Australian Government

National Emergency Management Agency

Australian Disaster Preparedness Framework

A guideline to develop the capabilities required to manage extreme to catastrophic disasters and crises

May 2026

Acknowledgement of Country

NEMA acknowledges 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 people and their wisdom of disaster, crisis, recovery and renewal.

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Foreword

The increasing frequency and intensity of crises and hazards in Australia necessitates the need for national preparedness to reduce the impact of crises on people, their property, health, and livelihoods, as well as Australia's cultural and environmental assets.

In recent years, Australia has experienced a significant number of disasters and crisis events, including the Black Summer Bushfires (2019 - 2020), COVID-19 (2019-), and unprecedented floods (2022), illustrating the importance of crisis preparedness. As demonstrated by these significant events, the task of preparing communities for these events is becoming more complex and it is widely accepted that no one jurisdiction, agency or organisation has the knowledge, capability or capacity to do so alone.

Since the development of the Australian Disaster Preparedness Framework (ADPF) in 2018, the National Emergency Management Agency (NEMA) was established to strengthen Australia's emergency management ecosystem, and enhance Australia's preparedness, response, recovery, risk reduction and resilience from all hazards.

A critical component of NEMA's remit is driving long-term resilience and preparedness. Recognising there are several influences, such as climate change, that impact Australia's emergency management arrangements, there is an increasing need to integrate, enhance and mature national preparedness capabilities. This will enable a holistic, national response to large-scale, multi-jurisdictional, extreme to catastrophic events.

Consistent with the original purpose of the ADPF, there are evolving expectations of emergency support and an increasing need for the ADPF to better meet the needs of Australian agencies, jurisdictions, industry, community and private sector organisations as they assess preparedness capability. Given the scale and impact of severe catastrophic crises, Australia must be able to draw on capabilities across government, private sector and communities, including through strengthened partnerships internationally to support mutual benefit - particularly during higher-risk weather seasons.

This second iteration reflects learnings from the ADPF's application, incorporates insights from global equivalents and emerging risks considerations, and is designed for accessible use by stakeholders preparing for or supporting crisis and crisis management. It recognises work underway across jurisdictions, local governments, communities and sectors, and while focused on extreme to catastrophic crises, the ADPF's mechanisms for measuring capability and capacity maturity can be applied across the broader crisis management arrangements.

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Introduction

Australia's national capability for crisis management is made up collectively of the capability and capacity of government, non-government, private and community sector organisations across all jurisdictions. The Australian Disaster Preparedness Framework (ADPF) was first developed in 2018 to support the preparation and prevention of extreme to catastrophic crises across communities, economies and systems. The ADPF has been updated to enhance operationalisation and to better align with Australian and international crisis management standards. This includes:

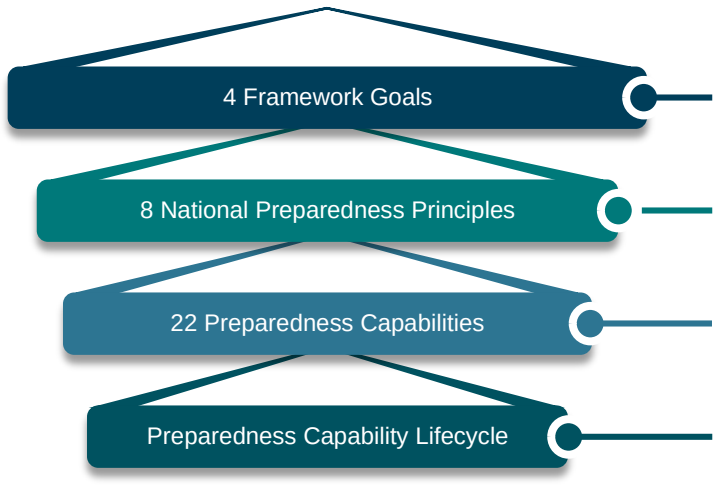
- Incorporating crisis management approaches outlined in the Australian Government Crisis Management Framework (AGCMF).
- Addressing priorities to build resilience, preparedness and management of crises set out in the Sendai Framework for Disaster Risk Reduction 2015-2030.
- Complementing the National Strategy for Disaster Resilience and National Natural Disaster Hazards Risk Profile by providing guidance on understanding risk, partnering with those who effect change, and supporting capabilities to ensure preparedness.
- Aligning with the Second National Action Plan and the National Disaster Risk Reduction Framework by supporting risk reduction, providing guidance on preparedness capability and capacity assessments and gap analyses, enabling prioritisation of investment through the Disaster Ready Fund, and increasing resilience, adaptability and preparedness for crises.

Updates to the ADPF enable organisations and workforces throughout the crisis management ecosystem in Australia to develop the required capability to effectively prepare for and manage extreme to catastrophic crises.

Purpose of this document

This document describes the ADPF. It outlines the 8 national preparedness principles that underpin national preparedness and defines what constitutes preparedness capabilities for extreme to catastrophic crises.

The ADPF is intended to support Australian Government, state and territory departments and agencies preparing for or supporting crisis management in understanding, developing and enhancing capability, capacity and resilience requirements to prepare for, manage and recover from extreme to catastrophic crises. However, the ADPF can be used by all stakeholders involved in crisis management arrangements – state, territory and local governments, and community, not-for-profit and private sector organisations. It is not intended to supersede state, territory, local government, or other organisation policies and frameworks, but can be utilised as a complementary resource to support crisis management of all stakeholders.



Outlines the key goals of the ADPF that will enable Australia to build scalable and coordinated preparedness capability for extreme to catastrophic crises.

Outlines the preparedness capability characteristics that should be considered when assessing capability maturity.

Outlines the capabilities required for Australia to deal with extreme to catastrophic crises.

Outlines the ongoing process that ensures Australia can effectively prepare for and manage extreme to catastrophic crises.

The ADPF is supported by a supplementary toolkit intended to help stakeholders to understand capacity and capability gaps and inform risk-based investment priorities. Assessing Australia's collective capability and capacity enables more efficient and informed decisions that support capability investment.

What is an extreme to catastrophic crisis?

The Australian Government Crisis Management Framework defines 'extreme to catastrophic' crises as ones that may:

- "be caused by any hazard(s)
- be highly complex, including concurrent, compounding and/or consecutive crisis events, resulting in interlinked and cascading consequences requiring coordination across the full range of Australian Government and national equities and interests
- have wide-ranging harmful impacts and consequences across multiple jurisdictions and sectors of society, and extreme to catastrophic impacts on Australians
- have overwhelmed Australia's technical, non-technical and social systems and resources, and degraded or disabled governance structures and strategic and operational decision-making functions."

Their scale and impact often require the need to draw on capabilities and capacity that exist across government agencies, the private, not-for-profit and community sectors, both nationally and internationally.

While jurisdictions remain primarily responsible for local, on-the-ground crisis management, the National Emergency Management Agency (NEMA) plays a critical role in supporting states, territories and communities to ensure they are adequately equipped to prepare for, respond and recover from all hazards that may reach national significance. This includes ensuring Australia has the capability and capacity to reduce, prevent and prepare for potential crises, and to respond to and recover when one occurs.

What is the Australian Disaster Preparedness Framework?

The ADPF…

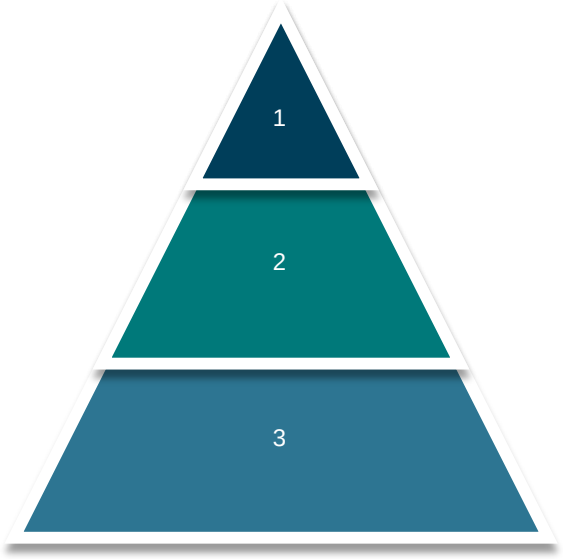
- Is a framework to facilitate collaborative planning to ensure the capabilities required to respond to extreme to catastrophic crises are understood and can be developed and/or accessed to enable Australia to manage such crises.
- Informs the strategic governance, policy and investment required for disaster and crisis preparedness.
- Provides a guide that may be useful for jurisdictions and stakeholders within Australia's emergency management ecosystem to consider as they develop their own capability to effectively prevent, plan, respond to, and recover from crises.
- Focuses on ensuring the capabilities, capacity and resilience required to manage extreme to catastrophic crises are identified and promotes collaboration to fill any existing gaps.
- Acknowledges the responsibility of all jurisdictions and stakeholders within Australia's emergency management ecosystem to deal with crises or emergencies within their existing arrangements.

The ADPF is not…

- An assessment mechanism by which jurisdictions or stakeholders within Australia's emergency management ecosystem will be held to account.
- Intended to mandate a specific approach to assessing and developing capability, capacity and resilience.
- Focused on crises that fall below the threshold of an extreme to catastrophic crisis, albeit the ADPF can be used by stakeholders to assess capabilities, capacity and resilience at all levels of crisis.

