

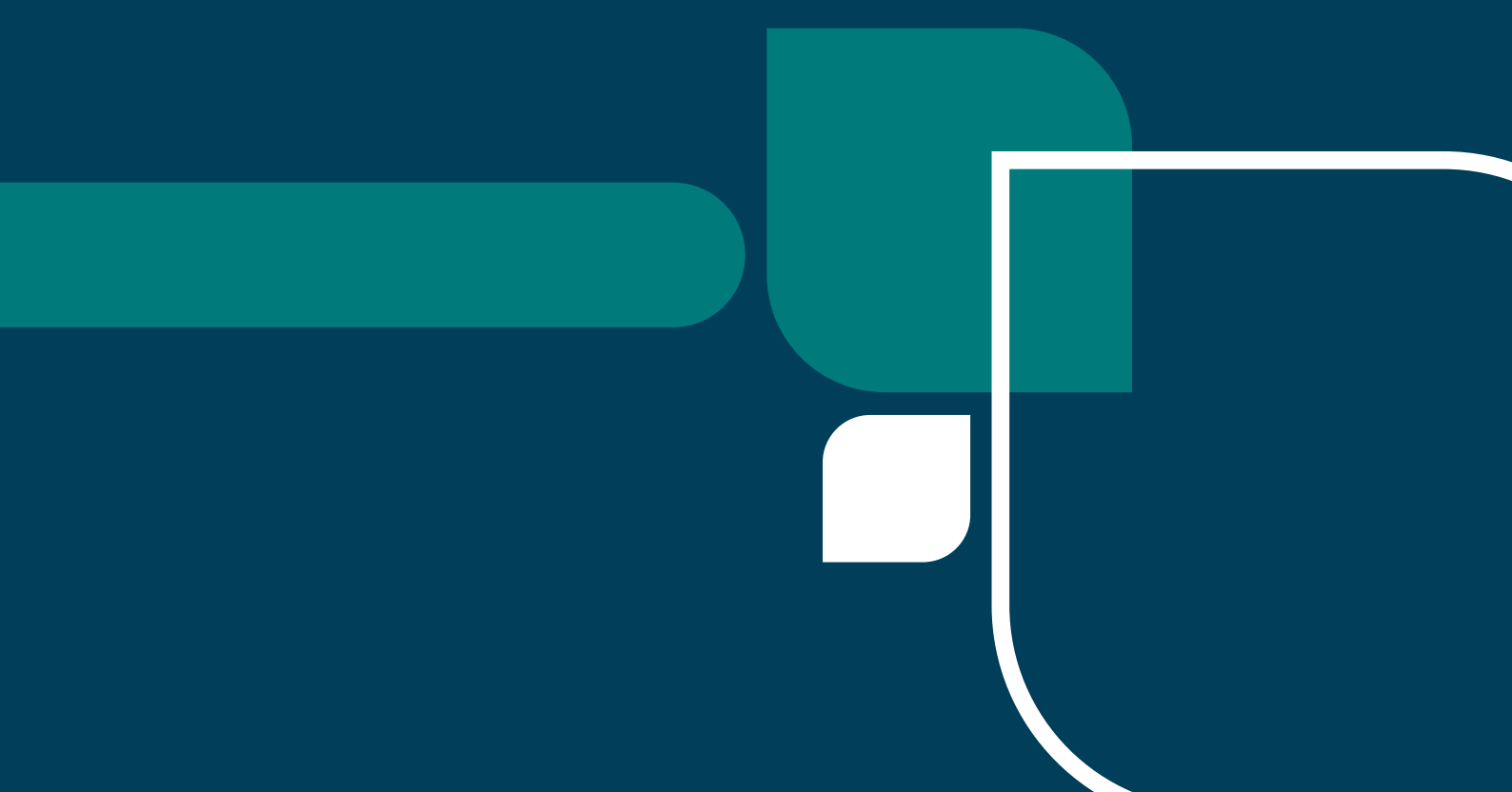


Australian Government

National Emergency Management Agency

Corporate Plan

2022-23 to 2025-26



Corporate Plan 2022-23 to 2025-26

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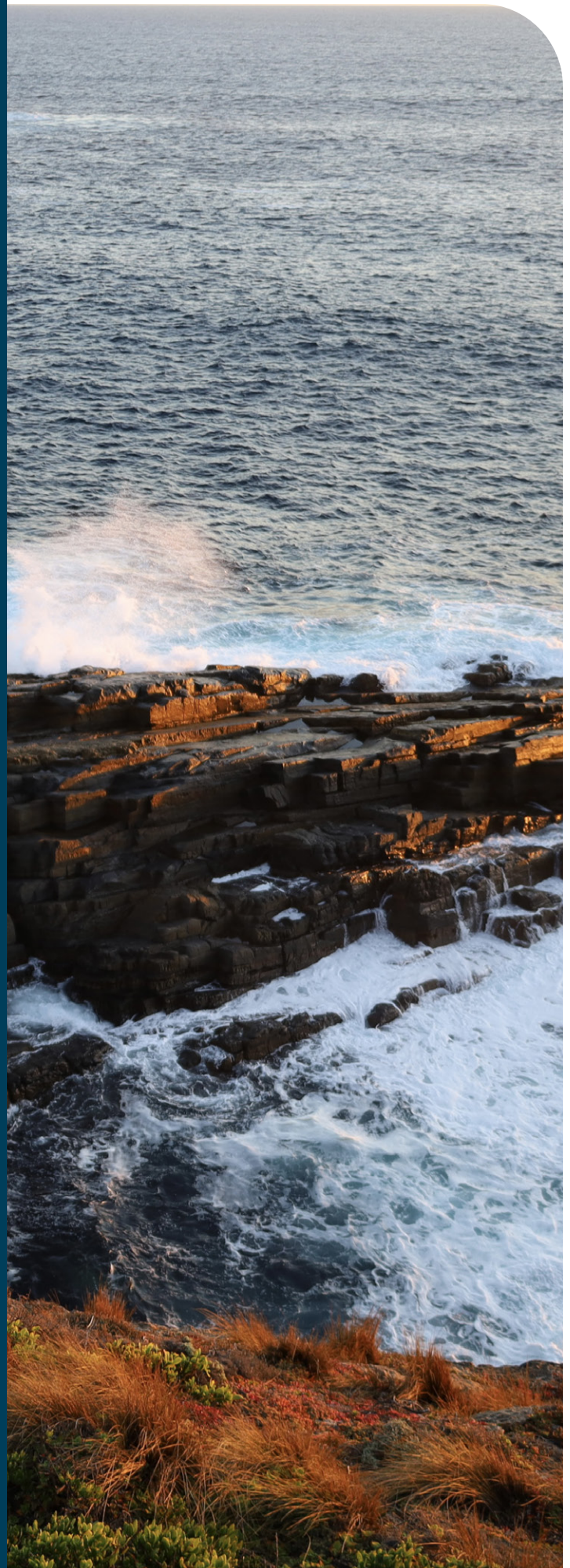
We acknowledge the Traditional Owners and Custodians throughout Australia and acknowledge their connection to land, waters and community.

We pay our respects to the people, the cultures and the Elders past, present and emerging.

We acknowledge those who have lost loved ones, homes, businesses and livelihoods in disasters across Australia.

We acknowledge the dedication of emergency workers, front line service providers and volunteers who work tirelessly to provide safety and relief.

We celebrate the strength and resilience of all of those who have been affected by disasters.



