



Australian Government

**National Emergency
Management Agency**

Corporate Plan

2026–27

**National Emergency Management Agency
Corporate Plan 2026–27**

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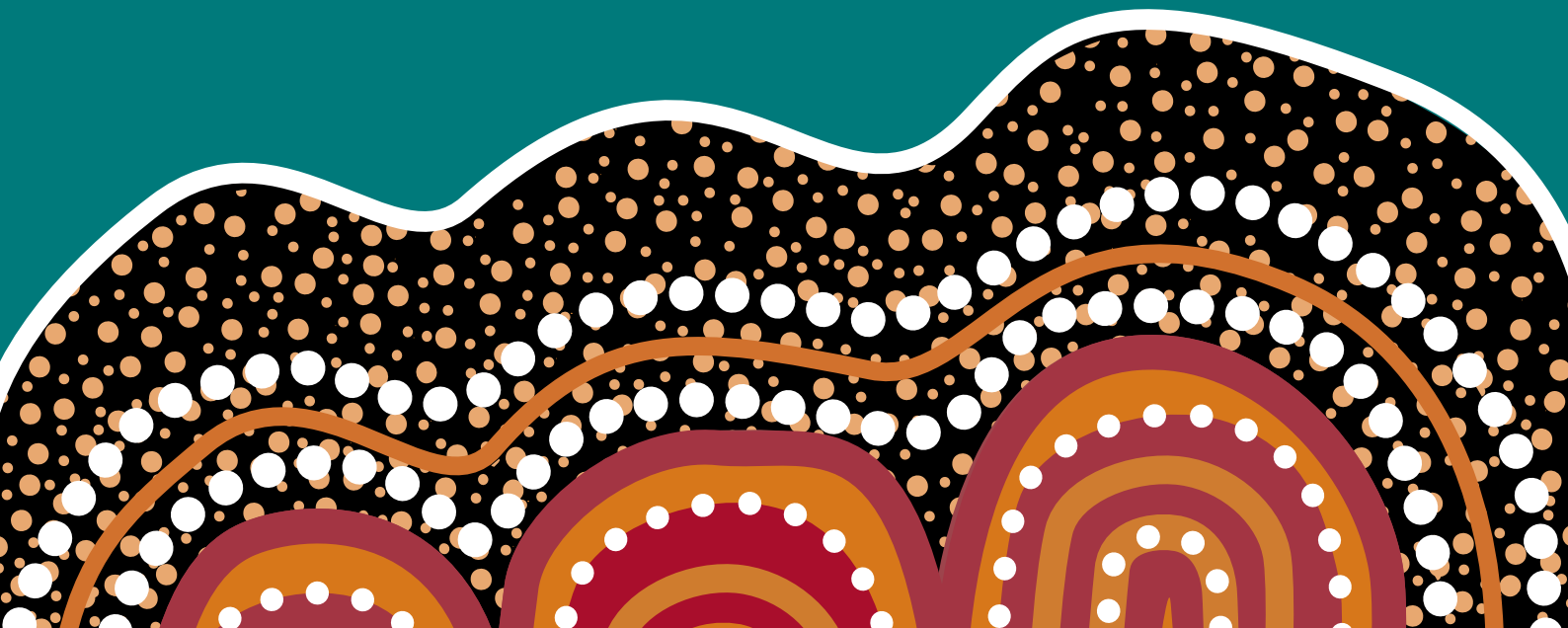
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Acknowledgement of Country

The National Emergency Management Agency acknowledges the Traditional Custodians throughout Australia and acknowledges their connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past and present.



Glossary

Term	Description
ACS	Australian Climate Service
AGCMF	Australian Government Crisis Management Framework
AGDRP	Australian Government Disaster Recovery Payment
AFDRS	Australian Fire Danger Rating System
AI	artificial intelligence
AIDR	Australian Institute of Disaster Resilience
ANZEMC	Australia-New Zealand Emergency Management Committee
APS	Australian Public Service
DRA	Disaster Recovery Allowance
DRF	Disaster Ready Fund
DRF Act	<i>Disaster Ready Fund Act 2019</i>
DRFA	Disaster Recovery Funding Arrangements
DRFF	Disaster Recovery Funding Framework
EPMO	Enterprise Portfolio Management Office
HRWS	Higher Risk Weather Season
NCM	National Coordination Mechanism
NDRRF	National Disaster Risk Reduction Framework
NEMA	National Emergency Management Agency
NEMS	National Emergency Management Stockpile
NEMMM	National Emergency Management Ministers' Meeting
NHRA	National Hazards Research Australia
NSR	National Situation Room
PBS	Portfolio Budget Statement
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PM	Performance Measure
WHS	Work Health and Safety
WHS Act	<i>Work Health and Safety Act 2011 (Cth)</i>

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Message from the Interim Coordinator-General



I am pleased to present the National Emergency Management Agency (NEMA) Corporate Plan 2026-27, outlining our commitment to supporting Australians and communities before, during and after disasters.

Over the past year, and particularly throughout the most recent Higher Risk Weather Season, NEMA has played a central role in coordinating and supporting significant response, relief and recovery efforts across the country. These experiences have reinforced that disasters are continuing to become larger, more complex, more frequent and more costly. The events have also highlighted the importance of strong cross-border collaboration, the need to address workforce and volunteer fatigue, and the critical role of resilient supply chains, communication systems and infrastructure. Lessons from these events are being embedded into our national preparedness efforts ahead of the next Higher Risk Weather Season.

Emergency management extends beyond response, relief and early recovery. While these functions remain critical during and after disasters, a truly resilient Australia depends on sustained investment in risk reduction and preparedness. Reducing disaster risk before an event occurs, through informed planning, resilient infrastructure, community capability building and effective warning systems, is essential to minimising impacts on people, property and the economy. By strengthening preparedness and embedding resilience across all sectors of society, Australia will be better positioned to withstand, adapt to and recover from the increasing frequency and complexity of natural hazards and emergencies.

Over the past year, we have continued delivering initiatives across the Emergency Management Continuum, working in close partnership with our stakeholders across the country. Exercise Nexus is an example of this. The exercise brought together more than 250 emergency management practitioners from across governments and the non-government sector to test our systems across different disaster scenarios. We have also continued the innovative work of the Hazards

Insurance Partnership, a first-of-its-kind formal collaboration between the Australian Government and the insurance sector. Working directly with communities remains important to NEMA, and the Northern Rivers Resilience Initiative recently hosted a series of in-person community sessions in July 2026 to discuss the final project report. Over the same period, we strengthened First Nations engagement and incorporated Indigenous knowledge into disaster resilience initiatives, helping to ensure our policies and programs were grounded in lived experience, local priorities and trusted relationships.

As disasters evolve and become more frequent and severe, we must also evolve our systems and harness advances in technology. To this end, we progressed AusAlert, Australia's first nationwide cell-broadcast emergency warning system. Testing has now occurred at both the national and community levels, with national implementation scheduled for October 2026.

We know disasters will continue to occur, which is why sustained investment in national recovery, mitigation and resilience, as well as support for community recovery, remains a priority for NEMA. We continue to deliver the Australian Government Disaster Recovery Payment and Disaster Recovery Allowance, providing timely financial support to people following disasters. The Disaster Recovery Funding Arrangements remain our largest funding mechanism and a critical capability, enabling streamlined financial assistance, asset restoration and recovery grants for disaster-impacted communities. Reform of the Disaster Recovery Funding Arrangements is progressing, and the Australian Government is engaging with the states and territories on new disaster recovery funding arrangements that are simpler and fairer for all Australians. The new Disaster Recovery Framework will ensure Commonwealth funding will flow to impacted communities faster and with less red tape, while building on investment in risk reduction.

The Disaster Ready Fund remains our flagship program. Projects funded through the fund are reducing disaster risk and strengthening communities' ability to manage the physical and social impacts of climate change and other natural hazards. These projects are also enhancing the resilience of essential infrastructure, services and communities through targeted preparedness, mitigation and risk reduction initiatives.