Hierarchy of documents

The ADPF aligns with and supports a range of documents relating to Australian emergency management. The figure below outlines the relationship between the ADPF and other key emergency management documents.



1. The **Australian Government Crisis Management Framework,** and the **Sendai Framework**, are the capstone policy documents that articulate Australia's national crisis management arrangements while the **National Natural Disaster Hazards Risk Profile** is a key tool used to assess exposure and risk to all hazards.
2. **State and Territory** emergency management policies, legislation and frameworks complement the ADPF.
3. The **Australian Disaster Preparedness Framework** outlines the national preparedness principles, capabilities and national crisis preparedness lifecycle.
4. The **Capability Assessment Toolkit** supports the application of the framework in conducting preparedness capability maturity assessments.

How will the ADPF be governed?

The ADPF will be governed through the Australia-New Zealand Emergency Management Committee (ANZEMC). ANZEMC will determine its application, utility, implementation and evaluation in the national context to ensure continuous improvement. It is not intended that jurisdictions must implement the ADPF. Based on ANZEMC determinations, agreement and guidance, each jurisdiction will determine how it will apply or utilise the ADPF. Through ANZEMC, the ADPF provides guidance that can be used by states and territories in conjunction with their respective approaches and frameworks for national alignment, consistency, and commonality.

ADPF Goals

The ADPF has four key goals that collectively aim to enhance Australian Government, industry and community decision-making as related to crisis preparedness. This will enable Australia to develop action plans that effectively build scalable and coordinated preparedness capability for extreme to catastrophic crises, spanning cross-jurisdictional and international crises.

The ADPF Goals:

01 Provide context for organisations and workforces throughout the emergency management ecosystem to better understand the definitions and principles that inform the national preparedness capabilities and their requirements.

02 Incorporate existing best practice approaches and frameworks – within Australia and internationally – and use a common language that facilitates collective visibility and management across and between organisations and jurisdictions, to determine what capability is required to manage extreme to catastrophic crises.

03 Outline a repeatable method by which all organisations and workforces throughout the emergency management ecosystem across Australia can assess and articulate preparedness and capability maturity, and the requirements to prevent, plan for, respond to and recover from extreme to catastrophic crises.

04 Provide guidance and mechanisms to determine what capabilities meet national priorities and thresholds, and how they may be enhanced, developed, accessed and sustained to deal with extreme to catastrophic crises

Eight National Preparedness Principles

The following are eight principles for national preparedness for extreme to catastrophic crises. These principles outline the characteristics that should be considered when assessing the maturity of a capability, capacity and resilience. The ADPF's National Preparedness Principles enable practical application when assessing preparedness. They align to principles outlined in the AGCMF, National Plans and the Sendai Framework, enabling connectivity and continuity between foundational emergency management frameworks and documents.

All hazard	National preparedness can be applied to any and all hazards.
Borderless	Preparedness is not restricted by state or international borders (as exemplified by international agreements). Partnerships and shared capability and capacity across Australian and international governments, communities and industry, are required to effectively prepare for and manage extreme to catastrophic crises.
Human Centered	Crisis preparedness and management seek to protect people, their property, health, and livelihoods, as well as cultural and environmental assets.
Whole of Society	Whole of society preparedness is critical in ensuring crisis response is inclusive, interoperable and cooperative. The specific localised and environmental characteristics of a crisis must be understood to reduce the impact of crises. Strong and inclusive relationships with local and First Nations, CALD, vulnerable, at-risk, living with disability communities will enhance local understanding and preparedness before, during and after crises.
Simple, Agile & Scalable	National preparedness is easy to understand, communicate and apply, and requires the ability to expand and contract to deal with the complexity of any particular crisis.
Outcomes Based	Focused on delivering impact. Ensuring these impacts are pre-determined outcomes which are the result of planning, coordinated execution and ongoing monitoring and review.
Timely	Seeks to increase efficiency across the emergency management continuum, improving the timeliness of the management of extreme to catastrophic crises.
Ongoing Evaluation	National preparedness requires active and ongoing management of the capability lifecycle to maintain an understanding of Australia's current state of preparedness capabilities and future capability requirements.

National Capability Requirements

Capability alignment to the Australian Government Crisis Management Continuum

The Australian Government Crisis Management Continuum (the continuum), outlined in the AGCMF, illustrates the process by which crises are dealt with in Australia. The continuum places emphasis on the importance of building a resilient nation, by first reducing, preventing and preparing for potential crises.

The national preparedness capabilities have been mapped across stages of the continuum to provide structure and enable effective comparison and evaluation when conducting preparedness planning and assessments. Capabilities have been grouped together by similar types of capabilities. This map is articulated further below.

	Preparedness Capability	Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction
Planning and Leadership	Planning	✓	✓	✓	✓	✓	✓	✓
	Crisis Leadership and Management	✓	✓	✓	✓	✓	✓	✓
	Logistics and Supply Chain Management	✓	✓	✓	✓	✓	✓	✓
	Community Planning, Capacity and Resilience Building	✓	✓	✓	✓	✓	✓	✓
	Exercising and Training		✓					
Data and Information	Research and Lessons Management	✓	✓	✓	✓	✓	✓	✓
	Intelligence and Situational Awareness	✓	✓	✓	✓	✓	✓	✓
	Impact Assessment			✓	✓	✓		
	Warnings and Public Information		✓	✓	✓			
Crisis Response	Hazard Response			✓	✓			
	Evacuation and Support		✓	✓	✓	✓		
	Search and Rescue			✓	✓			
	Mass Care			✓	✓	✓		
	Fatality Management			✓	✓	✓		
	Public Order and Community Safety		✓	✓	✓			
	Workforce Protection and Sustainment		✓	✓	✓	✓		
	Civil Crisis Expansion			✓	✓	✓	✓	
Crisis Recovery	Built Environment and Infrastructure Recovery	✓				✓	✓	✓
	Natural Environment Recovery	✓				✓	✓	✓
	Economic Recovery	✓	✓		✓	✓	✓	✓
	Social Recovery	✓	✓		✓	✓	✓	✓

National preparedness capability one-pagers

The national preparedness capabilities have been broken down into separate one-pagers to provide detailed and specific information to support stakeholders that are assessing their preparedness capability maturity.

Emergency management continuum stage

Each capability one-pager maps which stage of the Australian Government Crisis Management Continuum it relates to. In many cases, a capability will span across multiple stages of the continuum.

Capability Description

Each capability has a defined capability description that outlines what the capability seeks to achieve as part of Australia's crisis preparedness.

Capability Goals

Standard capability goal statements have been developed for use by all stakeholders within Australia's emergency management ecosystem as reference when benchmarking and measuring preparedness for the capability

Considerations

For each capability, key considerations have been provided to support stakeholders in assessing capability preparedness.



Capability and Capacity

What is capability and capacity under the ADPF?

Preparedness capability and capacity are defined as:

Capability is the collective ability and power to deliver and sustain an outcome within a specific context and timeframe.

Capacity is the key determinant of how long a capability can be sustained for at a particular level of ability.

The level of capability is determined by the combination of ability and capacity across the following five core elements:[1]



PEOPLE

All personnel involved in undertaking emergency management activities including all levels of government, non-government organisations, businesses, volunteers and the community. Includes people with appropriate knowledge and skills with a focus on leadership skills, technical skills and a culture of working with others to achieve more.



RESOURCES

The physical equipment and assets needed to undertake emergency management activities. For example, infrastructure, fleet, IT equipment, radios, communications equipment, consumables and personal protective clothing.



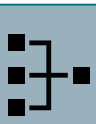
GOVERNANCE[4]

The enabling factors that emergency management operates within including legislation, funding, government directives, emergency management arrangements, doctrine and policy.



SYSTEMS

The systems, including data, that are used to deliver emergency management outcomes such as learning and development, information technology, financial, infrastructure and asset management, workforce management, workplace health and safety, quality control and incident management systems (such as AIIMS and ICCS+).



PROCESSES

Documented or undocumented ways of delivering emergency management such as capacity planning, risk management, continuous improvement, information flow and planning.

[1] The elements as agreed to by all jurisdictions are drawn from the Emergency Management Victoria, Victorian Preparedness Framework, May 2018.
[4] Governance in this context is a core element of capability (i.e. key input to be considered in generating and maintaining a specific capability).



Without preparation and mitigation, our communities, our economies, and our systems will not to be fit to face what is in front of us: a future filled with more intense and frequent emergencies.

– NEMA's Statement of Strategic Intent

Planning

Australian Government Crisis Management Continuum Stage:

Prevention | Preparedness | Response | Relief | Recovery | Reconstruction | Risk Reduction

Planning is applicable to all stages of the continuum.

Capability Description

The ability to systematically plan for and implement scalable strategic, operational and tactical level approaches to manage extreme to catastrophic crises across all stages of the emergency management continuum. Planning extends beyond response planning. It includes strategic planning for risk reduction and prevention (e.g. the prioritisation of investment) and planning for short-term cycles to support ongoing response, relief and recovery activities.

Reflections on this capability should also consider business continuity planning, including digital resilience, at the organisational level to ensure steps are taken to maintain continuity of operations in times of crisis.

Setting Capability Targets

When setting capability goals for Planning, the following should be considered.