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Message from the Coordinator-General



I am proud to present the National Emergency Management Agency's (NEMA) Corporate Plan for 2022-23.

NEMA's Corporate Plan details how we will deliver the

Australian Government's coordinated approach to emergency management by supporting preparedness, response, recovery and risk reduction, for all hazards of national significance.

Australia is a country where, due to the effects of climate change, we are now facing more frequent and intense disasters and emergencies.

For the past 18 months Australia's climate has been marked by relentless storms and flooding, with the conclusion that the 2022-23 high-risk weather season can largely be characterised by cascading, consecutive and compounding disaster events.

Furthermore, these events followed the 2019 North Queensland Monsoon Trough, 2019-20 Black Summer Bushfires, a global pandemic, and Severe Tropical Cyclone Seroja in 2021.

It is clear that coordinated emergency management efforts and capability are required at a national level, which is why NEMA was established in September 2022.

NEMA's remit is to coordinate, drive and sustain collective strategic action aimed at charging up our capabilities, and supporting communities to feel stronger, safer and more connected.

We do not do this on our own. We work with and alongside our partners who include: all levels of government, industry, charities, emergency responders, local communities as well as international partners; epitomising our locally-informed, state-led and federally-facilitated approach.

Collaboration is at our core. We've supported people impacted by Australia's third consecutive La Niña with financial and non-financial assistance, deployed NEMA personnel abroad following disasters in countries including Türkiye, New Zealand and Canada, and shared our experiences and learnings from the disaster risk reduction efforts of other countries at the United Nations.

For NEMA, the focus for the coming year is all about building and influencing the preparedness of the Nation to all hazards.

We are strengthening our structures and processes and adapting and innovating to best position us to deliver on our remit, as we continue to prioritise disaster risk reduction.

We are finalising project funding under **Round One of the new Disaster Ready Fund**, and we'll further consult with states and territories, not-for-profits, the insurance industry and other sectors to ensure future rounds of this \$1 billion fund deliver safer, more disaster resilient communities.

We will also deliver **other disaster risk reduction programs** designed to limit the impact of disasters on communities and economies.

We will champion efforts to **learn from best practice both nationally and internationally** while we continue to build our collective capacity in securing a more disaster resilient future.

We will harness the expertise and resources of the Australian Government to support states and territories to lead emergency response, for example through the creation of a **nationally coordinated, readily deployable stockpile** of equipment including sandbags, potable water, power generators and temporary accommodation. This stockpile will be created to help keep people safe, as the state and territory governments surge to meet the needs of their disaster-impacted communities.

Through **nationally accredited training, exercising, and improved communications technologies**, we'll **support the outstanding work of first responders** to do what they do best, while ensuring they have the **appropriate mental health and wellbeing support** needed as they continue assisting communities. We know that with the increasing likelihood of emergency events, it is paramount we take care of those who put their lives on the line to keep communities safe.

We will look at ways to **strengthen the volunteer workforce**; a vital complement to professional emergency services.

We will ensure we have **the best possible information to guide decision-making** about providing timely, effective and efficient support to disaster-impacted communities. To support this outcome and effectively lead, we'll continue listening to stakeholders and research institutions, as well as learning from experts across the emergency management landscape and the private sector, to refine NEMA's systems in applying best practice.

NEMA will also be accountable for those **funding programs that support recovery and reduce disaster risk**.

Our **newly established Enterprise Program Management Office** has been designed to provide stronger governance of our major programs and projects.

As you can see from what I have outlined above, as well as what is detailed in these pages, NEMA is a small agency with a lot to deliver.

As a new agency, we continue to consolidate the work commenced since NEMA's establishment. With staff strongly connected to our purpose and remit, NEMA has the opportunity to build our strategic intent, values and culture, hand-in-glove with our key stakeholders.

I am excited by our future plans, and confident we have the enthusiasm and expertise of a committed team and a shared sense of purpose with our local, state and territory government colleagues along with industry stakeholders to ultimately improve the disaster resilience of all Australian communities.

Statement of Preparation

I, as the Accountable Authority of the National Emergency Management Agency, present the 2022-23 National Emergency Management Agency Corporate Plan, which covers the periods of 2022-23 to 2025-26, as required under paragraph 35(1) (b) of the Public Governance, Performance and Accountability Act 2013.

Regards,



Brendan Moon AM
Coordinator-General
National Emergency Management Agency

Disasters are expected to become more complex, more unpredictable, and more difficult to manage. NEMA's focus is on providing support for disasters on a national scale with far-reaching consequences.

As the intensity of a disaster increases, the effectiveness of risk treatments correspondingly decreases. NEMA therefore has a key role to play in providing effective leadership, governance and decision support to manage crises of national significance.





Our Purpose

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



Our Vision

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

About Us

The establishment of NEMA on 1 September 2022 creates a single, enduring, end-to-end agency to better respond to emergencies, help communities recover, and prepare Australia for future disasters. Our broad role, spanning all-hazards and the full emergency management continuum – from prevention to reconstruction – strengthens the Australian Government’s ability to provide end-to-end support in the face of disasters of all kinds.

NEMA’s remit is to develop, lead and coordinate the Australian Government’s approach to emergency management; while supporting preparedness, response, recovery and risk reduction for all hazards.

We work across complex, cross-sectoral stakeholder relationships, extending beyond governments and communities to industry, business groups and not-for-profit sector.

Our work complements the current emergency management lifecycle and recognises the important roles of the states and territories as well as local governments.

NEMA also designs, oversees and administers funding programs and facilitates financial assistance. Since October 2022, we have provided over \$100 million in financial assistance to individuals and households and over \$250 million in payments to small businesses and primary producers.



Strategic Objective 1

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



Strategic Objective 2

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



Strategic Objective 3

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



Strategic Objective 4

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

How We Will Do It

As a new agency, NEMA's culture is evolving. Since NEMA was formed in September 2022, we've been working to shape the culture of our Agency. Our values are our guiding principles that underpin everything we do at NEMA.

At NEMA we remain impartial by:

- Educating and bringing awareness to bias to ensure equitable outcomes and inclusive processes.
- Being objective in our advice to government and service to all communities.
- Making evidence-based decisions in all aspects of our business.
- Providing objective reporting to inform decision-making.

At NEMA we are committed to service by:

- Practicing value-driven response, recovery, and resilience.
- Ensuring consistent, transparent, and reliable services.
- Working collaboratively and collectively to deliver measurable outcomes.
- Being dedicated to supporting the Australian community.
- Ensuring continual self-development and being open to new ways of thinking.

At NEMA we remain accountable by:

- Embracing failure as a part of innovation and creating a 'fail-safe' culture.
- Taking ownership of our own behaviours, decisions, performance, and integrity.
- Being transparent with our compliance, reporting and decision making.
- Ensuring we provide honest and accurate advice.



Impartial



Committed to service



Accountable



At NEMA, we will practice respect by:

- Valuing the background, experience, skills, and knowledge of all people.
- Honouring First Nations peoples' knowledge and culture, the lands of which are impacted by hazards and disasters.
- Having diversity at all levels to enable honest and respectful internal and external engagement.
- Being inclusive, considerate, kind and amplifying all diverse voices so all are equitably heard.
- Creating an environment where people belong.