Our people remain at the heart of everything we do. We are committed to fostering a diverse, inclusive and collaborative workplace culture that supports our workforce and drives continuous improvement in how we deliver for Australians.

This corporate plan sets a clear and accountable pathway for achieving our purpose and vision. It provides a framework for measuring performance and ensuring we continue to deliver the Australian Government's priorities, now and into the future.

Statement of preparation

I, as the Accountable Authority of the National Emergency Management Agency, present the National Emergency Management Agency Corporate Plan 2026-27, which covers the periods of 2026-27 to 2029-30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Regards,



Pat Hetherington
Interim Coordinator-General
National Emergency Management Agency

About us

We develop, lead and coordinate Australia's connected and collaborative approach to emergency management.

We play a national leadership role in supporting states and territories, and communities, to manage disaster and emergency events. We help them reduce risk and prepare before an event, respond during an event and recover after an event. Our work spans the full emergency management continuum (Figure 1).

Figure 1: Emergency Management Continuum





Purpose

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



Vision

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

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

Impartial



Committed to service



Accountable



Respectful



Ethical



Stewardship



Our values

Be dynamic



Be respectful



Have integrity



Value others



Empower people



Our behaviours

All our functions are crucial for supporting communities in crisis. Some parts of the agency coordinate immediate relief during early stages of an event. Others focus on longer-term challenges and systemic risks across Australia. None of this work would be possible without the corporate and enabling functions that keep the agency running.

As an operational agency, we work across all levels of government, industry, communities and other stakeholders to strengthen Australia's preparedness for emergencies and disasters. Preparedness is not a discrete annual program of work; it is a continual and long-term effort to build, maintain and enhance capability, resilience and readiness across governments, communities and the broader emergency management system. This sustained approach ensures Australia is better positioned to anticipate, withstand and respond to future challenges.

Our purpose

Our strategic setting links our funding, responsibilities and deliverables, and ensures our performance information is clear, meaningful and accessible, including demonstrating how planned outcomes compare with actual results.

Delivering our purpose

Our performance framework connects our key planning and reporting documents – the Portfolio Budget Statements (PBS), corporate plan and annual report – to show how what we plan lines up with what we deliver. It assesses how effectively we deliver our key activities to achieve our purpose, supports transparency and accountability, and helps staff and partners understand the impact of our work.

Our strategic setting – 2026–27 to 2029–30

We measure and assess our performance through the lens of our purpose, key activities and performance measures to understand what we expect to deliver and achieve within the reporting period and over the 4 years of the plan; and the outcomes and impact we hope to achieve in delivering our purpose.

What we do

PBS Outcome

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

Purpose

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

How we do it

PBS Program 1.1

Key activity 1: Preparedness

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

PBS Program 1.5

Key activity 2: Response

Lead and coordinate Australian Government response and support.

PBS Program 1.2

Key activity 3: Recovery

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

PBS Program 1.3

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.

PM1:

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

PM2:

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

PM3:

Australian communities and jurisdictions are supported by Australian Government coordinated response, relief and early recovery activities to reduce impacts and consequences of all-hazard crises.

PM4:

Australian communities are supported through responsive Australian Government recovery support in collaboration with jurisdictions.

PM5:

Australian communities are better prepared and more resilient to natural hazards due to targeted systemic risk reduction investment.

Our performance journey

Our performance journey is focused on strengthening the quality, consistency and credibility of performance reporting over time. This includes:

- developing logic maps to clearly show the line of sight between purpose, key activities, measures and intended outcomes
- establishing audit trails to ensure performance results are supported by reliable evidence
- embedding regular reporting to monitor progress, risks and delivery throughout the year
- undertaking assurance activities to test the robustness of performance information and support continuous improvement.

Together, these elements help us mature our performance framework, improve internal decision-making, and provide greater transparency and accountability to Australians.

Under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), an entity's performance measures should include measures of outputs, efficiency and effectiveness where these are appropriate to the entity's purpose and key activities. In many cases, performance information may place greater emphasis on output and quantitative measures, with fewer measures focused on quality, efficiency or effectiveness.

Performance measures are reviewed annually, and consideration will continue to be given to whether more mature operational activities could support effectiveness measures in future reporting periods.

Changes since last year

During this reporting cycle, we refined our performance framework to strengthen our focus on the most material aspects of agency performance. We have numerous and broad-ranging functions which vary in expenditure, function and impact. Noting this, not all functions can be reasonably captured in enterprise performance reporting, nor is this the central driver of performance. Instead, we assess through the corporate plan and annual report the key activities which are identified based on their material significance.

The changes below have primarily arisen from the application of this materiality assessment, which removed several lower-level or activity-based planned performance results that were not considered sufficiently material for enterprise-level reporting.

This included the removal of sub-performance measures relating to:

- the review of NEMA-administered national-level plans under the Australian Government Crisis Management Framework (AGCMF)
- Disaster Relief Australia and the National Aerial Firefighting Centre
- National Coordination Mechanism (NCM) activation and timeliness of coordination support
- Tiered Recovery Support Assessment timeliness.

These complete performance measures were removed:

- **PM4:** Communities, leaders and stakeholders make effective decisions through decision-support information and predictive analysis.
- **PM6:** Australia's disaster risk is reduced, and national resilience is strengthened to minimise loss and harm.

Although these performance measures have been removed from our enterprise performance framework, the underlying activities continue to be undertaken. These activities remain important in supporting our purpose by generating evidence to inform effective decision-making and strengthening our understanding of disaster risk, ultimately contributing to improved national resilience.

At the same time, some measures have evolved to reflect program maturity, including the transition of the National Emergency Management Stockpile (NEMS) into implementation-focused reporting, while capability reporting has been updated to reflect the rebranding of the National Messaging System to AusAlert. Together, these changes support a more streamlined, proportionate and strategically focused performance framework, while maintaining alignment with our purpose, key activities and legislative reporting requirements.

We acknowledge that our current performance framework is more mature in measuring outputs, delivery and timeliness than in assessing longer-term effectiveness outcomes. This reflects the operational nature of many of our activities and the challenges of attributing broader community resilience and preparedness outcomes within a single reporting cycle. As the agency's programs and capabilities continue to mature, our future performance work program will consider opportunities to strengthen effectiveness measurement, including through evaluation, improved data sources and the development of more outcome-focused measures where appropriate.

The following section provides an overview of the 4 key activities and related performance measures we will undertake throughout the period of this corporate plan. These are the significant areas of work that will contribute to achieving our purpose.

For 2026–27, our performance framework is made up of 5 measures and 9 targets. Achievement against these measures and targets will be reported in our 2026–27 annual performance statement.

Key activity 1: Preparedness

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



Coordination, collaboration and consequence management across governments, industry and community sectors are critical to strengthening national resilience before, during and after disasters. Efforts focus on developing a unified national preparedness framework, including aligned plans, legislative authorities, capabilities and stockpiles.

A key initiative is the annual **Higher Risk Weather Season (HRWS) Preparedness Program**, which equips governments, industry sectors and not-for-profit organisations with tailored briefings based on seasonal climate outlooks. This ensures stakeholders are informed and ready for emerging risks.

The **National Crisis Exercising Program** remains a priority. By achieving the program’s key deliverables, we continue to explore national crisis response and early recovery arrangements, uplift exercise and lessons capability, and support continuous improvement to strengthen multijurisdictional and multiagency preparedness for crisis response.

Significant investment is being made in national public safety capabilities, including **AusAlert** and **Public Safety Mobile Broadband**, to strengthen Australia’s emergency communication systems.

AusAlert is a new national emergency warning system that will target messages to compatible devices, helping authorities to quickly warn communities and protect lives and property. We are co-delivering the system with the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts, in partnership with jurisdictions and emergency services organisations. The 2026–27 Budget provides 3 years of funding from 2026–27 to sustain the system.