- There is capability to anticipate, identify, prepare and plan for multiple possible risks, events and outcomes.
- Existing plans are assessed, on an ongoing basis, for contemporary relevance and accuracy to ensure they are fit for purpose and reflective of lessons learned from recent extreme to catastrophic crises.
- There are the capability and resources (e.g. skills, tools, data) required to plan for extreme to catastrophic crises across varying stages of the emergency management continuum.
- There are mechanisms in place to identify available surge capacity to support tactical policy and planning activities during the response to extreme to catastrophic crises.
- Within <insert time> of a potential or actual extreme to catastrophic crisis, the specific activities required to effectively recover from an extreme to catastrophic crisis, and prepare for future crises, have been identified.

Key Considerations for Planning:

- In addition to the core capability requirements, consider the following:
- Do your planning activities consider the sequence and scope of tasks required to reduce, prepare for, respond to, and recover from extreme to catastrophic events?
- Do your plans reference key policies and documents?
- Have your plans been updated to include roles, responsibilities and contingencies of all workforces involved in emergency activities?
- Do your planning activities consider all elements of crisis preparedness, including emerging risk factors such as cybersecurity?
- Are your plans aligned with other public safety agencies, organisations, local government and community organisations?
- Do your plans consider the needs of different cohorts, including First Nations People, people with disability and other disproportionately impacted groups?
- Does the strategic foresight of your plans anticipate and account for emerging and converging hazards?

Crisis Leadership and Management

Australian Government Crisis Management Continuum Stage:

Prevention | Preparedness | Response | Relief | Recovery | Reconstruction | Risk Reduction

Crisis Leadership and Management is applicable to **all** stages of the continuum.

Capability Description

The ability to establish and maintain coordinated leadership and management of crises, from risk reduction and prevention through to recovery and relief. This encompasses the activation of political leadership, community partnerships, command and control systems, incident management systems and operational tasking processes.

Setting Capability Goals

When setting capability goals for Crisis and Leadership Management, the following should be considered.

- There is both capability and capacity, including required partnerships and governance (roles, responsibilities, accountabilities, decision authorities and permissions) to manage crises from risk reduction through to recovery.
- Local communities and leaders have been engaged to co-design a coordinated approach to all crisis management activities from risk reduction through to relief and recovery activities for the duration of crises.
- A coordinated leadership structure has been established and maintained across jurisdictions, partners and communities to lead and manage crisis activities.

Key Considerations for Crisis Leadership and Management

- In addition to the core capability requirements, consider the following:
- Have leaders (formal and informal) been trained in key crisis frameworks and systems, such as the Australian Government Crisis Management Framework and disaster event management systems?
- Are leaders (formal and informal) and decision makers equipped with the relevant, timely and actionable information that enable them to lead and manage the preparation, response, relief and recovery activities for extreme to catastrophic crises?
- Are the established crisis management mechanisms and systems fit-for-purpose, and can they drive the successful delivery of operational tasks and processes?

Logistics and Supply Chain Management

Australian Government Crisis Management Continuum Stage:

Prevention | Preparedness | Response | Relief | Recovery | Reconstruction | Risk Reduction

Logistics and Supply Chain management is applicable to **all** stages of the continuum.

Capability Description

The ability to establish, sustain and adapt an appropriate supply chain to support response, relief, recovery, evacuation and other efforts during extreme to catastrophic events is critical. This includes the delivery and/or rapid restoration of essential services (food, water, sanitation, banking/money, shelter), materials and equipment, pharmaceutical supply, and the establishment of emergency power, telecommunications and fuel support. Continuity of core logistic capabilities and national supply chains are essential in ensuring long-term crisis resilience.

Setting Capability Goals

When setting targets for Logistics and Supply Chain Management, the following should be considered.

- Specific capabilities and capacity exist to identify and maintain visibility and availability of critical goods/services across the nation (including regional / remote areas) for an extreme to catastrophic crisis.
- Within <insert time> of a extreme to catastrophic crisis, risks and consequences to supply chains and logistics, informing prioritisation of response and support activities, have been identified.
- Within <insert time> of a extreme to catastrophic crisis, critical supply chains (resources and services) and support that are required have been identified.
- Arrangements exist to maintain supply chains and logistics capabilities for the duration of an extreme to catastrophic crisis and, if required, support supply chain restoration and recovery post-event.

Key Considerations for Logistics and Supply Chain Management:

- In addition to the core capability requirements, consider the following:
- Do you have an understanding of critical supply chain assets and dependencies?
- Do your logistics and supply chain management plans consider new and emerging threats to crisis resilience, such as the impact of cyber threats on digital/technology supply chain elements and international competition for resources?
- Are appropriate resources deployed, or have the ability to mobilise quickly, in time to respond to crises?
- Have contingencies been identified and established to enable scaled logistics response (such as contingent workforces or increased industrial or community capacity / resource sharing)?
- Have you assessed your stockpile asset management and availability and speed of deployment and available response maturity?

Community Planning, Capacity and Resilience Building

Australian Government Crisis Management Continuum Stage:

Prevention | Preparedness | Response | Relief | Recovery | Reconstruction | Risk Reduction

Community Planning, Capacity and Resilience Building is applicable to **all** stages of the continuum.

Capability Description

The ability to collaboratively plan for and drive coordinated response to, and recovery and reconstruction from, extreme to catastrophic crises, in alignment with the National Disaster Risk Reduction Framework and the Second National Action Plan 2023 to reduce disaster risk and enhance resilience. This includes the structures and capacity to partner with local communities including First Nations, community groups and public and private sector to collaborate in planning activities across the continuum.

These community partnerships empower leaders and stakeholders to achieve outcomes based on local needs and context, and to harness local capacity into risk reduction, prevention, response, relief, recovery and reconstruction efforts. This includes public engagement technologies, program support and funding for planning and capacity building initiatives.

Setting Capability Goals

When setting capability goals for Community Planning, Capacity and Resilience Building, the following should be considered.

- There are mechanisms in place to identify the capability and capacity, including required stakeholders and partnerships across the community, to manage crises from risk reduction through to recovery (i.e. stakeholder engagement plan).
- Governance processes to support collaboration, coordination, collective decision making and to manage conflict have been established.
- Local community leaders and stakeholders have been engaged and empowered to collaboratively design local risk reduction, response and recovery plans.
- Local community leaders and stakeholders have been engaged to encourage shared responsibility for training and education in the planning, preparation, prevention and response to extreme to catastrophic crises.

Key Considerations for Community Planning, Capacity and Resilience Building

- In addition to the core capability requirements, consider the following:
- Do you know who is at risk / give consideration to the needs of different parts of the community including at-risk cohorts?
- Do you have trained people and supporting enablers (technology and channels) with the right skills to do this in an appropriate and inclusive way?
- Do established mechanisms and processes exist for local leaders and community stakeholders to seek support in the lead up to, during and post crisis events?
- Is there a shared knowledge between local communities and formal authorities about critical assets (including natural assets) and prevention priorities ahead of a crisis to enable targeted response and recovery interventions when the crisis hits?

Exercising and Training

Australian Government Crisis Management Continuum Stage:

Prevention	**Preparedness**	Response	Relief	Recovery	Reconstruction	Risk Reduction

Exercising is applicable to the **Preparedness** stage of the continuum.

Capability Description

The ability to simulate, test and rehearse extreme to catastrophic crisis responses. These simulated scenarios enable Australia and international assistance partners to validate crisis plans and procedures, offering an opportunity to prepare for and assess the effectiveness of crisis response activities for the purposes of continuous improvement and build mutual trust and shared understanding.

Setting Capability Goals

When setting capability goals for Exercising and Training, the following should be considered.

- Exercise scenarios have been developed to prepare Australia for extreme to catastrophic crises.
- Existing exercise scenarios have been assessed for relevance and accuracy to recent, perceived and converging (e.g. a major cyber-attack alongside a bushfire) extreme to catastrophic crises.
- Capability and capacity required to conduct extreme to catastrophic crisis simulation exercises has been identified.
- Within <insert time> period, extreme to catastrophic crisis simulation exercises have been conducted.
- An exercising schedule has been developed that meets the capability standard.

Key Considerations for Exercising and Training

In addition to the core capability requirements, consider the following:

- Have exercises been designed to appropriately reflect real-world scenarios that represent the impact of an extreme to catastrophic crisis (including scenarios of converging crises)?
- Do outcomes of simulated exercises inform research, learning, planning, policies, doctrine, and enable continuous improvement and adjustments to future exercises and real world operations?
- Do exercises support the detection and response to scenarios using capability and capacity that would be available in an extreme to catastrophic crisis?

Research and Lessons Management

Australian Government Crisis Management Continuum Stage:

Prevention | Preparedness | Response | Relief | Recovery | Reconstruction | Risk Reduction

Research and Lessons Management is applicable to **all** stages of the continuum.

Capability Description

The ability to conduct and commission research (including monitoring and evaluation) to address knowledge gaps and/or continuously analyse and synthesise findings from key events, reviews and inquiries, to contribute to community safety, support continuous improvement activities and inform capability development. This includes engagement with communities (including First Nations and CALD), the private sector, and learning from global comparisons, to inform, innovate and improve emergency management prevention, preparedness, response and recovery activities for future extreme to catastrophic crises.

Setting Capability Goals

When setting capability goals for Research and Lessons Management, the following should be considered.