At NEMA, we connect to the ethical values by:

- Ensuring to remain honest and trustworthy in all behaviour.
- Continuing to practice and live the APS Code of Conduct.
- Developing the skills and knowledge for our employees to work lawfully and acting with integrity.
- Ensuring we have the highest standards of behaviour from each employee at NEMA.
- Fostering moral conduct through psychological safety.



Respect



Ethical

Accountable

The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.

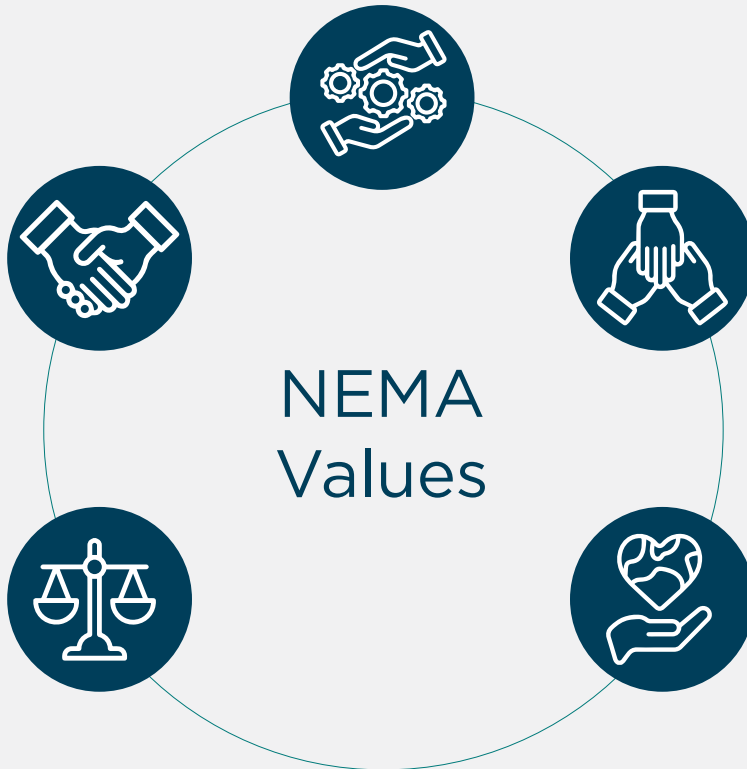
Respectful

The APS respects all people, including their rights and their heritage.

NEMA Values

Committed to service

The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the government.



Impartial

The APS is apolitical and provides the government with advice that is frank, honest, timely and based on the best available evidence.

Ethical

The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

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Impartial

Committed to service

Accountable

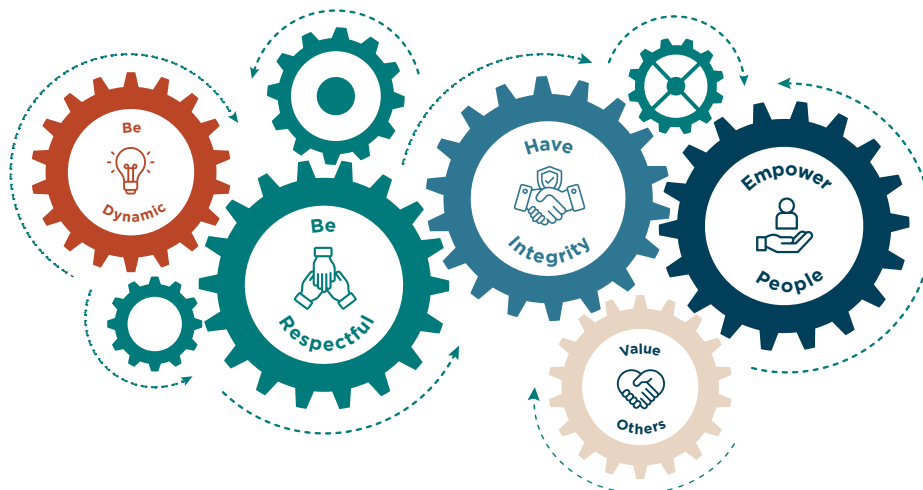
Respectful

Ethical

NEMA's Charter of Behaviours

NEMA's intent is to build trust and foster a strong culture of integrity which is inclusive, diverse, committed to service, accountable and respectful.

 <p>Be Dynamic</p>	 <p>Be Respectful</p>	 <p>Have Integrity</p>	 <p>Value Others</p>	 <p>Empower People</p>
<p>We stay curious, ask questions and actively listen to each other. At our core we trust, are transparent and embrace teamwork.</p>	<p>We collaborate with each other with diverse thinking in mind and consider alternative perspectives.</p>	<p>We stay calm, collected, and communicate at a consistent standard.</p>	<p>We are compassionate, helpful and care about others' wellbeing.</p>	<p>We are willing to grow both professionally and personally.</p>
<p>We are persistent, adopt a growth mindset and are adaptable.</p>	<p>We provide people the opportunities to learn about each other and practice respect.</p>	<p>We are approachable, accountable, honest and are empathetic in our decision making where it may impact others outside ourselves.</p>	<p>We assist all teams in NEMA to get over the finish line and celebrate achievement together.</p>	<p>We are bold, brave and fearless and provide continuous quality feedback in a psychologically safe environment.</p>
<p>We are resilient and focus on the shared outcomes.</p>	<p>We respectfully communicate with each other and use inclusive language to foster employee connection.</p>	<p>We are approachable, accountable, honest and are empathetic in our decision making where it may impact others outside ourselves.</p>	<p>We learn from our setbacks and identify these as opportunities for growth.</p>	<p>We empower, and are trusting of our staff.</p>



Our Environment

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

More than ever, limiting the impact of disasters now and in the future requires a coordinated effort across and within many areas including land use planning, infrastructure, emergency management, social policy, agriculture, education, health, community development, energy and the environment.

Striking the right balance of investment across each stage of the emergency management lifecycle remains a challenge for NEMA and the broader all-hazard management ecosystem. Improved understanding of the relative value of prevention, acknowledgement of the risks posed by a changing climate, and improved availability of data to drive decisions, have all highlighted the need to strengthen our collective focus on taking a more proactive approach. Achieving this outcome presents one of NEMA's core objectives.

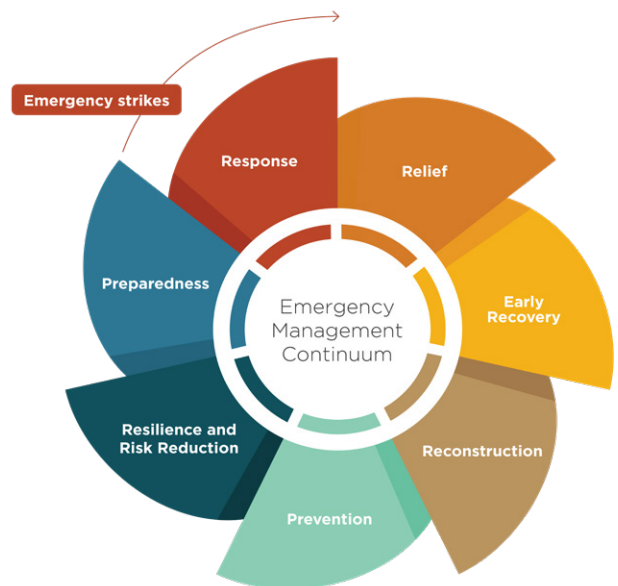
Communities also desire greater self-determination. They want services that recognise their local expertise and effort and that support them to get back to normal as quickly and safely as possible. This includes First Nations communities where expertise and knowledge can be harnessed for more effective emergency response, resilience and recovery services. Australians increasingly expect to feel safe and secure, and as these expectations grow, so does the risk of failing to meet them.