Performance Measure 1			
Leading and coordinating national preparedness contributes to stakeholders’ ability to respond to severe and catastrophic crises.			
Rationale	The measure will evaluate our impact when leading and coordinating national preparedness activities for severe and catastrophic all-hazard events that require a coordinated approach to effective national consequence management.		
Planned performance results and targets			
2026-27	2027-28	2028-29	2029-30
100% of national preparedness deliverables are achieved for: a) the HRWS Preparedness Program b) the National Crisis Exercising Program	100% of national preparedness deliverables are achieved for: a) the HRWS Preparedness Program b) the National Crisis Exercising Program	100% of national preparedness deliverables are achieved for: a) the HRWS Preparedness Program b) the National Crisis Exercising Program	100% of national preparedness deliverables are achieved for: a) the HRWS Preparedness Program b) the National Crisis Exercising Program
Methodology	The methodology for this performance measure consists of an analysis of whether key deliverables are achieved in leading and coordinating national preparedness activities year on year. The final rating will be calculated by averaging the results for each sub-performance measure against the 100% target, with all sub-performance measures weighted equally.		
Data sources	Data will be drawn from multiple internal records to assess the results which are detailed in agency audit trails.		
Basis of the measure	This is a measure of outputs and uses quantitative data.		
Beneficiaries	Stakeholders are defined as Australian Government agencies; state, territory and local governments; emergency management ministers; public safety organisations, which are frontline agencies like police, fire services, and medical responders that protect communities from everyday hazards and crime; emergency management organisations, such as NEMA, which are coordinating bodies that oversee large-scale disaster planning, resource allocation and recovery across multiple agencies; industry sectors; and relevant not-for-profit organisations.		
Owner	Emergency Management and Response Group		
Changes since previous year	Based on a materiality assessment, the following performance result from the 2025-26 corporate plan was removed as it was assessed as an activity-based measure: i. 100% achievement of key deliverables for the 2025-26 review of NEMA-administered national-level plans in line with the AGCMF.		
Link to 2026-27 PBS:	Program 1.1: NEMA		

Performance Measure 2				
Building national emergency capabilities to support national response to crises and contribute to enhancing community resilience and improving community safety outcomes.				
Rationale		The measure ensures accountability for building national emergency capabilities to support effective crises response and contributes to enhanced community resilience and safety outcomes.		
Planned performance results and targets				
2026-27	2027-28	2028-29	2029-30	
100% of agreed outputs for national emergency capabilities projects are achieved, including: a) AusAlert b) Public Safety Mobile Broadband.	100% of agreed outputs for national emergency capabilities projects are achieved, including: a) AusAlert b) Public Safety Mobile Broadband.	100% of agreed outputs for national emergency capabilities projects are achieved, including: a) AusAlert b) Public Safety Mobile Broadband.	100% of agreed outputs for national emergency capabilities projects are achieved, including: a) AusAlert b) Public Safety Mobile Broadband.	
Methodology		The methodology for this performance measure is an analysis of whether delivery milestones for the implementation of capability projects are achieved in accordance with project governance arrangements. The final rating will be calculated by averaging the results for each sub-performance measure against the 100% target, with all sub-performance measures weighted equally.		
Data sources		Data will be drawn from multiple internal records to assess the results which are detailed in agency audit trails.		
Basis of the measure		This is a measure of outputs and uses quantitative data.		
Beneficiaries		Australian communities, public safety organisations, which are frontline agencies like police, fire services, and medical responders that protect communities from everyday hazards and crime.		
Owner		Emergency Management and Response Group		
Changes since previous year		The National Messaging System was rebranded to AusAlert. The following planned performance result has matured to PM3 as the project has moved past development and into implementation: i. National Emergency Management Stockpile. Based on a materiality assessment, the following planned performance results from the 2025-26 corporate plan were removed as they were assessed as not sufficiently material for enterprise-level reporting: iv. Disaster Relief Australia v. National Aerial Firefighting Centre.		
Link to 2026-27 PBS:		Program 1.1: NEMA		

Key activity 2: Response

Lead and coordinate Australian Government response and support.

National Emergency Management Stockpile

Australia’s national crisis management approach is built on coordinated, data-driven support that helps the country respond to and recover from all hazards. While states and territories lead disaster response and recovery, recent pressures have underscored the important strategic role of the Australian Government in reducing risk, coordinating national efforts, and enabling additional recovery support when required.

The **NEMS** enables the rapid deployment of critical goods, services and other non-financial support to disaster-affected communities when states and territories request Australian Government assistance. Continued investment in NEMS strengthens the government’s ability to respond quickly and flexibly to crises, while reducing reliance on the Australian Defence Force for domestic disaster response.

Performance Measure 3				
Australian communities and jurisdictions are supported by Australian Government coordinated response, relief and early recovery activities to reduce impacts and consequences of all-hazard crises.				
Rationale		The measure will evaluate our success in leading and coordinating action and assistance for all hazards.		
Planned performance results and targets				
2026-27	2027-28	2028-29	2029-30	
a) 100% of requests for stockpiled goods within the NEMS are ready and available for deployment within 24 hours of tasking. b) NEMS is effective in supporting disaster-affected communities with rapid deployment of critical goods, services and other non-financial support.	Dependent on future government decisions.			
Methodology		The methodology for this performance measure is an analysis of whether approved appropriate response resources and capabilities have been deployed 100% of the time, and in a timely manner, to aid response efforts to disaster-impacted jurisdictions.		
Data sources		Data will be drawn from multiple internal records to assess the results which are detailed in agency audit trails. The final rating will be calculated by averaging the results for each sub-performance measure against the 100% target, with all sub-performance measures weighted equally.		
Basis of the measure		This is a measure of outputs and uses quantitative data. For 2026–27, the measure will also use quantitative/qualitative/output data from the evaluation of the NEMS. We will conduct an evaluation on the NEMS program in 2026–27. This evaluation will be conducted externally and provide an independent assessment into the effectiveness of program delivery and in meeting the program objectives (from the Commonwealth and jurisdiction perspective). This evaluation will examine key lessons learnt through the implementation and make recommendations on areas for improvement.		
Beneficiaries		Jurisdictions and partners.		
Owner		Emergency Management and Response Group		
Changes since previous year		Based on a materiality assessment, the following planned performance results from the 2025–26 corporate plan were removed as they were assessed as activity-based measures: i. 100% of requests for the NCM are activated as agreed by NEMA ii. 100% of requests for coordination and planning support are fulfilled within 48 hours. Addition of NEMS evaluation as a further mechanism to understand our effectiveness in supporting communities to be better prepared and more resilient to disaster events. NEMS is currently funded until 30 June 2027 with future years of the program dependent on government decisions.		
Link to 2026–27 PBS:		Program 1.5: Emergency Management		

Key activity 3: Recovery

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

Disaster Recovery Funding Arrangements

Disaster events are inherently complex and require responses tailored to each situation. In Australia, the Australian Government works closely with state and territory governments to ensure coordinated, effective disaster management. This collaboration focuses on sharing timely and accurate information about disaster impacts, identifying required assistance, and addressing emerging issues so that affected communities receive appropriate support.

The primary framework for providing financial assistance is the **Disaster Recovery Funding Arrangements (DRFA)**, administered by the Australian Government. The DRFA enables states and territories to deliver agreed relief and recovery measures following disasters. Its objectives are twofold: to ensure rapid assistance reaches individuals and communities in need, and to reduce the financial burden on states and territories responding to disasters.

The DRFA operates under key principles recognising that state and territory governments are best positioned to determine the type and level of assistance required. Australian Government support complements these efforts rather than replacing local strategies, such as insurance coverage and mitigation activities. This approach aims to balance effective recovery support while minimising financial exposure for taxpayers across all levels of government.