- There is both the capability and capacity required to conduct research and lessons management activities for an extreme to catastrophic crisis.
- There is both funding and resources required to conduct or commission research and lessons management activities.
- There is sufficient capability and capacity to access and translate research (e.g. from Natural Hazards Research Australia) and embed learnings into enhanced community safety, and operational improvements.
- There are mechanisms in place to identify gaps and opportunities that would benefit from investment in research and development.
- There are partnerships in place to support sharing of research learnings and outcomes.

Key Considerations for Research and Lessons Management:

- In addition to the core capability requirements, consider the following:
- Is the workforce equipped with the right skills, training and credible resources to analyse and synthesise information, and operationalise research and lessons management into doctrine and policy?
- Does your workforce employ assistive technologies and artificial intelligence that support real-time research activities?
- Are the appropriate quality assurances processes in place to ensure research findings are accurate and implemented?

Intelligence and Situational Awareness

Australian Government Crisis Management Continuum Stage:

Prevention | Preparedness | Response | Relief | Recovery | Reconstruction | Risk Reduction

Intelligence and Situational Awareness is applicable to **all** stages of the continuum.

Capability Description

The ability to combine situational awareness inputs from all sources, conducting predictive analysis of risk, consequence capability and capacity. This encompasses processing, validation and analysis of data into usable intelligence products that enable decision makers to make informed and prioritised strategic decisions and real-time tactical decisions to prepare for and reduce crisis risk and impact. This includes two-way communication of situational awareness information (such as operational communication), effective systems of data interpretation (such as geospatial information systems), and engagement with local communities to understand local impact, enable successful and timely prioritisation, deployment and sequencing of response, relief and recovery activities.

Setting Capability Goals

When setting capability goals for Intelligence and Situational Awareness, the following should be considered.

- Historic asset information and impact data, and other available risk and intelligence data (such as disaster event management systems), have been processed, validated and analysed to inform the specific capability and capacity requirements to reduce risk for, and respond to, similar crises.
- As an extreme to catastrophic crisis unfolds, the consequence and risk of the crisis, and the required capability and capacity to prevent, reduce, respond to and/or recover from the extreme to catastrophic crisis have been analysed.
- Within <insert time> of analysing the risks and consequences of the extreme to catastrophic crisis, notification to relevant stakeholders has been made, enabling effective preparedness and decision making.

Key Considerations for Intelligence and Situational Awareness:

In addition to the core capability requirements, consider the following:

- Has your workforce undertaken the appropriate training that enables them to utilise available intelligence tools (e.g. disaster event management systems and AI) and analyse and predict the required capability and capacity to deal with the perceived risks and consequences of a extreme to catastrophic crisis?
- Do you have the appropriate security and cyber controls in place to protect sensitive Personal Private Information and systems of record?
- Do you have the capability to gather large amounts of data, including remotely collecting and detecting information in real time from the crisis site, and then process and share what is relevant?
- Do you have appropriate controls in place to manage and monitor data quality to support accurate information and prevent misinformation?
- Do you have the ability to operate in both connected and disconnected environments and to have deployable or autonomous collection if local communications are cut off?
- Do you have established processes and robust data sharing arrangements in place to receive intelligence from other stakeholders (including across jurisdictions) and have an integrated common operating picture a common planning system to enable ‘seamless’ responses and interoperability.

Impact Assessment

Australian Government Crisis Management Continuum Stage:

Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction

Impact Assessment is applicable to the **Response, Relief** and **Recovery** stages of the continuum.

Capability Description

The ability to provide all decision makers with information regarding the nature and impact of the hazard event, to ensure efficient, timely and appropriate support for communities. This assessment is critical for long term crisis risk reduction and prevention, and includes hazard-specific details, risks, vulnerabilities and required capabilities, that further inform investment priorities post crisis and to reduce the risk of future crises.

Setting Capability Goals

When setting capability goals for Impact Assessment, the following should be considered.

- Updates have been provided to relevant decision makers, leaders, partners and stakeholders for the duration of a crisis to inform activity and investment prioritisation.
- The overall impact of a crisis has been assessed to inform future risk reduction initiatives and to identify betterment opportunities during reconstruction.
- Ability to assess and document monetary value of direct and indirect impacts of crises

Key Considerations for Impact Assessment

In addition to the core capability requirements, consider the following:

- Do you have knowledge of the pre-crisis condition of critical community assets (e.g. roads, infrastructure, natural environments) or analytics / Artificial Intelligence capabilities and solutions that enable identification and attribution of damage?
- Are mechanisms and systems in place to effectively contribute inputs into impact assessment amongst critical stakeholders, including non-government contributors?
- Do you have the capability, and processes in place, to identify and access surge capacity, including via resource sharing arrangements, to conduct the necessary impact assessments in response to an extreme to catastrophic crisis?
- Are effective measures in place to ensure privacy and security of collected data?
- Does the impact assessment outline specific, measurable, actionable, relevant and timely recommendations that can be applied within potential hazard-zones to support the prevention and reduction of the crisis impact?
- Can the direct and indirect impacts of a crisis be categorised into built environment and infrastructure, natural environment, economic, and social impacts? Can impacts be quantified in monetary value?
- Are there established processes and timelines in place to ensure critical information is shared with relevant leaders, partners and stakeholders in a timely manner?

Warnings and Public Information

Australian Government Crisis Management Continuum Stage:

Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction

Warnings and Public Information is applicable to the **Preparedness, Response** and **Relief** stages of the continuum.

Capability Description

The ability to exchange and communicate information across all government, non-government, emergency services (such as TripleZero through to despatch), private and community sectors, through seamless links at all stages of the extreme to catastrophic crisis is essential. This engagement is two-way and leverages natural societal linkages (including connections through businesses, cultures, geography, media, education and technology) to enable increased flow of information and communication from people on-the-ground to authorities (e.g. through crowd-sourced information and community networks), and to maximise people's ability to make informed safety decisions.

Setting Capability Goals

When setting capability goals for Warnings and Public Information, the following should be considered.

- There are both the capabilities and capacity available and required to achieve a shared understanding and two-way, multi-modal communications and the effective provision of warnings and information for an extreme to catastrophic crisis.
- There are both the capabilities and capacity required to achieve two-way, multi-modal communications and the effective provision of warnings and information for an extreme to catastrophic crisis.
- There are non-digital channels and processes in place to disseminate information, communicate, and provide warnings for high-risk populations that may be digitally excluded or isolated.
- There are channels and processes in place for people to receive advice that allows them to understand a cross-border crisis (e.g. evacuation advice and road closures) and receive warnings in an integrated way (e.g. if there are multiple crisis events).
- Within <insert time> of an extreme to catastrophic crisis, decision makers, leaders and involved workforce stakeholders have been communicated with and provided relevant, timely and actionable information.

Key Considerations for Warnings and Public Information

In addition to the core capability requirements, consider the following:

- Are there defined processes, governance structures and communication channels to communicate with relevant stakeholders and deliver warnings and public information?
- Are there clear and established roles, responsibilities, partnerships and lines of communication to disseminate information at times of extreme to catastrophic crises?
- Do you have the skills, systems and assistive technology required to deliver warnings and public information across a variety of language and accessibility needs?
- Has information/communication and warnings been adapted for different groups (for example, considering whether people with different accessibility requirements should receive advice to evacuate earlier than other groups)?
- Do you have a clear understanding of what channels and systems are available in the event that they are compromised?

- Are there resilience mechanisms or processes in place as a contingency if cyber threats and/or physical disruption impact the ability to communicate information and warnings?

Hazard Response



Australian Government Crisis Management Continuum Stage:

Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction

Hazard Response is applicable to the **Response** and **Relief** stages of the continuum.

Capability Description

The ability to respond appropriately to a hazard and its consequences in a timely manner, protecting people's lives and livelihoods, wildlife and natural assets. This includes response activities such as firefighting, containing and disposing of hazardous materials and pathogens, pre-hospital medical care and transport, flood protection and flood rescue. It also encompasses the efforts and critical infrastructure measures to protect, delay, prevent, mitigate or secure threats and/or hazards (such as backburning for bushfires and appropriate waste management of biohazardous materials to prevent contamination).

Setting Capability Goals

When setting capability goals for Hazard Response, the following should be considered.

- The capability and capacity required to conduct hazard response activities for an extreme to catastrophic crisis have been assessed and determined.
- Processes are in place to identify, coordinate (including with other agencies) and dispatch the capability and capacity required to conduct hazard response activities for a sustained period.
- Within <insert time> of an extreme to catastrophic crisis, the operational requirements to coordinate (including with other agencies), respond and dispatch to a hazard have been assessed and determined.
- Within <insert time> of an extreme to catastrophic crisis, response operations have commenced to suppress and stop the hazard/s.
- There is sufficient resources and capacity available and ready to deploy to support a response over <insert time>.
- There are mechanisms in place to identify and resolve disruptions to critical infrastructure services during extreme to catastrophic crises.
- There are mechanisms in place to identify, seek and access external and surge support for Hazard Response where required.

Key Considerations for Hazard Response

In addition to the core capability requirements, consider the following:

- Has your workforce undertaken the appropriate training that enables them to effectively identify and respond to hazards safely and efficiently?
- Are there defined processes and mechanisms in place to ensure that the workforce conducting hazard response activities have the necessary resources both physical (such as safety equipment) and non-physical (such as situational information) to safely provide support to impacted persons?

Evacuation and Support

Australian Government Crisis Management Continuum Stage:

Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction

Evacuation and Support is applicable to the **Preparedness, Response, Relief** and **Recovery** stages of the continuum.

