	Portfolio departments mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AE(2)	N/A	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory
17AD(c)	Report on the Performance of the entity		
	Annual performance Statements		
17AD(c)(i); 16F	15-44	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
17AD(c)(ii)	Report on Financial Performance		
17AF(1)(a)	66-69	A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)	67-69	A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)	N/A	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory.
17AD(d)	Management and Accountability		
	Corporate Governance		
17AG (2)(a)	56	Information on compliance with section 10 (fraud systems)	Mandatory
17AG (2)(b)(i)	vi	A certification by accountable authority that fraud and corruption risk assessments and fraud control plans have been prepared.	Mandatory
17AG (2)(b)(ii)	vi	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place.	Mandatory
17AG (2)(b)(iii)	vi	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG (2)(c)	46,48-55	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG (2)(d) - (e)	66	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy noncompliance.	If applicable, Mandatory
Audit Committee			
17AG (2A)(a)	51	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG (2A)(b)	52-55	The name of each member of the entity's audit committee.	Mandatory
17AG (2A)(c)	52-55	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory
17AG (2A)(d)	52-55	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG (2A)(e)	52-55	The remuneration of each member of the entity's audit committee.	Mandatory
External Scrutiny			
17AG (3)	56	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG (3)(a)	56	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory
17AG (3)(b)	56-57	Information on any reports on operations of the entity by the AuditorGeneral (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory
17AG (3)(c)	57	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory
Management of Human Resources			
17AG (4)(a)	57-58	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG (4)(aa)	Appendix 2: Staff data 118-123	<p>Statistics on the entity's employees on an ongoing and nonongoing basis, including the following:</p> <p>(a) statistics on fulltime employees;</p> <p>(b) statistics on parttime employees;</p> <p>(c) statistics on gender;</p> <p>(d) statistics on staff location.</p>	Mandatory
17AG(4)(b)	118-123	<p>Statistics on the entity's APS employees on an ongoing and nonongoing basis; including the following:</p> <ul style="list-style-type: none"> • Statistics on staffing classification level; • Statistics on fulltime employees; • Statistics on parttime employees; • Statistics on gender; • Statistics on staff location; • Statistics on employees who identify as Indigenous. 	Mandatory
17AG (4)(c)	56,57	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the Public Service Act 1999 .	Mandatory
17AG (4)(c)(i)	Appendix 2: Staff data 123	Information on the number of SES and nonSES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory
17AG (4)(c)(ii)	Appendix 2: Staff data 123	The salary ranges available for APS employees by classification level.	Mandatory
17AG (4)(c)(iii)	57	A description of nonsalary benefits provided to employees.	Mandatory
17AG (4)(d)(i)	N/A	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG (4)(d)(ii)	N/A	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG (4)(d)(iii)	N/A	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG (4)(d)(iv)	N/A	Information on aggregate amount of performance payments.	If applicable, Mandatory
Assets Management			
17AG(5)	59	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory
Purchasing			
17AG(6)	Procurement and contract management	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory
Reportable consultancy contracts			
17AG(7)(a)	63	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7)(b)	63	<i>A statement that "During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]".</i>	Mandatory
17AG(7)(c)	63	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory
17AG(7)(d)	63	<i>A statement that "Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website."</i>	Mandatory
Reportable non-consultancy contracts			

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(7A)(a)	64	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7A)(b)	63	<i>A statement that "Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website."</i>	Mandatory
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA	64	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory
Australian National Audit Office Access Clauses			
17AG(8)	65	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the AuditorGeneral with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory
Exempt contracts			
17AG(9)	65	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
Small business			
17AG(10)(a)	65	<i>A statement that “[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website.”</i>	Mandatory
17AG(10)(b)	65	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)	N/A	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that “[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website.”	If applicable, Mandatory
Financial Statements			
17AD(e)	71-109	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
Executive Remuneration			
17AD(da)	1241-125	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 23 of the Rule.	Mandatory
17AD(f)	Other Mandatory Information		
17AH(1)(a)(i)	N/A	If the entity conducted advertising campaigns, a statement that “During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”	If applicable, Mandatory
17AH(1)(a)(ii)	65	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
17AH(1)(b)	65	<i>A statement that “Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”</i>	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AH(1)(c)	58	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)		Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)	56	Correction of material errors in previous annual report	If applicable, mandatory
17AH(2)	601-62	<p>Environment Protection and Biodiversity Conservation Act 1999 and Emissions Reporting</p> <p>As part of the reporting requirements under section 516A of the Environment Protection and Biodiversity Conservation Act 1999, and in line with the Government's Net Zero in Government Operations Strategy, all non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to publicly report on the emissions from their operations.</p> <p>To ensure consistency across reporting, entities are required to use the emissions reporting tool provided by the Department of Finance to calculate their emissions.</p>	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
	58	Work Health and Safety Act 2011 For further information on the Work Health and Safety Act 2011, please see the Comcare website	Mandatory
	N/A	Commonwealth Climate Disclosure Commonwealth Climate Disclosure (CCD) is the Government's policy for all Commonwealth entities and Commonwealth companies to publicly report on their exposure to climate risks and opportunities, as well as their actions to manage them. Implementation of CCD is phased over 4 years based on entity type, size and profile.	N/A
	N/A	Commonwealth Electoral Act 1918 Reporting on advertising and market research is not restricted to electoral matters. The reporting threshold for each year is available from the Australian Electoral Commission .	N/A
	N/A	Carer Recognition Act 2010 In the case of an entity that is defined as a 'public service care agency', compliance with the entity's obligations under the Carer Recognition Act 2010 is required.	N/A

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