There are 4 categories of DRFA assistance:

- **Category A** provides immediate support for individuals experiencing hardship or distress, such as emergency relief payments, and is automatically delivered by states and territories without requiring Commonwealth approval.
- **Category B** supports the repair of essential public infrastructure and funds certain counter disaster operations. It also includes assistance to small businesses, primary producers, not-for-profit organisations, and vulnerable individuals through loans, subsidies or grants; this category is also automatically provided.
- **Categories C and D** are extraordinary recovery measures. Category C provides targeted support for severely impacted communities, regions or sectors, such as clean-up grants or community recovery funds, and requires a request from the affected jurisdiction and approval by the Prime Minister. Category D is reserved for exceptional circumstances in major disasters where further assistance is needed beyond existing measures, also requiring approval from the Prime Minister.

Separately to DRFA support, the Australian Government provides direct financial assistance to individuals. The **Australian Government Disaster Recovery Payment (AGDRP)** is a one-off, recovery payment for eligible people affected by major disasters, while the **Disaster Recovery Allowance (DRA)** offers short-term income support for individuals who have lost income as a result of a major disaster. These payments are legislated under the *Social Security Act 1991* and delivered in partnership with Services Australia.

Performance Measure 4			
Australian communities are supported through responsive Australian Government recovery support in collaboration with jurisdictions.			
Rationale	This planned performance result will enable us to evaluate the success of the performance measure through an analysis of responsiveness.		
Planned performance results and targets			
2026-27	2027-28	2028-29	2029-30
DRFA, AGDRP and DRA internal timeliness targets are met 100% of the time.	DRFA, AGDRP and DRA internal timeliness targets are met 100% of the time.	DRFA, AGDRP and DRA internal timeliness targets are met 100% of the time.	DRFA, AGDRP and DRA internal timeliness targets are met 100% of the time.
Methodology	The methodology is an analysis of our responsiveness to recovery needs of communities via the provision of funding support through and in collaboration with jurisdictions, or through direct Commonwealth payments to affected communities.		
Data sources	Data will be drawn from internal data sources which are detailed in agency audit trails.		
Basis of the measure	This is a measure of efficiency (timeliness as a proxy) and uses quantitative data. We have developed this efficiency measure using timeliness as a proxy to demonstrate that services are being delivered within expected timeframes, which is indicative of an efficient process. This approach is particularly relevant in emergency management contexts where responsiveness is critical.		
Beneficiaries	Australian communities.		
Owner	Disaster Recovery and Resilience Group		
Changes since previous year	Based on a materiality assessment, the following sub-planned performance result was assessed as not sufficiently material for enterprise-level reporting and was removed: 5(b): Agreed Tiered Recovery Support Assessment is undertaken within 20 days of an event peak 100% of the time to identify relevant levels of Commonwealth support beyond traditional financial mechanisms for events if required.		
Link to 2026-27 PBS:	Program 1.2: Australian Government Disaster & Emergency Financial Support		

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.

Disaster Ready Fund

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

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

Performance Measure 5

Australian communities are better prepared and more resilient to natural hazards due to targeted systemic risk reduction investment.

Rationale

This measure will evaluate how investment through the DRF supports communities to be better prepared and more resilient to disaster events.

Planned performance results and targets

2026-27	2027-28	2028-29	2029-30
a) 100% of program design and delivery outputs for Round 4 DRF are achieved. b) The DRF is effective and efficient in supporting communities, businesses and individuals to be better prepared for, and more resilient to, disaster events.	a) 100% of program design and delivery outputs for Round 5 DRF are achieved. b) The DRF is effective and efficient in supporting communities, businesses and individuals to be better prepared for, and more resilient to, disaster events.	Dependent on future government decisions.	

Methodology

For the analysis of whether DRF program design and delivery milestones have been achieved year on year, the data will be drawn from briefings to the Minister through the Parliamentary Document Management System (PDMS). This data will be compared against the *Disaster Ready Fund Act 2019* (DRF Act) and the guidelines for each funding round, which establish round timeframes.

We will conduct an evaluation of Round 1 of the DRF in 2026-27. This evaluation will be conducted internally and will assess the effectiveness and efficiency of the program delivery, and effectiveness of design in meeting the program objectives from the Commonwealth perspective. This evaluation will examine key lessons learnt through the implementation of the grants and make recommendations on areas for improvement.

An independent review of the DRF will be undertaken in 2027-28 before the 5th anniversary of the DRF, as required under the DRF Act.

The final rating will be calculated by averaging the results for each sub-performance measure against the 100% target, with all sub-performance measures weighted equally.

Data sources

Data will be drawn from internal and external data sources which are detailed in agency audit trails.

Basis of the measure

This is a measure of outputs, efficiency and effectiveness and uses quantitative/qualitative data.

Beneficiaries

Communities, businesses and individuals.

Owner

Disaster Recovery and Resilience

Changes since previous year

Nil.

Performance measure is retained without substantive change, noting no government decisions on the future of the DRF assessment have been released.

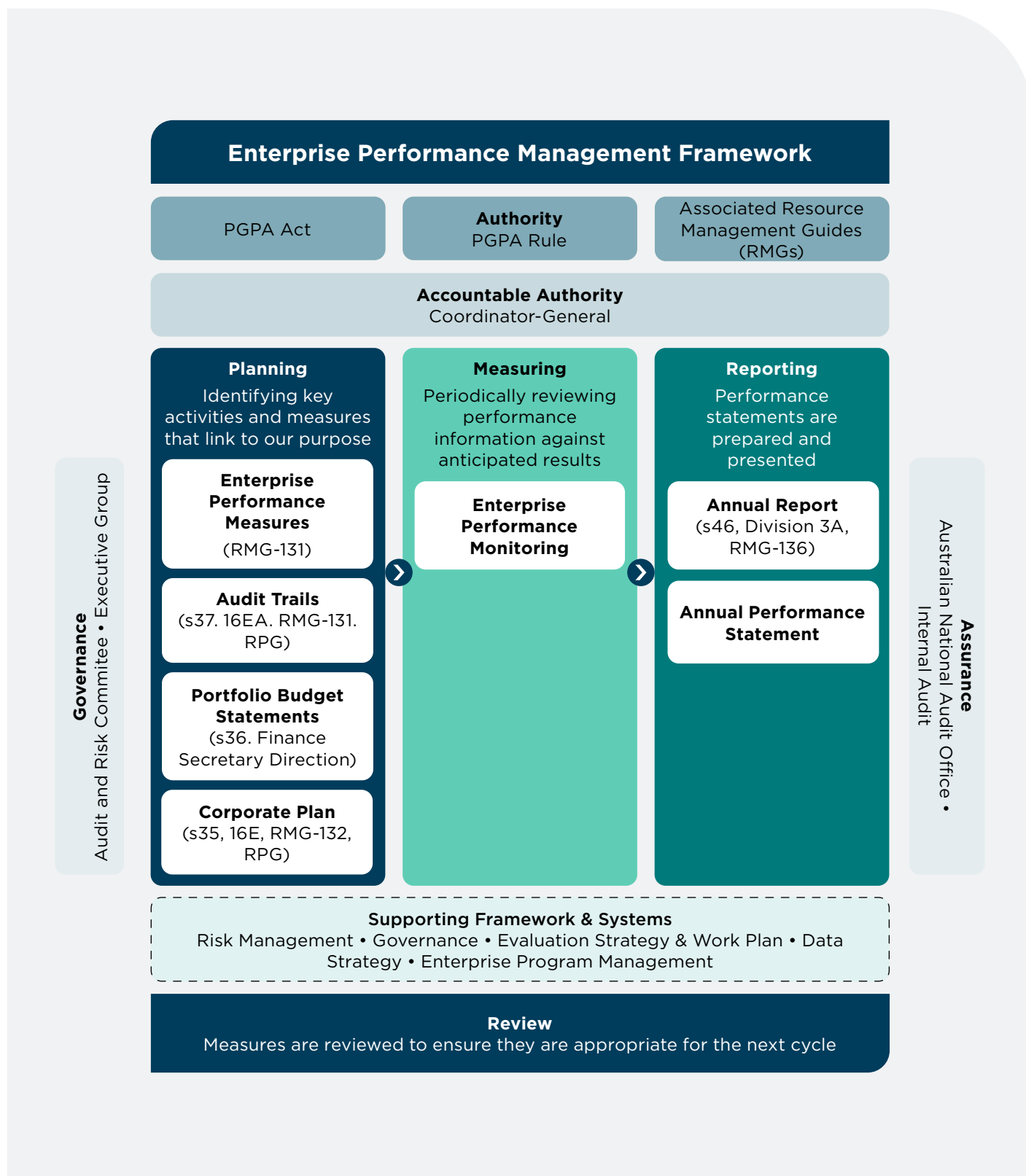
Link to 2026-27 PBS:

Program 1.3: Australian Government Resilience, Preparedness and Disaster Risk Reduction Support

Our performance framework

Our **performance framework** (Figure 2) is designed to provide a clear line of sight between the PBS, corporate plan and annual report, including the annual performance statement. It helps us assess how well we have delivered key activities to achieve our purpose. It supports organisational transparency and accountability and assists our staff and partners to understand the impact of the work that they do.