While Australia's emergency management arrangements see the states and territories

as being responsible for leading response and recovery, the increased pressure on our emergency management arrangements highlights the importance of the strategic role the Australian Government can play in coordinating and enabling additional support for the states and territories and all communities.

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

The Emergency Management Cycle





Prevention/Risk Reduction

- In partnership, we collect and analyse climate and other geospatial risk data.
- We use scenario analysis and modelling to inform and influence evidence-based approaches to investment in prevention and risk reduction initiatives across our communities and regions. This also involves supporting all sectors to better understand disaster risk and building governance to reduce systemic vulnerability.



Response/Relief

- We have systemic institutional capacity to surge our operating model and share capability to manage events.
- We serve as the source of expert advice and near real-time information and insights to support effective decisions.
- We are the gateway and coordinator for requests of Australian Government assistance including ADF support to states and territories.



Preparedness

- We coordinate national research, exercising and training. This ensures contemporary, seamless and well practised responses with our partners.
- We work with all levels of government, industry and the community sector to ensure a coherent suite of plans, legislative authorities, capabilities and stockpiles.
- We coordinate a national preparedness program to ensure we are prepared to manage the risks of the seasonal outlook provided by the Bureau of Meteorology.
- We mobilise people and assets across our communities and regions.



Recovery/ Reconstruction

- We provide program design, prioritisation, governance and assurance to support impacted communities with their most immediate needs.
- We help communities rebound and recover, sustainably, in line with their pre-defined economic development needs and objectives.
- We work with states and territories, insurance, community, private and philanthropic sectors to maximise and measure collective impact.
- We work in partnership with states and territories to deliver targeted recovery assistance packages to disaster-impacted communities through the Disaster Recovery Funding Arrangements.

Drivers and Trends Shaping the Emergency Management Ecosystem



Building resilience to potential future pandemics

- COVID-19 has exposed society's vulnerability to pandemics, not only from a human health perspective, but also economically and socially. Australia's GDP saw a \$158B cumulative loss over the first 2.5 years of the COVID-19 pandemic and over 13,000 deaths (ABS).

Staying ahead of cybersecurity threats

- A cybercrime against Australian government agencies, businesses and citizens is being reported on average every 7 minutes. Geopolitical insecurity, coupled with rapidly advancing data and technology changing the nature of crime, is contributing to the rise in cybersecurity threats (ACSC Annual Cyber Threat Report).

Strengthening our biosecurity system

- Biosecurity risks are growing and increasing in complexity, driven by factors such as climate change, unpredictable trade and travel patterns and changes in land use. These risks can

devastate native flora and fauna, impact our agricultural, seafood and forestry industries, and compromise our clean air, water and land.

Tackling hazard convergence

- With more frequent and higher impact hazards, we are seeing increasing hazard convergence, where hazards overlap or trigger further events in a way that their impact becomes greater than the sum of their parts. Hazard convergence makes it more important than ever that agencies can quickly leverage resources from the different parts of the system and deploy them dynamically as different hazards emerge.

Climatic Shifts

- Natural hazards are increasing in duration and intensity and occurring concurrently or consecutively, expanding traditional hazard seasons, to 365-day threats. Local emergency management resources are increasingly overwhelmed, while national and international resource sharing has become more difficult as hazard seasons overlap.



Uncertainty of future risks

- The impact of climate change means the threats we face today will be experienced inherently differently from the threats we will face tomorrow, both complicating and increasing the importance of risk reduction and resilience building efforts.

Geographic expansion of threats

- Climate change is driving particular hazards in regions where they were not previously common. This not only includes droughts and bushfires, but also biosecurity threats and human diseases. Regions need to develop local capabilities to understand and address these challenges.

Data-driven decision making

- Advances in data and technology present new opportunities for disaster risk reduction, emergency response, resilience, and recovery organisations to better predict, prepare and respond to hazards.

Proliferation of social media

- Social media enables emergency management organisations to directly communicate with communities in real time, while also presenting challenges through its ability to facilitate the rapid spread of unverified and unauthorised information between individuals.

Criticality of digital infrastructure

- Our society is now heavily dependent on digital networks. The connectivity these networks bring is invaluable, however our reliance on them brings new risks. Building resilience to hazards across our digital infrastructure (telecommunications networks, key government and corporate systems, digital-enabled supply chains), and recovering this infrastructure following crises is increasingly vital.

Emergency Management Strategic Frameworks and Governance

NEMA is responsible for the development, maintenance and review of a number of strategic national emergency response plans, including the Australian Government Disaster Response Plan (COMDISPLAN) and is the principal executor for the Australian Government Crisis Management Framework (AGCMF). As the threats we face continue to evolve, NEMA works continuously to ensure our national plans meet the needs of the changing crisis management environment.

In addition, NEMA is responsible for the Australian Government Disaster Preparedness Framework, the National Strategy for Disaster Resilience, and the Australian Disaster Recovery Framework. Each of these frameworks demonstrate how we work with all levels of government, industry and communities through the stages of recovery and disaster management.

The Sendai Framework for Disaster Risk Reduction 2015-2030 calls for urgent and critical action for countries to ‘anticipate, plan for and reduce disaster risk in order to more effectively protect persons, communities and countries, their livelihoods, health, cultural heritage, socio-economic assets and ecosystems’. In response, Australia has increased its focus on mitigation and risk reduction to reduce the social, economic and environmental impacts of large-scale disasters. Our domestic implementation of the Sendai Framework, the National Disaster Risk Reduction Framework (NDRRF), articulates Australia’s 2030 vision for disaster risk reduction.

2030 Vision for Disaster Risk Reduction in Australia

In Australia, we are enabled and supported to actively reduce disaster risk and limit the impacts of disasters on communities and economies. All sectors of society understand and respond to social, environmental, technological and demographic changes which have the potential to prevent, create or exacerbate disaster risks.

2030 Disaster Risk Reduction Goals

- Take action to reduce existing disaster risk.
- Minimise creation of future disaster risk through decisions taken across all sectors.
- Equip decision-makers with the capabilities and information they need to reduce disaster risk and manage residual risk.

Over the course of this Corporate Plan, NEMA will also undertake key reviews into current disaster funding arrangements. The Independent Review into Commonwealth Disaster Funding will make recommendations to ensure that government investment in disaster funding is fit-for-purpose and effective in the face of increasingly frequent and more severe natural disasters.

The Disaster Recovery Funding Arrangements Review is addressing recommendations by the Royal Commission into National Natural Disaster Arrangements. The review aims to make sure Australians impacted by disasters are treated more consistently and fairly, that governments are able to respond quickly and appropriately, and that communities are built back better.



Our Stakeholders and Commitment to Engage

Engagement plays a critical role in delivering on NEMA's remit to strengthen outcomes across all phases of the disaster management continuum. We meaningfully engage with our stakeholders to best support the Australian community prepare, respond, recover and thrive in the face of all hazards.

NEMA collaborates action with the following stakeholders to ensure as a nation we are prepared for future hazards:

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



NEMA partners with these stakeholders to build and enhance capability, capacity and technical knowledge. We recognise there are areas of local knowledge and expertise among our stakeholders that can positively contribute to achieving NEMA's goals.

We commit to a meaningful and ongoing relationship with First Nations peoples and celebrate and respect the unique place Aboriginal and Torres Strait Island peoples hold as the First Australians.