Capability Description

The ability to move and support high volumes of displaced or at-risk persons and animals (livestock and native fauna) through facilitation of mass movement, evacuation, and/or shelter-in-place (as a last resort). This also includes the provision of essential needs including:

- Food, water, shelter, sanitation and clothing
- Facilitation of mass care
- Re-establishment of community links (such as through community meetings, or through technological means)
- Empowerment for reinstatement of livelihoods to 'business-as-unusual'
- Enablement of self-care where possible

Setting Capability Goals

When setting capability goals for Evacuation and Support, the following should be considered.

- The capabilities and capacity that are required to provide evacuation and support for an extreme to catastrophic crisis have been identified.
- The capability required to gain access to, and support communities, that are cut off due to crisis impacts (e.g. damage to / debris across roads) has been assessed.
- Within <insert time> of an extreme to catastrophic crisis, the capability required to mobilise for the scale of an extreme to catastrophic crisis has been assessed and identified.
- Within <insert time> of an extreme to catastrophic crisis, evacuation operations have been conducted for people, pets, livestock and native fauna that require evacuation, including individuals that require additional accessibility and functional support.
- Within <insert time> of an extreme to catastrophic crisis, support operations have been conducted for people that require provision of essential needs, including individuals that require additional accessibility and functional provisions.
- Evacuation planning for First Nations individuals and communities is developed in partnership, and carefully considers cultural impacts, including the importance of Country and the effects that displacement may have on people, families and communities.
- Arrangements for the evacuation of pets, livestock and native fauna considers cultural impacts.
- Supports required to help evacuated people, pets, livestock and native fauna in the place of relocation, including needs of specific groups, are considered.
- Different groups have been engaged to understand their evacuation needs and integrate these into planning processes.
- There are mechanisms to identify the surge support capacity required to provide evacuation support for a sustained period.

Key Considerations for Evacuation and Support

In addition to the core capability requirements, consider the following:

- Are there appropriate processes, logistics and partnerships in place to enable evacuation and support services (including support for those with additional needs such as elderly or high care individuals) during extreme to catastrophic crises?
- Is there clear understanding of the responsibilities of each partner as part of evacuation and support, e.g., responsibility for emergency relief centres, recovery centres, etc.
- Are there appropriate processes, logistics and partnerships (e.g. with Wildcare, stock / horse agistment, etc) in place to enable evacuation and support of pets, livestock, and native fauna during extreme to catastrophic crises?
- Has an assessment been conducted to determine the nature of the hazard and local environmental factors that may impact evacuation and support activities in an extreme to catastrophic crisis?
- Does the workforce have the necessary skills and training to effectively provide evacuation and support services during extreme to catastrophic crises?
- Does the workforce have access to necessary mental health and wellbeing supports, recognising they may be both volunteers / responders to a crisis, as community members?
- Have you applied ANZEMC *Register and Reunite Guidelines* to support displaced people and communities?

Search and Rescue

Australian Government Crisis Management Continuum Stage:

Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction

Search and Rescue is applicable to the **Response** and **Relief** stages of the continuum.

Capability Description

The ability to locate and extract missing, stranded, trapped and/or endangered persons, with the intent of protecting survivors from further harm and preventing further loss of life in the least amount of time possible.

Setting Capability Goals

When setting capability goals for Search and Rescue, the following should be considered.

- The capability and capacity required to conduct search and rescue operations for <insert #> people that require support or rescuing has been assessed and identified.
- There is sufficient intelligence capability in place to inform search and rescue operations.
- The number of teams and/or people with search and rescue capability that are ready to deploy within the location of the crisis event has been assessed and identified.
- There is sufficient internationally accredited deployable / interoperable search and rescue teams that can work cross-border or internationally.
- Processes exist to identify the specific capabilities and capacity required to conduct search and rescue activities for a sustained period.
- Within <insert time> of an extreme to catastrophic crisis, the resources required to fit the nature, complexity and scale of the extreme to catastrophic crisis have been identified and mobilised.
- Arrangements are in place to identify, seek and access external and surge support for Search and Rescue activities where required.
- A mechanism for families to seek information about the fate of their loved ones has been established.

Key Considerations for Search and Rescue

- In addition to the core capability requirements, consider the following:
- Has your workforce undertaken the appropriate training to conduct search and rescue activities?
- Is there a defined process to respond to Search and Rescue activities?
- Has a situational assessment been conducted to identify the hazards, risks and number of impacted people?
- Do all involved workforces conducting search and rescue activities understand their roles and responsibilities?

Mass Care

Australian Government Crisis Management Continuum Stage:

Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction

Mass Care is applicable to the **Response, Relief** and **Recovery** stages of the continuum.

Capability Description

The ability to meet essential needs and provide care to high volumes of affected persons, both in and away from impacted areas. This includes, but is not limited to, health, psychological, aged, pharmaceutical, disability, and emergency care. This encompasses mass care response to biological threats to people, wildlife and the environment.

Setting Capability Goals

When setting capability goals for Mass Care, the following should be considered.

- The capabilities and capacity required to provide mass care for an extreme to catastrophic crisis have been assessed and identified. This includes availability of all necessary services (e.g. morgue facilities).
- There are processes to assess and determine the resources and surge capacity required to provide support for a sustained period.
- Within <insert time> of an extreme to catastrophic crisis, the nature of a hazard, available assets, and infrastructure required to provide mass care support have been determined.
- Within <insert time> of an extreme to catastrophic crisis, support has been provided to people that require mass care and/or medical aid, including individuals that have additional accessibility and functional needs.
- In the event of a crisis, there is capability and capacity to provide mass care for up to <insert number> people.

Key Considerations for Mass Care

In addition to the core capability requirements, consider the following:

- Has your workforce undertaken the appropriate training to conduct coordinated mass care activities for larger scale crises?
- Are there appropriate processes, systems and logistics in place to enable effective provision of mass care during extreme to catastrophic crises for all-hazards (including natural hazards and biosecurity threats)?
- Are there defined partnerships and agreements across jurisdictions to support the specialised local workforce (i.e. medical practitioners and access to medical stockpiles) if a extreme to catastrophic crisis is sustained over an extended period?

Fatality Management

Australian Government Crisis Management Continuum Stage:

Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction

Fatality Management is applicable to the **Response, Relief** and **Recovery** stages of the continuum.

Capability Description

The ability to provide fatality management service activities for extreme to catastrophic crises. This includes the recovery, identification and examination of recovered individuals, and the storage of large numbers of deceased individuals.

Setting Capability Goals

When setting capability goals for Fatality Management, the following should be considered.

- The capability and capacity requirements to conduct fatality management operations for an extreme to catastrophic crisis have been identified.
- Capacity for the temporary storage of <insert #> deceased individuals has been assessed and determined.
- The scale of fatalities has been assessed and appropriate premises have been secured for the storage and identification of deceased individuals.
- Within <insert time> of an extreme to catastrophic crisis, the number of fatalities that have occurred has been identified.
- Within <insert time> of an extreme to catastrophic crisis, deceased individuals have been examined and temporary storage has been provided.
- A mechanism for families to seek information about the fate of their loved ones has been established.
- There are processes and systems in place to enable victim identification to occur.
- A mechanism for families to seek information about the fate of their loved ones has been established.

Key Considerations for Fatality Management

In addition to the core capability requirements, consider the following:

- Are there defined processes to respond to Fatality Management incidents?
- Are there defined partnerships and agreements across jurisdictions to support the specialised local workforce (e.g. medical examiners and coroners) if the extreme to catastrophic crisis is sustained over an extended period?
- Do surge arrangements exist if standard storage facilities are exhausted?

Public Order and Community Safety

Australian Government Crisis Management Continuum Stage:

Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction

Public Order and Community Safety is applicable to the **Preparedness, Response** and **Relief** stages of the continuum.

Capability Description

Provide a safe, secure and orderly society through the active policing of regulations and laws related to the prevention of serious emergencies and to maintain a safe environment for communities affected by an emergency and any responding personnel engaged in emergency operations.

Setting Capability Goals

When setting capability goals for Public Order and Community Safety, the following should be considered.

- There are mechanisms in place to identify the capabilities and capacity required to conduct public order and community safety activities for an extreme to catastrophic crisis.
- There are processes to identify the number of teams and/or people with the required capability that are ready to deploy within the location of a crisis event.
- Mechanisms exist to identify the surge support required to maintain public order and community safety for <insert time>.
- Within <insert time> of an extreme to catastrophic crisis, public order activities (e.g. security and law enforcement services) to support impacted communities and/or individuals have been conducted.
- Within <insert time> of an extreme to catastrophic crisis, public order activities (e.g. security and law enforcement services) to support responding personnel engaged in emergency operations have been delivered.

Key Considerations for Public Order and Community Safety

In addition to the core capability requirements, consider the following:

- Are the appropriate mechanisms and processes in place to enable the effective provision of security and law enforcement services during extreme to catastrophic crises?
- Does your workforce have the necessary skills and training to effectively provide security and law enforcement services during extreme to catastrophic crises?
- Has an assessment been conducted to determine potential safety risks and prevention strategies in the event of a extreme to catastrophic crisis?
- Have you considered the impact of a crisis event on the ability to deliver public order and safety (e.g. a pandemic that disrupts physical deployment / digital communications)?