Figure 2: Our performance management framework



The annual planning and reporting cycle begins with the documents that set our strategic direction: the Executive Orders, the strategic setting, the corporate plan and the PBS. It also includes enabling strategies such as our risk management framework, governance framework, evaluation strategy, technology strategy and data strategy, which support daily business as well as specific major programs and projects.

These strategic documents inform each Branch’s business plan, which provide a line of sight through branch and section operations to link to individual performance agreements. Branches align their plans to the activities in the corporate plan, including the major activities, risks and performance measures relevant to the achievement of their objectives.

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

Assessing our performance

Over the reporting period, business areas are responsible for tracking, monitoring and reporting their performance against relevant activities and measures. A predetermined performance methodology outlined within each measure will be used (Table 1). Each performance measure has a planned performance result which may have an attributed target.

For all performance measures, business areas will assign a result rating for each measure, supported by clear evidence and data analysis.

Table 1: Performance methodology

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

Relationships

We collaborate with numerous entities to achieve our purpose. Table 2 indicates how linked programs delivered by other Australian Government entities contribute to common government objectives as outlined in the PBS.

Table 2: Collaborative entities and linked programs from the PBS

Entity	Linkages
Bureau of Meteorology	- Provides products and briefings relating to severe weather events, including floods, tropical cyclones and space weather. - Improves HRWS preparedness by assisting with scenario development, supporting exercises and training activities. - Uplifts our capability through training activities, provision of world-leading climate and natural disaster science, information and expertise, and embedding specialist staff in the National Situation Room (NSR). - Contributes to supporting productivity and safety in Australia by providing high-quality, nationally consistent data, intelligence and evidence-based insights through the Australian Climate Service (ACS) to inform natural hazard risk reduction and climate adaptation actions. - Helps us support the Australian Fire Danger Rating System (AFDRS), in partnership with the Department of Climate Change, Energy, the Environment and Water.
Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts	- Invests in communications infrastructure projects to assist national and regional economic and social developments and improve the resilience of communications networks. - Helps us to lead AusAlert.
Department of Industry, Science and Resources	- Assists in responding to critical supply chain disruptions. - Ensures broad policy alignment when renegotiating the Australian Building Codes Board Intergovernmental Agreement. - Manages risks posed by space events and re-entering space debris through the Australian Space Agency. - Makes payments for programs related to recovery and resilience. - Supports the National Bushfire Intelligence Capability (NBIC), in partnership with the ACS and the Commonwealth Scientific and Industrial Research Organisation (CSIRO).
Department of Treasury	Makes payments to the states related to recovery, resilience and emergency management programs.
Services Australia	Makes recovery payments to individuals.
Department of Health, Disability and Ageing	Supports more effective and coordinated mental health services in communities at risk of, and affected by, disasters, in line with the National Disaster Mental Health and Wellbeing Framework.

Our stakeholders and commitment to engage

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

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

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

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

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

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

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

We coordinate action with these stakeholders:

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

Emergency management governance

We enable effective and innovative decision-making on Australia's current and future disaster preparedness, response, recovery and resilience through strong governance of national emergency management forums.

We support 2 key bodies that drive national coordination and consistency on strategic emergency management issues.

- **The National Emergency Management Ministers' Meeting (NEMMM)**, chaired by the Minister for Emergency Management, brings together Commonwealth, state and territory ministers and the Australian Local Government Association to set national priorities and report on enduring strategic issues in emergency management and resilience. It reports to National Cabinet.
- **The Australia-New Zealand Emergency Management Committee (ANZEMC)**, chaired by the Coordinator-General, supports NEMMM by bringing together senior officials from across jurisdictions and New Zealand. ANZEMC delivers an agreed, forward-focused work program to progress national priorities and emerging issues requiring collective leadership.

Recovery Leaders Forum

The Recovery Leaders Forum is the primary national mechanism for senior recovery officials across the Commonwealth, states and territories, and the Australian Local Government Association, to collaborate on strategic recovery issues, particularly those relating to natural hazards. Chaired by the Deputy Coordinator-General for Disaster Resilience and Recovery, the forum brings together senior leaders to share challenges, insights and opportunities to strengthen national recovery capability. It provides a platform to exchange best practice policy, research and operational experience, supporting improved community outcomes and resilience across Australia.

Subsidiaries

We do not have any subsidiaries.

Charitable, Not-for-profit and Philanthropic Roundtable

The Charitable, Not-for-profit and Philanthropic Roundtable supports ongoing collaboration between governments and the community sector, in line with recommendations from the *Royal Commission into National Natural Disaster Arrangements*. The roundtable brings together representatives from all levels of government and the charitable, not-for-profit and philanthropic sectors to enhance coordination across the emergency management continuum. It enables the sharing of lessons learnt, best practice and emerging challenges, and supports the development of shared priorities. Through ongoing engagement, the roundtable strengthens the sector's role in disaster response, recovery and resilience, helping to improve outcomes for affected communities.

Australian Institute for Disaster Resilience

To strengthen national disaster resilience capability, we partner with the Australasian Fire and Emergency Service Authorities Council to deliver services through the Australian Institute of Disaster Resilience (AIDR). AIDR supports governments, industry and communities across all hazard types by providing evidence-based guidance, resources and knowledge-sharing platforms. Its services include developing practical tools and guidance, facilitating networks and forums for practitioners and researchers, and maintaining knowledge repositories such as the Disaster Resilience Knowledge Hub to support informed decision-making and capability development.

Natural Hazards Research Australia

Natural Hazards Research Australia (NHRA) is the national centre for disaster risk reduction research. Established in 2021 through a 10-year Commonwealth grant, NHRA works in partnership with governments, emergency services, industry, academia and communities to co-design research that addresses priority risks. Its research program focuses on understanding and mitigating risk, enabling resilient recovery, enhancing response capability and addressing social equity, ensuring that research translates into practical outcomes that strengthen national resilience.

Governance and risk oversight

Governance underpins everything we do.

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

Good governance considers both performance and accountability within a risk management framework rather than trading one off against the other (see Table 3).

Table 3: Governance factors

Governance factors	Description
Compliance	Our legislative compliance framework demonstrates our commitment to legislative compliance, including financial compliance, and sets out the methods and approach to ensuring ongoing compliance with Commonwealth legislation and instruments.
People and culture	We support our workforce through established legislative and employment frameworks. Workforce initiatives, policies and culture-related programs are governed through dedicated committees that provide oversight, accountability and strategic direction.
Risk management	Our risk management framework outlines our approach to managing risks and includes: • proactive risk management • understanding our obligations • embedding a positive risk culture • understanding our risk appetite and tolerances.
Data	Our data governance team provides leadership and strategic direction for the successful delivery of our data strategy and assists to develop and implement data tools, standards, analytic projects and artificial intelligence (AI) policies.
Integrity and security	Our integrity framework and fraud and corruption control framework, and conflict of interest policy, form the foundation of our strong integrity culture. The application of our protective security policy framework helps protect our people, information and assets.
Assurance	Our assurance framework helps us improve risk management, control and governance processes. The key mechanisms include: • internal audit • Enterprise Portfolio Management Office (EPMO) • DRFA claims and assurance • service delivery partner governance committees.
Planning and performance	Planning and performance inform our prioritisation of activities and resource allocation, risk management, application of internal control systems, assurance and reporting priorities.