We acknowledge that people with disabilities, diverse backgrounds, and those who are vulnerable in our communities can often face more risks, challenges, and worse outcomes from disasters, including taking longer to recover. By listening to and incorporating diverse voices in our programs, we aim to improve policy, frameworks, products, services, and disaster management outcomes overall.

Our engagement approach will include techniques and methods to ensure stakeholders can participate and contribute equitably, effectively and constructively. We will tailor our engagement goals, methods and tools depending on our stakeholders' interests and needs.

NEMA is the lead Australian Government agency for all hazards national crisis consequence management, which we coordinate through the National Coordination Mechanism (NCM). The NCM is a flexible Australian Government stakeholder engagement tool that brings together all levels of government with industry and non-government organisations across a wide range of sectors, to define problems and coordinate responses and communication, in response to nationally significant harm. Our stakeholders include all Australian Government agencies, with particular

focus on critical infrastructure sectors and supply chains, as well as areas such as counter-terrorism, biological hazards and the expanding area of cyber security. Through the NCM we also work closely with states, territories and industry to mitigate issues relating to road, rail and sea freight, and essential food and grocery supply.

NEMA's Coordination and Planning Network enables a unified, coordinated and integrated approach with state and territory partners, and when required at the local level, across the full disaster continuum. This mobile national capability is scalable to disaster events and can be deployed to provide targeted, expert and timely support to state and territory partners in order to ensure that Commonwealth disaster support is provided to those who need it. The network will ensure that state and territory partners can harness the full capacity and capability of NEMA and the broader Australian Government. As a trained regional presence, the network will provide expert advice on the Government's policies and programs, while gaining insights on how NEMA's programs can better serve Australian communities.

Our Capability

As we continue to grow as an agency, we will maintain our core focus on strengthening our leadership capabilities, building a skilled workforce, growing our data and digital capabilities, continuously evaluating the impact we are having and meaningfully engaging with our stakeholders to better inform and direct our work.

Our People

Our people are critical to delivering on our purpose and key activities. We continue to adapt our way of working to best position ourselves as a flexible, adaptable, capable, responsive and agile workforce now and into the future, to support the rise and scale of intensity of disasters in Australia. Our values give our staff a genuine connection with all partners and stakeholders with whom we work.

We are committed to providing a safe and healthy work environment for our people. Our focus remains on continuous improvement of our Work Health and Safety Management System, providing our people, leaders and managers with an understanding of their responsibilities under the Work Health and Safety Act 2011 and empowering them with tools and resources to meet their obligations.

Developing and strengthening our people capability is, and will continue to be, a priority for us. To ensure we deliver on government priorities in line with community expectations, we will invest in our workforce, and build capability through our people, governance, processes and systems. We will do this through:

- specialist training across the full emergency management environment;

- increasing data and digital literacy to better inform analysis, reporting, and evidence based decision making;
- embedding a positive risk culture where staff at every level appropriately manage risk in their day-to-day work;
- further developing our leadership and management capability; and
- continuing to develop and deliver robust policy advice and quality services.

Staff Profile

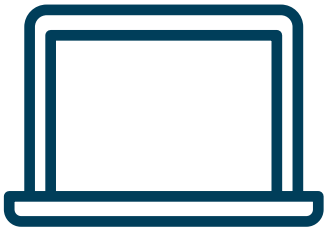
Our staff profile represents a diversity of backgrounds with many of our people having connections to rural and regional areas. We have the opportunity to use our skills, share our experiences and learn from each other along the way. Our demonstrated ability to be responsive, agile and remain highly productive in uncertain times, demonstrates the inclusive, strong can-do culture and ethos displayed by our people.

This approach is supported by our Diversity and Inclusion Network which further seeks to ensure an inclusive workplace where all staff feel safe to bring their whole self to work. Consistent with the APS values and employment principles, this network will recognise the diversity of the Australian community and foster diversity in the workplace.



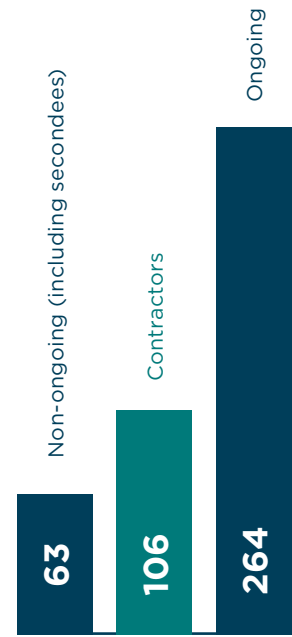
96.4%

Full time



3.6%

Part time



213

Female



112

Male



2

X



9.17%

Non-English Speaking Background

4.59%

Disability

2.14%

Identified LGBTQI+

1.83%

Indigenous



Data Information

The NEMA Data Strategy 2023-2025 (Data Strategy) outlines our vision to leverage data to support informed decision-making and to build a plan that weaves the role of people, processes and technology to make the plan a reality. Our vision will be supported by principles that will focus on the end-state and map-out a plan to get there.

Data is critical to our business. The Data Strategy will outline the role it will play in helping us identify opportunities to build resilience, lead the Government's disaster response, and stand with communities in the aftermath of a disaster while helping them build back better in a timely manner.

The Data Strategy is an overarching plan for how we will progressively increase our data maturity to improve our use of data across the disaster continuum. This will help us achieve our objectives in assisting communities to prepare, respond, recover, prepare and plan for disasters. The Data Strategy helps us build national capability, both within NEMA and nationally, through our role as the national coordinator.

Building data capability is an iterative process, with the inaugural Data Strategy setting a solid foundation for increasing NEMA's data maturity while anticipating more advanced strategies.

The Data Strategy will be accompanied by a roadmap of specific, tangible activities to build data maturity that are measurable and can be reported upon.

Information Communications Technology

As a newly established agency, NEMA is taking stock of its current and future Information Communications Technology (ICT) needs. The development of an ICT Blueprint to map our existing ICT capability; establish future strategic ICT priorities; identify opportunities to leverage new and emerging technology and deliver an environment which embraces innovation is a priority for NEMA.

Enterprise Project Management Office

The Enterprise Project Management Office (EPMO) is a client-centric corporate service that provides organisational value by building capability in staff; facilitating transparency in reporting at an enterprise level; assuring quality of processes and practices; and bringing enterprise alignment and insights of investments across the Agency.

Our Performance

Commonwealth Performance Framework

The Corporate Plan is our primary planning document; complemented by performance planning and reporting through our Portfolio Budget Statements and the Annual Performance Statement in the Annual Report.

NEMA was established on 1 September 2022, and as a new agency we are continuing to bed-down our operating model, including how we will measure our performance.

We are currently reviewing this information in the context of a new government and our Agency's responsibilities and initiatives. We will continue to review and refine the performance measures that are set out in this Corporate Plan to more closely align with our purpose, strategic objectives and key activities as we go forward. These refinements will be reflected in the 2023-24 Corporate Plan.

How we will deliver our purpose and measure our performance

Our strategic objectives and key activities will significantly contribute to achieving our purpose and vision:

Our Purpose

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

Our Vision

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





Strategic Objective 1

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

Key Activities:

Delivery of an end-to-end and all hazards approach that augments the capacity of states and territories to act when faced with disasters of national significance.



Strategic Objective 2

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

Key Activities:

Working across Government and in close partnership with States and Territories to enhance national response and coordination capabilities.