Workforce Protection and Sustainment

Australian Government Crisis Management Continuum Stage:

Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction

Workforce Protection and Sustainment is applicable to the **Preparedness, Response, Relief** and **Recovery** stages of the continuum.

Capability Description

The ability to maintain the ongoing health and wellbeing (including psychosocial health), safety, operational and logistical sustainment of the workforce to mitigate or recover from the impacts of a crisis.

Setting Capability Goals

When setting capability goals for Workforce Protection, the following should be considered.

- There are arrangements to identify the capability and capacity required to provide workforce protection and support for the potential risks and consequences of an extreme to catastrophic crisis.
- Within <insert time> of an extreme to catastrophic crisis, the appropriate support, protection, systems, structures and services are mobilised to preserve the health and safety of the workforce.
- There are mechanisms in place to monitor workforce safety and wellbeing (e.g. vehicle telematics, body worn tech, check in protocols) and to provide assistance and supports, as needed, such as fatigue management strategies and psychosocial support.
- For the duration of a crisis, protection and support for the workforce has been monitored, assessed and adapted.
- Reserve capability to support surge capacity has been established.

Key Considerations for Responder Protection and Sustainment

In addition to the core capability requirements, consider the following:

- Do you have an articulated understanding of what is required for the protection and sustainment of your workforce under a variety of different hazard scenarios?
- Are there defined processes and mechanisms in place to ensure that stakeholders responding to crises have the necessary resources both physical (such as safety equipment for all-hazards) and non-physical (such as situational information) to safely provide support to impacted persons?
- Are there defined processes to ensure the wellbeing of the workforce over a sustained duration?
- Have you considered a range of stressors, including direct and vicarious trauma, and have policies and protocols in place for support during and post events for wellbeing support?
- Do you have mental health and wellbeing supports available for your workforce?

Civil Crisis Expansion

Australian Government Crisis Management Continuum Stage:

Prevention	Preparedness	Response	Relief	Recovery	Reconstruction	Risk Reduction

Civil Crisis Expansion is applicable to the **Response, Relief, Recovery** and **Reconstruction** stages of the continuum.

Capability Description

The ability to rapidly mobilise and surge by bringing in capabilities that exist outside of business-as-usual to achieve capability expansion that meets mass community and scaled crisis response needs. This includes accessing non-government resources, international assistance, non-conventional assistance (such as spontaneous volunteers) and the application of third-party providers' assistance (such as insurance assessment, reconstruction assistance, and the use of privately owned transport for logistical support).

Setting Capability Goals

When setting capability goals for Civil Crisis Expansion, the following should be considered.

- Partnerships across government, non-government, and the private and community sectors have been identified that are available for civil crisis expansion.
- Crisis response partners (nationally and internationally) have been engaged, and a database of available international assistance partners and associated capabilities and capacity available to support the response to, and relief of, extreme to catastrophic crises has been established, updated and maintained.
- Within <insert time> of an extreme to catastrophic crisis, civil crisis response partners and infrastructure are integrated with the formal crisis response.
- Within <insert time> of a extreme to catastrophic crisis, civil crisis expansion activities have been conducted.

Key Considerations for Civil Crisis Expansion

In addition to the core capability requirements, consider the following:

- Has analysis been conducted to determine the capability and capacity requirements of civil crisis expansion for different extreme to catastrophic crisis scenarios?
- What agreed partnerships are in place within Australia and internationally to provide resources and assistance to support civil crisis expansion in the event of a extreme to catastrophic crisis?
- Is there a defined process to utilise partnerships, measures and systems that enable civil crisis expansion?
- Does your workforce have the necessary skills and training to effectively support civil crisis expansion?
- Is there a plan in place to activate and integrate local support (i.e. spontaneous volunteers (and local community groups (e.g. Wildcare)?

Built Environment and Infrastructure Recovery

Australian Government Crisis Management Continuum Stage:

Prevention | Preparedness | Response | Relief | Recovery | Reconstruction | Risk Reduction

Built Environment and Infrastructure Recovery is applicable to the **Prevention**, **Recovery, Reconstruction** and **Risk Reduction** stages of the continuum.

Capability Description

The ability to restore and stabilise residential properties, rural agricultural properties, critical infrastructure, utilities and services in a timely manner, and informed by risk. This includes, but is not limited to:

- Reconstruction or repair of residential properties and/or rural agricultural properties.
- Maintaining business-as-usual activities in surrounding areas to support increases in demand.
- Enabling effective response and recovery efforts.
- Restoring business-as-usual services to affected areas.
- Betterment to assure fit-for-purpose and disaster resilient infrastructure.

This applies to utilities (such as electricity, water, sanitation), services (such as telecommunication, public transport) and other infrastructure (such as roads, ports and rail networks).

Setting Capability Goals

When setting capability goals for Built Environment and Infrastructure Recovery, the following should be considered.

- There are evidence-based processes in place (e.g. asset registers, etc) to identify and prioritise betterment opportunities based on pre-disaster risk assessment.
- There are processes in place to assess the capabilities and capacity that are required to provide built environment and infrastructure relief and reconstruction for an extreme to catastrophic crisis.
- Mechanisms exist to identify the capacity required to provide built environment and infrastructure relief and reconstruction for a sustained period.
- There is sufficient capability and capacity to provide temporary housing for individuals and local businesses.
- Within <insert time> of an extreme to catastrophic crisis, disaster assistance and funding have been made available to support repair and/or reconstruction activities to the built environment and infrastructure.
- Within <insert time> of an extreme to catastrophic crisis, repair and/or reconstruction activities to critical infrastructure have been conducted.
- Within <insert time> of an extreme to catastrophic crisis, critical utilities and services to people and their communities have been restored.

Key Considerations for Built Environment and Infrastructure Recovery

In addition to the core capability requirements, consider the following:

- Are there any supply chain dependencies (including access to skilled workforces such as trades) that impact built environment and infrastructure recovery?
- Are communities involved in the infrastructure recovery process to ensure that local community and environmental factors are considered?
- Has a process been established for assessing vulnerabilities in infrastructure to inform risk reduction and resilience programs and investments?
- Has a risk management plan been established to ensure any potential environment and infrastructure risks are assessed and mitigated?
- Has a defined infrastructure recovery plan been established that outlines the necessary actions required, stakeholder roles and responsibilities, and capability and capacity requirements?

Natural Environment Recovery

Australian Government Crisis Management Continuum Stage:

Prevention | Preparedness | Response | Relief | Recovery | Reconstruction | Risk Reduction

Natural Environment Recovery is applicable to the **Prevention, Recovery, Reconstruction** and **Risk Reduction** stages of the continuum.

Capability Description

The ability to return the natural environment, including but not limited to water, air, land, soil, plants and animals, back to an effective and safe level. This ensures the safety of native fauna and flora, and the health and wellbeing of communities within the environment.

Setting Capability Goals

When setting capability goals for Natural Environment Recovery, the following should be considered.

- There are clear protocols to identify the capabilities and capacity required to restore biodiversity and address biosecurity risks triggered by extreme to catastrophic crisis.
- There are processes in place to identify the capabilities and capacity required to restore biodiversity and address biosecurity risks triggered by if sustained over <insert # weeks>.
- Within <insert time> of an extreme to catastrophic crisis, cleaning has commenced of hazardous material from damage caused by a crisis and recovery of native wildlife.
- Within <insert time> of an extreme to catastrophic crisis, cleaning has been completed of hazardous material from damage caused by the crisis, returning the natural environment to a safe level.
- First Nations knowledge and connection to Country have been considered as part of natural environment recovery arrangements.

Key Considerations for Natural Environment Recovery

In addition to the core capability requirements, consider the following:

- Has an assessment been conducted to identify the impact to the natural environment and wildlife, and determine a prioritised list of recovery and/or reconstruction activities?
- Has your workforce undertaken the appropriate training that enables them to effectively conduct natural environment recovery activities safely and effectively?
- Has an assessment been conducted to identify vulnerabilities to the natural environment, to inform risk reduction and resilience programs and investments?

Economic Recovery

Australian Government Crisis Management Continuum Stage:

Prevention | Preparedness | Response | Relief | Recovery | Reconstruction | Risk Reduction

Economic Recovery is applicable to the **Prevention, Preparedness, Relief, Recovery, Reconstruction** and **Risk Reduction** stages of the continuum.

Capability Description

The ability to return economic and business activities (including food and agriculture, transport, communications and medical) to a healthy state and restore livelihoods, businesses, tourism, productive land, and development of business and employment opportunities that result in a sustainable and economically viable community.

Setting Capability Goals

When setting capability goals for Economic Recovery, the following should be considered.

- There are processes in place to identify the capabilities and capacity required to support economic recovery for an extreme to catastrophic crisis.
- There are mechanisms to identify the capabilities and capacity required to support economic recovery for a sustained period.
- There is sufficient capability to integrate rapid business resumption into recovery planning (e.g. temporary communications established to support banking, rapid mobilisation and coordination of sanitation and clean up, removal of unnecessary red tape to enable rapid restoration and resumption of business)
- Within <insert time> of an extreme to catastrophic crisis, support has been provided towards the reopening of businesses closed due to the crisis.
- For <insert time> after reopening business, ongoing support has been provided to ensure local economy and business operations are sustained.

Key Considerations for Economic Recovery

In addition to the core capability requirements, consider the following:

- Have appropriate governance processes and policies been established to support revitalisation of local economies impacted by crisis?
- Has local government and community engagement been conducted to determine priority approaches to reinstating business operations?
- Have resilience opportunities been identified and realised to mitigate impacts from crisis events and hasten the restoration of economic activities post-event?