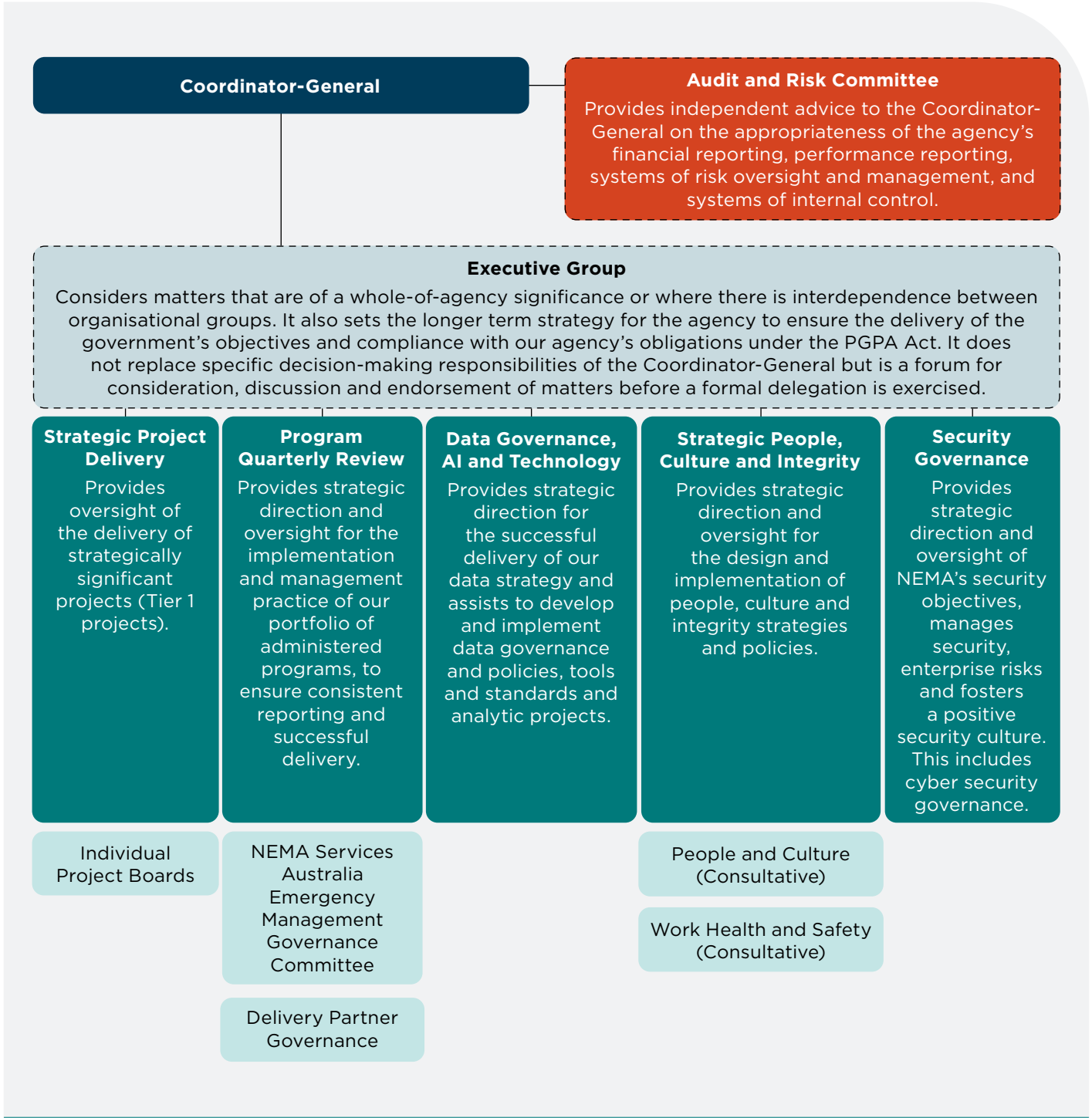
The Executive Group, chaired by the Coordinator-General, continually identifies, monitors and evaluates key risks to achieving our purpose, including emerging risks. The Executive Group is supported by several subcommittees, which monitor and evaluate key risks within each committee's remit.

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

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

An overview of our governance structure is at Figure 3.

Figure 3: Governance structure



Opportunities and risks

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

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

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

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

To understand the risks we face, we need clear and consistent risk categories and limits. These limits show how much risk the organisation is willing to accept and help us combine and assess risks for reporting. They also help the Executive Group decide how to prioritise resources and manage risk. The Coordinator-General and Executive Group agree on these limits each year.

Using a risk-based approach is essential so we can design the right strategies and controls – either to reduce risks or take advantage of opportunities – while still meeting our goals and objectives. As part of the annual planning process, the Executive Group reviews the organisation's key risks and opportunities (see Table 4).

Table 4: Risk assessment and mitigations

Key risks	Mitigation strategies
In response to a crisis and during recovery, preparedness, mitigation and risk reduction activities, our collaboration, partnerships and leadership are not effective in delivering government priorities.	• Delivery of the HRWS Preparedness Program (including the National Preparedness Summit) and National Crisis Exercising Program ahead of each HRWS. • Effective coordination and national leadership in crisis management through our role in the AGCMF. • Implementation of the NDRRF, including through the Second National Action Plan.
We fail to effectively use our resources to provide timely, coordinated and valued support to the community, resulting in a lack of confidence in the system.	• Established funding mechanisms such as the DRFA, Federation Funding Agreements, AGDRP and DRA. These are supported by financial compliance and assurance policies and procedures. • Surge operating model using the Operational Resourcing Coordination Group.
The execution of our increased responsibilities (including leading Australian Government coordination for natural hazard, space weather, Tier 4 and novel events) under the updated AGCMF does not contribute effectively to protecting Australian communities.	• Coordination and national leadership in crisis management through the AGCMF and NCM, which coordinates responses across all sectors. • Strategic foresight and planning capability analyses available information to anticipate potential events and consequences. • A National Crisis Exercising Program consists of 2 national-level exercises each calendar year to explore severe or novel hazards (natural and human-induced).
We fail to influence the national emergency management policy agenda to build greater resilience, preparedness, response, recovery and risk mitigation outcomes.	• Interagency and interjurisdictional governance forums. All forums have terms of references with clear roles and responsibilities. • Collaboration with key international partners to learn from best practice. • Our monitoring and evaluation strategy and annual plan feed lessons learnt back into the policy development cycle.
We fail to adequately support the physical and psychological health, safety and wellbeing of agency staff.	• We place a strong focus on the safety and wellbeing of staff. This is reflected in our work health and safety (WHS) management system framework, policies, procedures and awareness programs, which all play a critical role in managing risks and keeping staff safe. • Our WHS Committee oversees workplace risk management consistent with the requirements of the <i>Work Health and Safety Act 2011</i> (Cth) (WHS Act).

Risk management is the responsibility of all staff

Our effectiveness requires an active approach to managing risk to achieve our purpose in a constantly evolving environment. Our risk management framework enables risk to be managed in accordance with the PGPA Act and the Commonwealth Risk Management Policy. The framework is a set of policies, processes and structures for a systematic and comprehensive approach to managing risk (Figure 4).