Delivery of programs and initiatives that build national operational capability.



Strategic Objective 3

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

Key Activities:

Enhancing the National Situation Room and the National Joint Common Operating Picture.



Strategic Objective 4

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

Key Activities:

Delivery of programs and initiatives that reduce risk and build the resilience of Australian communities, aligned with Australia's National Disaster Risk Reduction Framework.

Strategic Objective

1

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

The Australian Government has a critical role in supporting, enabling and coordinating during disasters when state and territory governments require assistance. NEMA's role includes the provision of financial support and non-financial support to deal with the consequences of the impact of natural hazards.

As the Royal Commission into National Natural Disaster Arrangements highlighted, Australia needs a national approach to natural disasters. NEMA is uniquely placed to address this requirement. While Australia's emergency management arrangements see the states and territories as being responsible for leading response and recovery, the increased pressure on our emergency management arrangements highlights the importance of the strategic role the Commonwealth can play in coordinating and enabling additional support for the states and territories and their communities.

KEY ACTIVITY

Delivery of an end-to-end and all hazards approach that augments the capacity of states and territories to act when faced with disasters of national significance.

Emergency Management Response

National emergencies and disasters are becoming more frequent and severe, and often result in compounding and cascading effects. We will continue to support the Government and modernise Australia's response capabilities to effectively respond to future crises. A unified and proactive national emergency management program is critical to mitigating impacts on the economy and environment, and to preventing loss of life.

We coordinate Commonwealth capability and enhance the capacity of the states and territories to prepare and respond during an emergency through the National Coordination Mechanism (NCM), the National Situation Room (NSR) and our Crisis Coordination Teams (CCT). Our CCT responds to multiple requests for non-financial assistance, including the provision of Australian Defence Force personnel, and collaborates with the states and territories to share resources and emergency services personnel through the National Resource Sharing Centre. The NCM meets to bring together representatives from across sectors to coordinate efforts for Disaster Recovery and Relief and Temporary Housing and Accommodation.

The NSR, provides 24/7 whole-of-government all-hazards monitoring and situational awareness, predictive analysis, impact and consequence assessment, and decision support for domestic



Performance Measure 1.1

Years Measured

Effective all-hazards coordination and response activities enhance Australia’s ability to respond to crises and critical disruptions and reduces the impact on Australia and the community.

2022-23

2023-24

2024-25

2025-26



Rationale:

NEMA has a mandate for end-to-end support along the Australian Disaster Management Continuum. Effective all hazard coordination will ensure NEMA provides effective consequence management, whole-of-government situational awareness, stabilises crises and supports the ordinary workings of government to resolve crisis events.

Methodology:

Enhanced national coordination of emergency management response efforts through the management of cross department/agency and jurisdictional fora.

Links to PBS - Program 1.6: Emergency Management

and international events affecting Australia or Australian interests. The NSR issues notifications on all-hazard emergency management events to key stakeholders where an event poses a potential risk to the Australian community or Australian interests.

The National Joint Common Operating Picture (NJCOP), is a web based platform that provides decision makers with near-real-time automated situational awareness and decision support for nationally significant hazard events. As a trusted single source of truth, the NJCOP provides collective and common visibility of hazards across jurisdictions and the Commonwealth, supporting unity of action and collective decision making in the best interests of those communities impacted by severe events. The NJCOP draws on data from Commonwealth agencies, including weather modelling from the Bureau of Meteorology, geospatial and earthquake modelling from Geoscience Australia and demographic data from the Australian Bureau of Statistics, along with hazard information from states and territories.

The NSR is directly connected to state and territory emergency centres, and maintains situational awareness on a 24/7 basis. With the exception of the National Security Hotline, the NSR does not have a publicly available number and is not resourced to take calls from the public for crises or emergencies.

The NCM is a flexible tool to ensure that the full capabilities of the Australian, state and territory governments and, if required, the private sector are brought to bear during a crisis. The NCM ensures that the Australian Government’s actions are synchronised, coordinated and responsive, and that any issue or problem is clearly defined and understood, while maintaining key functions within communities. It also strengthens the ability of the community, the economy and affected individuals to remain resilient and assist their own recovery, as well as reduce harm and the overall severity of the crisis.

NEMA maintains a standby CCT which may be activated in times of significant crises when requests for non-financial assistance from jurisdictions are anticipated. Jurisdictions may request Commonwealth assistance when they exceed their capacity, or do not have capabilities to fully respond to an emerging disaster or one underway. The CCT is central to coordinating and administering Commonwealth support for that jurisdiction by working with the requesting State or Territory, understanding their requirements, and engaging relevant Commonwealth Departments or Agencies to deliver the required support.

Under the Australian Government Crisis Management Framework, the Minister for Emergency Management is responsible for response and recovery of a number of hazards. NEMA also undertakes a rolling review of national-level plans to ensure they remain fit for purpose. In 2023-24 NEMA expects to review the Australian Government Disaster Response Plan (COMDISPLAN). The Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas (AUSRECEPLAN), and the Australian Government Arrangement for the Reception of International Assistance During Incidents of National Significance (AUSARIA) as well as other plans as required.

Disaster Recovery Funding

Every disaster event is different and NEMA works closely with states and territories to provide accurate and timely advice to Government on the impact of a disaster event, the assistance required and any emerging issues, enabling Government to respond in the most effective way. NEMA is responsible for the Disaster Recovery Funding Arrangements (DRFA), the primary method through which the Australian Government financially supports the jurisdictions to provide agreed relief and recovery activities to disaster affected communities.

The DRFA has two main objectives:

- to facilitate the early provision of disaster assistance to affected individuals and communities; and
- to alleviate the significant financial burden states may face in providing relief and recovery assistance following disasters.

Over the period of this Corporate Plan, NEMA's role is to shape and inform underlying DRFA policy; manage activations of the DRFA; and provide assurance of state and territory expenditure claims for reimbursement.

NEMA is also undertaking a review of the DRFA, to address the recommendations made by the former Council of Australian Governments in March 2020. A key deliverable of the Review is to streamline arrangements so that governments can respond more quickly and more effectively to community recovery needs following a disaster. NEMA is also working collaboratively to develop certain pre-agreed 'off-the-shelf' recovery assistance packages across social, built, economic and environmental domains.

Funding is also provided to individuals through the Australian Government Disaster Recovery Payment (AGDRP). The AGDRP is a one-off, non-means tested payment under the Social Security Act 1991 of \$1,000 for eligible adults and \$400 for eligible children who have been adversely affected by a 'major disaster.' NEMA works closely with Services Australia to administer the funding to those in impacted communities.



Performance Measure 1.2

Years Measured

	2022-23	2023-24	2024-25	2025-26
The Government is able to respond to, and meet the needs of, communities impacted by a disaster event.	✓	✓	✓	✓

Rationale:

Every disaster event is different and the recovery needs of communities affected are also different. NEMA must work closely with jurisdictions to provide accurate and timely advice to the Australian Government on impacts, recovery assistance required, and any emerging issues to inform a Commonwealth response. NEMA is responsible for the Disaster Recovery Funding Arrangements (DRFA) – the primary method through which the Australian Government supports the states and territories to provide agreed relief and recovery activities to disaster affected communities.