Capability Preparedness Cycle

Social Recovery

Australian Government Crisis Management Continuum Stage:

Prevention | Preparedness | Response | Relief | Recovery | Reconstruction | Risk Reduction

Social Recovery is applicable to the Prevention, Preparedness, Relief, Recovery, Reconstruction and Risk Reduction stages of the continuum.

Capability Description

The ability to provide assistance and access to services that allows individuals, families and communities to achieve an effective level of functioning after an emergency event. This includes safety, security, shelter, health and psychosocial supports, and re-establishment of the elements of society necessary for wellbeing. There should be a specific focus on gender and children needs, First Nation, CALD and vulnerable populations, and an emphasis on reducing further impact.

Setting Capability Goals

When setting capability goals for Social Recovery, the following should be considered.

- There are processes in place to identify the capabilities and capacity required to support social recovery for an extreme to catastrophic crisis.
- There are procedures in place to identify early activities that should be prioritised in the relief phase to support communities in longer term recovery.
- There are mechanisms in place to identify the capacity within the community that can be harnessed to support social recovery activities.
- Procedures are in place to identify the capabilities and capacity required to support social recovery for a sustained period.
- There are clear processes to assess how supports can be tailored to the needs of different groups.
- The are mechanisms in place to coordinate and deploy surge mental health supports (including in regional and remote areas) in response to an extreme to catastrophic crisis (including the use of tele and virtual care).
- Within <insert time> of an extreme to catastrophic crisis, critical social service functions and support organisations have been restored to enable post crisis assistance.
- For <insert time> after an extreme to catastrophic crisis, critical services have been sustained to enable successful social recovery.

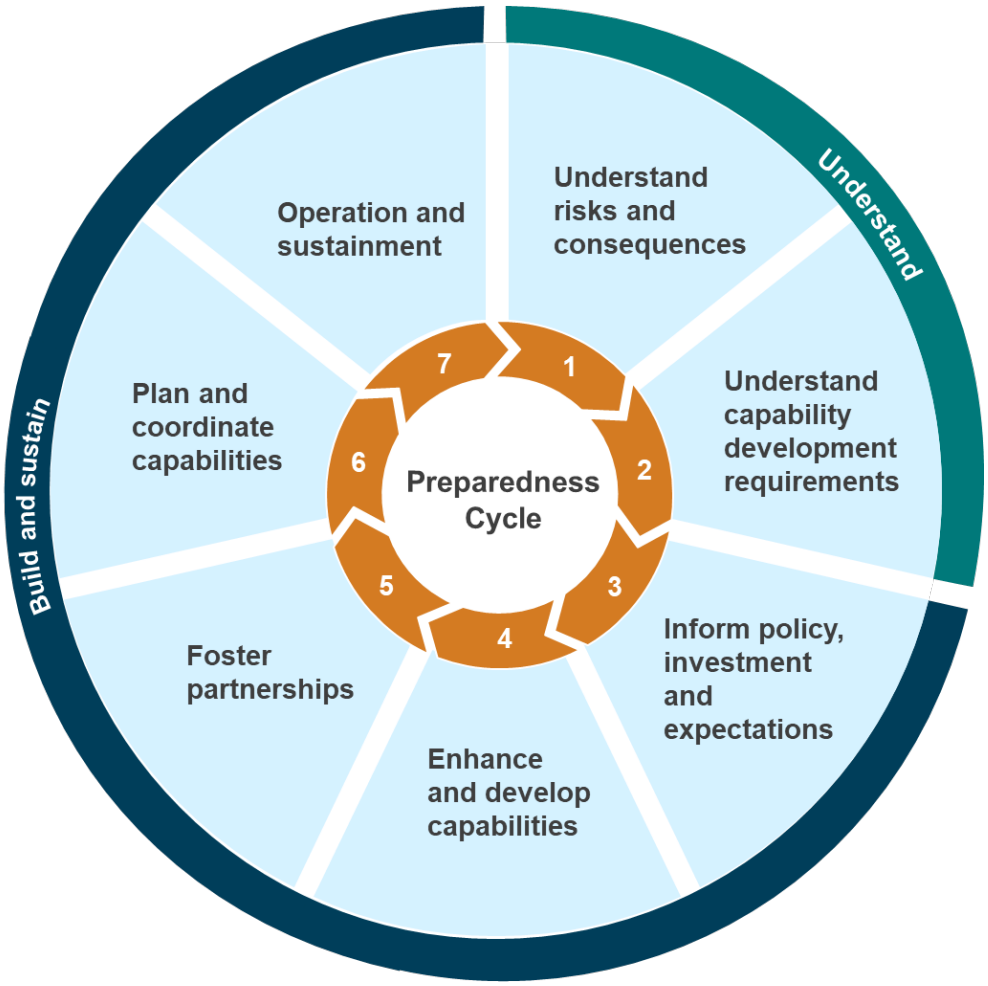
Key Considerations for Social Recovery

In addition to the core capability requirements, consider the following:

- Has an assessment been conducted to identify the impacts on health and social wellbeing, and determine a prioritised list of health and wellbeing establishments and services that require immediate and/or further support?
- Has an assessment been conducted to determine the types of health and wellbeing establishments and services that are critical post crisis?

The Capability Preparedness Cycle (Figure 1) depicts the ongoing process that ensures Australia can effectively prepare for and manage extreme to catastrophic crises. It is an iterative and repeatable process that seeks to continually improve our national capabilities to ensure Australia is prepared for extreme to catastrophic crises.

Figure 1: Capability Preparedness Cycle



The preparedness cycle is underpinned by 7 core components to ensure a truly national perspective is maintained.

The following sections describe each component of the capability preparedness cycle and provide guidance on the key considerations for each component to be effectively applied. A **Capability Assessment Toolkit** has been developed to support the application of the repeatable 'capability maturity assessment' (Component 2. Understand capability development requirements of the Capability preparedness cycle).

Component 1. Understand risk and consequences

Component Description

When considering risk, the focus should be on the likelihood and consequence of the crisis. When preparing for and managing extreme to catastrophic crises, the consequences of these events are likely to be of a scale that they must be planned for proactively. This ensures effective coordination across the many stakeholders that will contribute to preventing, planning for, responding to and recovering from the extreme to catastrophic crisis.

Understanding crisis risk, including policies and practices, should be based on all dimensions of vulnerability, capacity, exposure of persons and assets, hazard characteristics and the environment. This understanding is useful for pre-crisis risk assessment, and for the development and implementation of appropriate preparedness and effective response to, and recovery from, crises.

Key Considerations

- Take an all-hazards view, including extreme to catastrophic natural and manmade crises, terrorism, cyber-attacks, etc.
- Understand the continuum of risks associated with an extreme to catastrophic crisis (i.e. before, during and after an event).
- Utilise existing risk documentation that is fit for purpose, including the current and future state scenario analysis to understand risk.
- Understand the environment and context when determining consequences (e.g. geographic, climatic, social, political, demographic, community).
- Identify interdependencies (e.g. power interruption will impact transport, communications, hospitals, water supply, etc.).
- Identify who and what will be impacted, and for how long, by the occurrence of an extreme to catastrophic crisis (through methods such as forecasting and scenario testing).
- Identify how impacts will be felt by different groups and what supports they may need.
- Identify both preventative and mitigating controls to manage risks, including empowering communities with tools and guidance to understand and address risk.
- Understand how to develop and implement effective preventative and mitigating controls.
- Understand the potential for cascading of events, and the subsequent generation of second and third order consequence(s).

Component 2. Understand capability development requirements

Component Description

Simulations and exercises are important when determining the capabilities required in terms of both the level of capability to effectively deal with the task at hand, and the capacity required to sustain this level of capability over an identified time.

Holistic consideration of possible events (linked to the understanding of risk and consequences) is required to identify common capabilities and those that may be unique to one or a small number of events. Additionally, this component includes identification of which organisations have the capabilities required – other governments, non-government organisations, the private sector, communities and international partners.

Key Considerations

- Utilise scenarios, experimentation, forecasting and simulation and rehearsals to understand capability requirements.
- Identify common capabilities that are required to prevent and/or manage extreme to catastrophic crises.
- Identify capabilities that are required to prevent and/or manage specific extreme to catastrophic crises.
- Identify the amount of capability required to ensure it can be effectively applied and sustained.
- Identify where required capabilities that prevent and/or manage extreme to catastrophic crises exist (i.e. government, community, non-government, private sector, internationally).
- Note that it is not financially feasible or possible to maintain capabilities that prevent and/or manage all extreme to catastrophic crises. However, these capabilities can be accessed through partnership and collaboration with other organisations, and jurisdictions (including internationally).
- Note that effective capability leverages the collective ability of others (i.e. government, community, non-government, private sector, internationally).
- Note that each of the national preparedness capabilities comprise of a mixture of the core capability requirements.

Component 3. Inform policy, investment and expectations

Component Description

The application of the Capability Preparedness Lifecycle components will allow all jurisdictions to understand the current levels of preparedness for dealing with extreme to catastrophic crises, informing investment, policy making and setting of expectations that allows for better outcomes and improved capability.

This is particularly important to ensure the best return on investment and to improve interoperability and standardisation of approaches to prepare for and manage extreme to catastrophic crises.