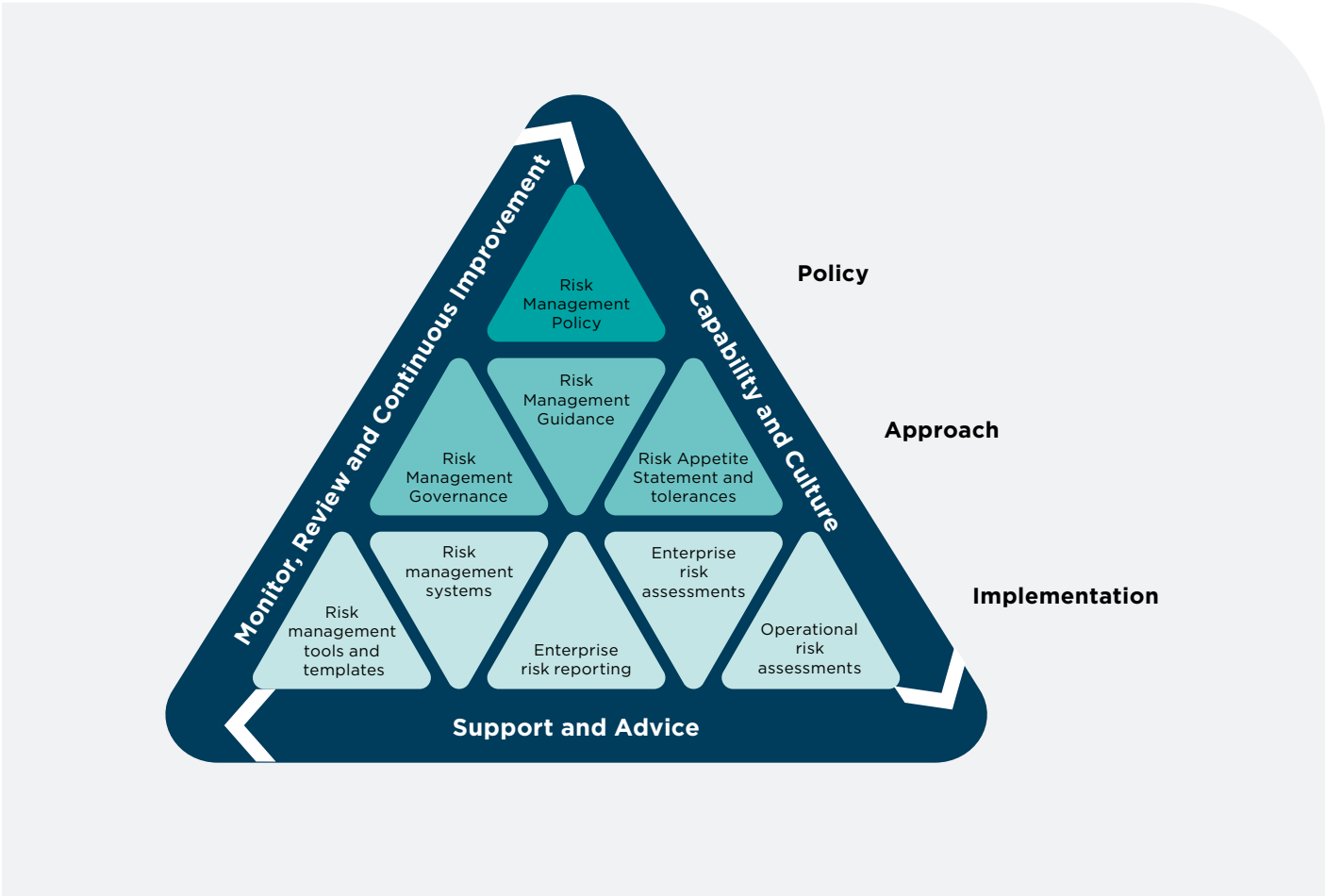
The Coordinator-General is responsible for the overall risk management framework. This includes deciding how much risk the organisation is willing to take and what level is acceptable. They are supported by the Executive Group, the Chief Risk Officer, a central risk team and key governance committees. Together, they work to build a positive culture where people understand and manage risk well.

Day-to-day risks are managed by senior executives, who are responsible for specific risks in their areas. They report on these risks through different governance forums.

The Chief Risk Officer role is held by the Assistant Coordinator-General for People, Governance and Integrity. During this plan period, the Chief Risk Officer and the risk team will continue building awareness of risk across the organisation through the Risk Management Awareness and Engagement Strategy. This strategy is designed to help staff understand their risk responsibilities and how to identify and manage risks early.

Risk management is a core part of how we run the organisation. It helps guide decisions about what work we prioritise, how we use resources, how we plan, and how we manage controls, assurance, audits and reporting. It also creates opportunities to innovate.

Figure 4: Risk management framework



The framework is designed to link risk management with governance, planning, performance, integrity, assurance and everyday work. This helps us better understand risks and respond to them effectively. We will regularly review the framework to make sure it continues to improve and stays relevant as our operating environment changes.

Our risk journey

Moving beyond compliance, we are committed to improving our risk culture and practices to ensure risk-based decision-making maximises opportunities and helps us manage uncertainty. Over the life of this plan, work will focus on uplifting current risk management practices and building our capability to achieve our desired maturity state (Table 5). By completing these work streams, we have gradually increased maturity as demonstrated through our inaugural Comcover risk management benchmarking results.

Table 5: Our risk management maturity

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

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

Integrity

Integrity and public trust underpin our work and are supported by a strong framework of governance, risk management and accountability. In line with the PGPA Act and broader Australian Public Service (APS) integrity requirements, we maintain robust systems of oversight, assurance and internal control to ensure the ethical and effective use of public resources. Our integrity and fraud and corruption control frameworks align with whole-of-government integrity settings, including the Commonwealth Integrity Maturity Framework and the National Anti-Corruption Commission (NACC), and are supported by policies, risk assessments, specialist integrity capability and mandatory referrals of serious or systemic corruption matters.

We promote a culture of integrity through accessible reporting mechanisms, public interest disclosure processes, training, conflict of interest management and ongoing leadership engagement. Integrity risks and trends are monitored and reported to senior governance bodies, while continuous improvement activities focus on strengthening organisational capability, reporting, assurance and integration with enterprise risk management. Recognising opportunities to improve staff confidence in reporting misconduct, we are enhancing communication, leadership messaging and integrity initiatives to foster a stronger speak-up culture and further strengthen accountability, transparency and public trust.

Our environment

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

Climate change is reshaping Australia's disaster landscape. In recent years, natural hazards have intensified, with recovery costs reaching unsustainable levels and placing significant strain on communities and governments alike.

Australia's emergency management system is under increasing pressure, with many communities experiencing prolonged cycles of response and recovery. To meet these demands, our systems must continue to evolve by adapting to a more dynamic and complex risk environment while strengthening capacity across all levels of government and society.

Addressing the impacts of climate change requires a coordinated, whole-of-society approach. Effective action spans multiple sectors, including land-use planning, infrastructure, emergency management, social policy, agriculture, health, education, energy, transport and the environment. Greater integration across these domains is essential to reduce risk and build resilience.

There is growing recognition of the need to shift from a reactive approach to one that prioritises prevention and preparedness. Enhanced data availability and improved risk insights provide an opportunity to better inform decision-making and target investments where they deliver the greatest benefit.

Communities are also seeking greater self-determination, with a strong emphasis on recognising local knowledge, strengths and leadership. This is particularly important for First Nations communities, whose expertise can significantly strengthen resilience, response and recovery outcomes.

Australians increasingly expect governments to lead with confidence, providing safety, coordination and support in times of crisis. As these expectations grow, so does the risk of failing to meet them. While acknowledging states and territories are the first responders for events occurring in their jurisdictions, we provide national leadership and support for coordinated response and recovery actions.

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

Climate risk

Climate risk remains a key consideration for our agency over the life of this corporate plan, reflecting the Australian Government's commitment to embed climate risk management across all Commonwealth entities. We will continue to contribute to whole-of-government initiatives, including the APS net zero agenda and the Climate Risk and Opportunity Management Program, and work closely with the Department of Climate Change, Energy, Environment and Water on the intersection of disaster risk reduction and climate adaptation, recognising that failure to effectively manage climate-related risks may impact the agency's ability to deliver its purpose. Climate risk drivers are integrated into our enterprise risk management processes and are considered as part of quarterly updates to strategic and enterprise risks.