Methodology:

For 2022-23 –

Number and percentage of assessments provided to Government within the following timeframes

- Within 48 hours of receiving sufficient information from the state or territory and relevant Commonwealth stakeholders to complete an assessment of a state or territory Disaster Recovery Funding Arrangements Category C and D request, and
- Within 48 hours of receiving sufficient impact data from the state or territory to inform a decision on whether the Commonwealth-only Australian Government Disaster Recovery Payment and/or Disaster Recovery Allowance should be activated.

For 2023-24 and beyond:

Number and percentage of assessments provided to Government within the following timeframes

- Where possible, within 5 working days of receiving completed DRFA request forms with all relevant information required from the requesting state or territory under Category C or D. Advice should be considered, taking into account the recovery needs of communities and based on impact data. It should also take into account the principles as set out in the DRFA (Chapter 3), with the recovery outcomes of communities impacted first and foremost.
- Within 36 hours of receiving sufficient impact data from the state or territory or through other sources, to inform a decision on whether the Commonwealth-only Australian Government Disaster Recovery Payment and/or Disaster Recovery Allowance should be activated.

Links to PBS - Program 1.2: Australian Government Disaster & Emergency Financial Support

Strategic Objective

2

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

In response to the Royal Commission into National Natural Disaster Arrangements, NEMA is enhancing its technology capability to achieve a more connected and collaborative crisis response effort across all governments and key partners. This is being achieved through the Australian Government National Situation Room, the National Joint Common Operating Picture which provides 24/7 all hazards monitoring, products and reporting, the Higher Risk Weather Season Preparedness Briefing Program and through national operational capabilities.

We support the states and territories prepare for the worst-case disaster scenarios through our national exercising program and the High-Risk Weather Season Preparedness Program. Ahead of

the 2023-24 higher risk weather season (HRWS), NEMA will deliver HRWS Preparedness Program on behalf of the Australian Government. NEMA, as the lead agency, will be supported by other Commonwealth stakeholders

including the Australian Climate Service and the Department of Defence. The program will deliver a climate outlook, key information briefings and a national preparedness exercise to Commonwealth, state and territory agencies, ministers, major industry sectors, community organisations, non-governmental organisations, charities and the media.

Working with Australian Government, state and territory, community and industry stakeholders, NEMA will design and deliver a fit-for-purpose national exercise program that considers and reviews preparation for, response to and recovery from severe to catastrophic events. The capability is available to support multi-agency and multi-jurisdictional exercising, lessons management, continuous improvement and exercising and lessons capability uplift.

NEMA utilises the Observations - Insights - Lessons Identified - Lessons Learned (OILL) methodology as set out in the Australian Disaster Resilience Handbook for Lessons Management. NEMA's Emergency Management and Response Group evaluates internal operations and the national exercising program. NEMA is developing a strategy and governance mechanism to further embed continuous improvement across NEMA's response arrangements.

KEY ACTIVITY

Working across Government and in close partnership with States and Territories to enhance national response and coordination capabilities.



NEMA also supports national capability through the Coordination and Planning Network. In partnership with states and territories, the network supports coordination of information and when required (for temporary periods) directly supports communities to understand and access Commonwealth support. The Network works across the full emergency management continuum to ensure partners can harness the full capability and capacity of NEMA, and the broader Australian Government.

Performance Measure 2.1	Years Measured			
Effective collaboration and engagement with Commonwealth, state and territory and industry partners, enhances Australia's ability to prepare for and respond to disasters.	2022-23	2023-24	2024-25	2025-26
	✓	✓	✓	✓

Rationale:

Effective collaboration and engagement with key stakeholders will ensure that NEMA is prepared and able to respond effectively to future crises and disaster events.

Methodology:

NEMA will deliver:

- at least two national-level exercises
- the Higher Risk Weather Season Preparedness Program
- capability uplift across the Commonwealth, states and territories on exercise and lessons management.

[Links to PBS Program 1.6: Emergency Management](#)



Through the 2022-23 and 2023-24 Budget processes, NEMA has been mandated to take a leadership role in delivering National Public Safety Capability projects to enhanced resilience and safety outcomes for the Australian community. These include the cell broadcast National Messaging System (NMS), National Emergency Management Stockpile (NEMS) and the Public Safety Mobile Broadband (PSMB).

KEY ACTIVITY

Delivery of programs and initiatives that build national operational capability.

Performance Measure 2.2	Years Measured			
Demonstrated progress in delivering National Public Safety Capability Projects.	2022-23	2023-24	2024-25	2025-26
		✓	✓	✓

Rationale:

NEMA has a mandated national leadership role in delivering enhanced National Public Safety capabilities that will contribute to enhanced community resilience and safety outcomes, in collaboration with states and territories and in partnership with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA) - co sponsors of the cell broadcast National Messaging System (NMS), National Emergency Management Stockpile (NEMS) and the Public Safety Mobile Broadband (PSMB).

Methodology:

Delivery Milestones for NEMA National Capability Projects are met on time and on budget - Including the cell broadcast National Messaging System (NMS), National Emergency Management Stockpile (NEMS) and the Public Safety Mobile Broadband (PSMB).

[Links to PBS Program 1.6: Emergency Management](#)

3

Strategic Objective

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

NEMA collects and relies on best practice analysis, foresight and anticipatory capability to support decision making.

The intensity and frequency of disasters is increasing pressure on insurance coverage, affordability and availability across Australia. For example, the Actuaries Institute estimates that one million households are paying greater than four weeks of annual income on insurance.

The Australian Government's National Joint Common Operating Picture (NJCOP) is one key tool to achieving better collaboration. The NJCOP provides a near-real-time situational awareness by displaying all active nationally significant disasters and crisis events, supporting analysis and improving the timeliness of decision-making.

We have access to near real-time data, intelligence and insights through the National Situation Room (NSR), the 24/7 crisis management information and whole-of-government coordination facility in Canberra, which is vital in the protection of Australia and Australian interests domestically and abroad. The NSR is reinforced by CCT which may be activated during crises of significance. The CCTs provide additional and dedicated coordination and administration of Commonwealth non-financial support during times of significant crises.

The NJCOP will continue to evolve by adding new data feeds and layers, expanding to be mobile responsive, providing notifications, alerts and warnings, and displaying impact analysis and consequence assessment information.



Performance Measure 3.1	Years Measured			
Achievement of National Joint Common Operating Picture (NJCOP) Project milestones and objectives.	2022-23	2023-24	2024-25	2025-26
	✓	✓	✓	✓

Rationale:

The NJCOP is intended to be the single source of truth for all-hazards reporting. The NJCOP provides a near-real-time situational awareness by displaying all active nationally significant disasters and crisis events, supporting analysis and improving the timeliness of decision making.

The NJCOP is an official-classified platform that is available to all Australian Government emergency management stakeholders, and all state and territory emergency management agencies. It was developed in response to the recommendations outlined by the 2020 Royal Commission into National Natural Disaster Arrangements and partially addresses a number of these recommendations centred around collaboration.

Methodology:

Delivery Milestones for the National Joint Common Operating Picture Project are met on time and on budget.

Links to PBS Program 1.6: Emergency Management

KEY ACTIVITY

Enhancing the National Situation Room and the National Joint Common Operating Picture.



4

Strategic Objective

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

To reduce the impact of disasters, the Australian Government is driving a strategic and coordinated national risk reduction agenda. Investing in resilience is fundamental to this agenda, as is the most cost-effective way of mitigating risk and driving down the cost of recovery.

KEY ACTIVITY

Delivery of programs and initiatives that reduce risk and build the resilience of Australian communities, aligned with Australia's National Disaster Risk Reduction Framework.