Key Considerations

- Identify gaps in capability and capacity and understand points at which these capabilities will be overwhelmed.
- Share identified gaps in capability and capacity with all parties (i.e. government, non-government, private sector, communities and international partners) to establish a shared and comprehensive understanding of capability maturity.
- Establish a periodic review cycle to ensure preparedness capabilities meet the evolving needs of crisis preparedness in Australia.
- Carefully consider and assess the impact of investment decisions, changes to policy and changes to expectations. (e.g. recognition that investment in capabilities may result in the reinvesting or repurposing of current capabilities).
- Share changes and the impacts of investment decisions, changes to policy and changes to expectations.
- Note the value of coordinating investment and policy decisions to generate a better overall outcome.

Component 4. Enhance and develop capabilities

Component Description

Enhancing a particular capability requires analysis of the core elements of capability, the potential sources of that capability, what capacity there is to sustain that capability, and how effectively that capability can be maintained over an identified time.

Key Considerations

- Understand the core capability requirements that are needed to generate the desired capability.
- Understand the capacity requirements to ensure the required capability can be sustained for the identified time required.
- Look to leverage capability found in the private sector and the community at large.
- Consider the whole of life implications of a capability.
- Note that development of capability will take time.
- Note that capability will not be effective unless it is regularly practiced, including through training and exercising.

Component 5. Foster partnerships

Component Description

It is not financially feasible to maintain a full suite of capabilities that address all possible extreme to catastrophic crises. Partnerships are therefore an integral part of national crisis preparedness.

At the most fundamental level, partnerships will occur across government organisations and more broadly across jurisdictions. In addition to partnerships across government organisations, partnerships with the community, including with First Nations people, are critical in establishing a sense of shared responsibility in preparing for, and dealing with, any extreme to catastrophic crisis. Likewise, partnerships with international, non-government and private sector organisations will be key.

Key Considerations

- Understand that partnerships (like crisis events) are borderless and extend to international partners, across government, the non-government and private sectors, and with community groups.
- Identify where and what potential partners contribute to the prevention and management of extreme to catastrophic crises.
- Align on the nature and expectations of a partnership for specific extreme to catastrophic crises (e.g. jurisdictions sharing capabilities across borders or with international partners).
- Align on the partnership governance arrangements and how these will operate during a specific extreme to catastrophic crisis.
- Note that partnerships can assist organisations to achieve their mission (working within their framework of values).
- Note that the community themselves has a crucial role to play, and, if appropriately supported, engaged and empowered, will take on responsibility in preparing for and managing extreme to catastrophic crises.
- Understand that effective partnerships must be established and cultivated over time.
- Note that effective partnerships need to be beneficial to all involved.
- Fostering partnerships allows organisations to reduce gaps in capability.
- Note that established partnerships must be communicated and understood by the community and all involved.
- Understand the resource implications for developing and maintaining effective partnerships.

Component 6. Plan and coordinate capabilities

Component Description

Effective and efficient management of extreme to catastrophic crises requires more than just responding when an event occurs. Much of the effort involves collaboratively undertaking activities to identify, analyse and assess the need for action to protect communities from risks before a crisis occurs.

Key Considerations

- Ensure all agencies, jurisdictions, industry, community and private sector organisations involved in crisis management arrangements understand the importance of planning and what this entails.
- Ensure the planning process involves all parties including partners to enhance mutual understanding and/or ownership of what the arrangements will be.
- Ensure communities are at the heart of planning and coordinating capabilities and partnerships to prepare for and to manage extreme to catastrophic crises.
- Ensure communities are aware of their role in sharing responsibility for the preparation and management of extreme to catastrophic crises.
- Practice the implementation of plans through simulations and exercises to build confidence in partners and the arrangements.
- Ensure plans are periodically revisited and updated.
- Note that partnerships allow organisations to leverage a wider range of expertise.

Component 7. Operation and sustainment

Component Description

It is important to establish continuous improvement mechanisms to ensure active capability lifecycle management. This will ensure that the impact and effectiveness of the ADPF is regularly measured, reviewed and evaluated against past performance and evolve to meet future needs.

Key Considerations

- Identify the costs and effort to maintain the effectiveness of each preparedness lifecycle component.
- Develop clearly articulated measures and targets to enable the assessment of capability performance.
- Understand the sources of, and establish the mechanisms for accessing, the data and information that informs reporting and continuous improvement (this includes the establishment of a regular meeting cadence with relevant stakeholders and decision makers, to assess and manage operational performance and inform further capability investment).
- Ensure continual review and evaluation of performance.
- Identify the intended results or desired outcomes of the activities being undertaken.
- Utilise simulation, experimentation and exercises to understand the effectiveness of the ADPF.

Application of the capability preparedness cycle

The capability preparedness cycle informs thinking about national preparedness levels and the associated capability and capacity requirements. The capability preparedness cycle assists all stakeholders within Australia's emergency management ecosystem to understand capability levels, gaps and barriers to ensure effective preparation for, and management of, extreme to catastrophic crises.

Governing national capability and capacity

The ADPF provides the strategic alignment between identified national capability requirements and the building and sustainment of the capability and capacity to ensure Australia's national crisis preparedness. This is achieved through implementation of effective governance, roles and responsibilities, articulation of criteria for success, and establishment of performance expectations, within each jurisdiction, and collectively at a national level.

Understanding national capability and capacity requirements

Understanding national capability and capacity requirements allows an informed assessment to be undertaken, from which gaps can be identified at both a national and jurisdictional level. This information is used to inform decisions about building and sustaining national capabilities and capacity.

Building and sustaining national capability and capacity requires an understanding of:

- What level of capability and capacity is required?
- Who has the capability required?
- What is the gap in capability and capacity between what exists and what is required?
- Where else might the capability be available?
- Where can partnerships be established to access the capability?

Assessing capability maturity

This Framework provides stakeholders with an ability to understand their current capability maturity level in relation to extreme to catastrophic crises.

Supplementary to the ADPF, a **Capability Assessment Toolkit** (the Toolkit) has been developed to aid stakeholders in determining preparedness capability maturity. The Toolkit outlines a repeatable approach, aligned with the Capability Preparedness Cycle (Figure 1), that all stakeholders can apply to assess their current capability and capacity levels.

Building and sustaining Australia's crisis preparedness capabilities

Building and sustaining national capability and capacity will involve:

- The development and enhancement of identified capabilities.
- Fostering of partnerships.
- Planning and coordination of capabilities.
- Informing policy, investment and expectations.

- Sustain operations by establishing continuous improvement mechanisms.

Australia continues to experience crises in the extreme to catastrophic range, highlighting the need to maintain a contemporary and fit-for-purpose approach to preparedness and response. Governed through the ANZEMC, continuous improvement activities will be conducted to ensure the ADPF remains up-to-date.

Framework periodic review cycle

To ensure the ADPF continues to effectively address the requirements of emerging hazards and other changes of relevance to preparedness, a periodic review will be conducted by NEMA. Where required the ANZEMC may call for an out-of-cycle review to ensure that the ADPF meets Australia's crisis preparedness needs at a given point in time.

How will the review be governed?

The ADPF is governed through the ANZEMC, and all continuous improvement activities related to the ADPF's application, utility, implementation and review in the national context will be determined through the ANZEMC.

Who will conduct the review?

NEMA will be responsible for conducting the review, with findings and updates to be signed off by the ANZEMC.

What is the periodic review cycle frequency?

A comprehensive review will occur every 5 years at the end of the given year's higher risk weather season, as well as following significant crises. On an as-needed basis (as determined by the ANZEMC), an out-of-cycle review may be requested.

An administrative review will be conducted in all other years and may be prompted by machinery of government changes. This review will evaluate decisions and actions within government to ensure the ADPF complies with updates to policies or regulations.

How will the ADPF be reviewed?

The framework will be reviewed against the following criteria to ensure it meets the current and emerging crisis preparedness needs of Australia:

- Is the ADPF meeting current needs?
- Is the ADPF meeting emerging needs?
- How does the ADPF compare to other countries?
- Do the ADPF's preparedness capabilities meet Australia's crisis preparedness needs?
- Is the operational application of the ADPF effective?
- Are the ADPF's goals and principles still relevant in the national crisis preparedness context?

Feedback to inform continuous improvement

To inform continuous improvement of the ADPF, stakeholders within Australia's emergency management ecosystem (such as non-government agencies, private sector and community sector organisations, and individuals that contribute to the preparation for, and management of, a extreme to catastrophic event) will be engaged with to provide feedback on the ADPF, their experience applying the ADPF operationally, and their requirements of the ADPF moving forward. This feedback will enable NEMA to tailor the ADPF to the needs of the diverse stakeholders that play a key role in national preparedness.

Who will be engaged with for feedback?

States and territories, Australian Government agencies, non-government organisations, private sector and community sector organisations and individuals that contribute to the preparation for, and management of, a extreme to catastrophic event.

How will stakeholders be engaged for feedback?

Stakeholders will be engaged with by NEMA to provide feedback on an annual basis, at the end of the higher risk weather season, and as part of administrative reviews of the ADPF.

How will this feedback be used?

Feedback from stakeholders will be integrated with existing post season feedback processes to inform whether the ADPF has any critical gaps or areas for improvement. NEMA will review all stakeholder feedback and submit to ANZEMC to determine whether further updates to the ADPF are required.