As a non-corporate Commonwealth entity, we are committed to achieving net zero operations by 2030, and to identifying, assessing and managing climate risks and opportunities across operations, policies and programs.

Consistent with Commonwealth climate disclosure requirements, we have been classified as a Tranche 3 entity and will publish our first climate disclosure in our 2026-27 annual report. To support this, we are undertaking an organisation-wide climate risk and opportunity assessment, with the Executive Group endorsing an approach that embeds climate considerations within existing risk management systems. This approach is supported by a cross-agency working group and overseen by the Chief Risk Officer and relevant senior executives to ensure alignment with enterprise risk management and policy functions. We will continue to strengthen governance, capability and reporting maturity over time, while progressing obligations under the Net Zero in Government Operations Strategy and APS net zero emissions reporting framework.

Independent Review of Commonwealth Disaster Funding (Colvin Review)

The Australian Government commissioned the Independent Review of Commonwealth Disaster Funding (Colvin Review) in February 2023 to strengthen the effectiveness and sustainability of disaster funding arrangements. Led by Mr Andrew Colvin AO APM and delivered in April 2024, the review examined how Commonwealth investment in risk reduction and recovery can better support safer, more resilient communities.

The Colvin Review identified the need for reform and set out 47 recommendations across key areas, including clarifying the Commonwealth's role, establishing a national outcomes-based policy framework, adopting evidence-informed and risk-based approaches, improving program design, and strengthening engagement with community and non-government sectors. The government has since undertaken extensive consultation across jurisdictions, industry and communities, and is considering the review alongside broader governance reforms.

On 5 June 2026, the Minister for Emergency Management, the Hon Kristy McBain MP, briefed the NEMMM on a proposed new **Disaster Recovery Funding Framework (DRFF)** drawing on findings and recommendations from the Colvin Review. The new DRFF will ensure Commonwealth funding will flow to impacted communities faster and with less red tape, while building on the Australian Government's record investment in risk reduction.

The NEMMM signalled the commencement of national engagement with states, territories, the Australian Local Government Association and other key stakeholders on the proposed reforms. Once finalised, the DRFF will replace the existing DRFA.

Our capability

Our people

Our staff profile demonstrates a diversity of backgrounds.

Our people display an inclusive and strong can-do culture and ethos with a deep connection to our purpose.

Our professional, committed and skilled workforce brings our vision to life. Our people are supported by a culture that embraces diversity, innovation and inclusion through agile, resilient and responsive ways of working. We will continue to embed contemporary flexible working practices that support both workforce participation and high performance, recognising flexibility as a core organisational capability.

We are progressing on our commitment to reconciliation and building cultural capability, including through our inaugural 'Reflect' Reconciliation Action Plan. Importantly, our focus is on identifying practical opportunities to work together with, and support, First Nations communities and delivering the government's commitments under the National Agreement on Closing the Gap. Our First Nations champion fosters reconciliation and advocates for meaningful engagement with First Nations peoples and communities to achieve better life outcomes.

In 2026-27, we will continue to undertake steps to further embed the APS Strategic Commissioning Framework; integrating the framework into policies, processes and systems and prioritising direct employment for core work. We will also continue to build on the capability of our workforce through learning and development and recruitment activities. We will strengthen our use of workforce data and insights to inform planning, monitor risks and support evidence-based decision-making. We will also build organisational agility and change readiness to respond to evolving operational demands and government priorities.

We will equip managers with the tools, guidance and capability to effectively navigate people processes, including recruitment, performance management, WHS and employee relations, to support consistent and effective people leadership across the organisation. We are implementing a new Mentoring Program in late 2026, supporting connection, capability building, career development and employee retention across the agency.

Emergency management expertise

We continue to respond to disaster and emergency events across the crisis continuum, often over extended periods. This operating environment requires sustained investment in capability to manage both scale and complexity.

Staff contributing to preparedness, response and recovery activities require specialised emergency management expertise to effectively perform their roles. A dedicated function is responsible for coordinating and delivering targeted training, strengthening internal capability, and leveraging learning opportunities across the agency and with Commonwealth, state and territory partners.

Targeted and effective training is a critical enabler of organisational preparedness and a key mechanism for mitigating operational risk. The delivery of vocational (role-specific) training promotes consistency across functions, strengthens interoperability, and supports the benchmarking and continuous improvement of workforce capability.

Data, AI and analytics

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

To support the objectives of the data strategy, we are developing a broad range of supporting policies and resources to enhance staff skills and strengthen data capability. Our Chief AI Officer and AI Accountable Official work closely together to support and drive the rollout and delivery of AI for our agency. This aligns with our recently endorsed AI strategy, which complements the data strategy, detailing our approach towards the adoption of AI for agency use over a period of 3 years. Staff are also guided by:

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

We will continue to enhance our geospatial capability and visualisation products to deliver significantly greater insights to support decision-makers before, during and after an event. These location-based capabilities are continuing to expand as access to more timely and accurate data becomes available.

In turn, we are prioritising data sharing activities to ensure our data remains valuable and accessible to a broader range of stakeholders. Our strong analytical capability is integral to the progress of the Hazards Insurance Partnership. In addition to providing technical advice and guidance on shaping the work program, our data analysts will continue to work with the Australian Bureau of Statistics to best utilise the National Insurance Dataset and deliver in support of the policy intent. This ongoing support is crucial for achieving the outcomes of the Hazards Insurance Partnership.

We are also investing in our data storage capability through the development of a cloud-based environment. Previously manually handled, this will allow for the automation of critical data processes. This supports our data reporting capability, allowing for enterprise-wide self-service access to reports and dashboards while maintaining compliance with our data governance policies.

Information Communications Technology

Guided by our technology strategy, we will deliver secure, scalable and responsive digital capabilities that support national resilience, operational readiness and effective crisis management.

We will invest in fit-for-purpose technology and innovation to improve employee experience, strengthen collaboration and support outcomes across the emergency management continuum.

Our focus will be on secure and integrated architecture, technology investment aligned to business priorities, improved digital capability, stronger information sharing and resilient infrastructure that can support surge demand.

We will continue to operate within a hybrid model, using shared services while strengthening our own systems and infrastructure to improve integration, reporting and enterprise visibility.

We will also support critical national capabilities, including AusAlert, with effective governance, security, data management and performance monitoring.

Infrastructure

The continued adoption of cloud-based infrastructure will strengthen our autonomy and capability to deliver on our core responsibilities. This approach will ensure that we maintain a scalable, resilient and fit-for-purpose technology environment aligned to our operational and strategic objectives.

As our digital portfolio evolves, targeted enhancements to the cloud hosting environment may be required to accommodate new and emerging applications. These enhancements will be planned and delivered in alignment with enterprise architecture, security and governance frameworks to ensure sustainable growth and operational integrity.

Enterprise Portfolio Management Office

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

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

Appendix A:

List of requirements

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1	Introduction	The following: a) a statement that the plan is prepared for paragraph 35(1)(b) of the Act; b) the reporting period for which the plan is prepared; c) the reporting periods covered by the plan.	5–8
s16E(2) item 2	Purposes	The purposes of the entity.	9
s16E(2) item 3	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	13–21
s16E(2) item 4	Operating context	For the entire period covered by the plan, the following:	
s16E(2) item 4(a)	a) Environment	a) the environment in which the entity will operate;	34
16E(2) item 4(b)	b) Capability	b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	37–39
s16E(2) item 4(c)	c) Risk	c) a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed;	31–32
s16E(2) item 4(d)	d) Cooperation	d) details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes;	24–26
s16E(2) item 4(e)	e) Subsidiaries	e) how any subsidiary of the entity will contribute to achieving the entity's purposes.	26
s16E(2) item 5	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: a) specified performance measures for the entity that meet the requirements of section 16EA; and b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	10–23



Australian Government

**National Emergency
Management Agency**