National Disaster Risk Reduction Framework – National Action Plan

The National Disaster Risk Reduction Framework (the Framework) is Australia's overarching disaster risk reduction framework and the domestic

implementation mechanism for the Sendai Framework and was endorsed by all Australian Governments on 13 March 2020. It establishes a 2030 vision, outlines five year outcomes from 2019 and guides national efforts to proactively reduce disaster risk in order to minimise the loss and suffering caused by disasters through four priorities: 1) understand disaster risk; 2) accountable decisions; 3) enhanced investment;

and 4) governance, ownership and responsibility. The Framework will be reviewed at the end of this five-year period to ensure its relevance and accuracy across the remaining years to 2030.

The Framework guides national, whole-of-society efforts to proactively reduce disaster risk in order to minimise the loss and suffering caused by disasters. The Framework focuses on reducing disaster risk as one key component of enabling resilient communities and economies nationally. Implementation of the Framework is supported by the five year Disaster Risk Reduction Package (2019-20 to 2023-24), which funds national, state and local initiatives.

Our Agency, on behalf of National Emergency Management Ministers, develops national action plans to implement the Framework which articulates the collective action needed to address systemic disaster risk. The first National Action Plan was released in December 2020 and demonstrated how existing collective efforts are coming together nationally to reduce disaster risks. The next National Action Plan will focus on aligning the collective efforts and resources of all stakeholders towards the 2030 vision and goals of the Framework.

Performance Measure 4.1	Years Measured			
Demonstrated progress to further operationalise the National Disaster Risk Reduction Framework (NDRRF).	2022-23	2023-24	2024-25	2025-26
	✓	✓	✓	✓

Rationale:

Australia has committed to reducing disaster risk by 2030 as a party to the Sendai Framework for Disaster Risk Reduction 2015-2030. NEMA is responsible for driving action under Australia’s NDRRF and develops periodic national action plans to implement the Framework on behalf of Australian National Emergency Management Ministers.

Methodology:

In 2022-23, an assessment of the progress of initiatives allocated to NEMA within the First National Action Plan (NAP) and progress made to develop the Second NAP for the NDRRF.

In 2023-24, the Second NAP is endorsed by National Emergency Management Ministers, and implementation of NEMA commitments has commenced. Further, a review of the NDRRF has commenced and includes an assessment of progress against outcomes of the Second NAP, including through the Systemic Monitoring Evaluation and Learning Framework.

Links to PBS - Program 1.1: NEMA

Disaster Recovery Funding Arrangements Betterment

NEMA is responsible for the DRFA, the primary method through which the Australian Government financially supports the jurisdictions to provide agreed relief and recovery activities to disaster affected communities.

Under Category B of the DRFA, assistance is available for the restoration of disaster damaged essential public assets, such as roads, bridges, stormwater infrastructure, public hospitals, public schools and public housing.

States and territories can request funding for Category D infrastructure betterment which for the purposes of the DRFA, is the restoration or replacement of a damaged essential public asset to a significantly more disaster resilient standard than its pre-disaster standard, where the cost of doing so exceeds the claimable estimated cost under Category B. Category D infrastructure betterment funds are equally 50:50 cost-shared by the Commonwealth and the state/territory.

The restoration of an essential public asset can provide a cost effective opportunity to improve its resilience to future disasters. Under current DRFA arrangements, states, territories and local governments have autonomy to deliver practical reconstruction solutions that are best suited to the needs of local communities. This may include relocating an asset or adopting alternative disaster resilient design. Further, jurisdictions are able to seek Commonwealth agreement to co-fund infrastructure betterment projects, aimed at improving the resilience of communities to future disasters, and to ensure that recovery funding provides more value for money over the long term.

There are also significant social, economic, and environmental benefits from infrastructure betterment, including more connected communities, continuity of essential services and trade, and reduced impacts on the environment.



Performance Measure 4.2	Years Measured			
Effective collaboration with state and territory governments supports the uptake of Disaster Recovery Funding Arrangements (DRFA) betterment funding.	2022-23	2023-24	2024-25	2025-26
	✓	✓	✓	✓

Rationale:

Recovery spending post-natural disasters is often focused on repair, without consideration towards future mitigation and resilience. NEMA will continue to work with jurisdictions to encourage betterment as part of the DRFA process.

Methodology:

For 2022-23 - Number of outreach sessions conducted by NEMA to jurisdictions on options for betterment in DRFA applications.

Future methodology will be determined with consideration of betterment principles in the DRFA review.

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

Disaster Resilience and Risk Reduction Support

Supporting communities to be better prepared is at the heart of our work. The government is investing in disaster risk reduction and resilience programs which will be delivered over the period of this Corporate Plan.

The Disaster Ready Fund (DRF) will deliver up to \$200 million of Commonwealth funding annually over five years from 2023-24, matched by the states and territories where possible, to establish a comprehensive set of disaster resilience and mitigation projects across Australia aimed at reducing the loss of life and decreasing future disaster recovery costs and time. The DRF is guided by Australia’s national disaster risk reduction obligations and priorities as detailed in the Sendai Framework for Disaster Risk Reduction 2015-2030 and the National Disaster Risk Reduction Framework (NDRRF).

The Australian, state and territory governments had previously committed to jointly invest \$261 million over five years from 2019-20 to 2023-24 for the Disaster Risk Reduction Package (DRRP) to reduce the risk and impact of natural disasters on communities, and increase resilience. The Australian Government contributes \$130.5 million to the DRRP, comprising:

- \$104.4 million to support states and territories in reducing disaster risks at the state and local level through the National Partnership Agreement on Disaster Risk Reduction, and
- \$26.1 million to deliver national projects, in consultation with the states and territories, which reduce disaster risk at the national level for the benefit of all Australians.



Performance Measure 4.3	Years Measured			
Effective disaster risk reduction investment supports communities, businesses and individuals to be better prepared for, and more resilient to, disaster events.	2022-23	2023-24	2024-25	2025-26
	✓	✓	✓	✓

Rationale:

In the face of growing natural hazards, it is important that the Government incentivises, encourages and monitors the impact of investment in disaster resilience and risk reduction in communities across Australia.

Methodology:

In 2022-23, an assessment of NEMA's progress in delivering:

- the application, assessment and award phases of Round One of the Disaster Ready Fund (DRF) in accordance with processes and timeframes set out in the DRF Guidelines, Round One: 2023-24; and
- program funding under the state and national streams of the Disaster Risk Reduction Package (DRRP).

In future years:

An assessment of the progress and outcomes of projects awarded funding under the first and subsequent rounds of the DRF against agreed Implementation Plans based on reports submitted by applicants, along with an assessment of NEMA's progress in delivering future rounds (Two, Three and Four) of the DRF against published guidelines; and an evaluation of the DRRP in meeting the program objective and outcomes.

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



Risk Oversight and Management



NEMA’s effectiveness requires an active approach to managing risk in order to achieve our purpose in an environment that is constantly evolving. We have established our Risk Management Framework and Policy (the Framework) to enable risk to be managed in accordance with the Public Governance, Performance and Accountability (PGPA) Act 2013 and the revised Commonwealth Risk Management Policy.

To better understand and respond to risk, the Framework is designed to integrate risk management with governance, planning and performance and our day-to-day operations. Our Framework will be regularly reviewed over the reporting period to ensure our practices continue to mature and appropriately reflect our changing operating environment.

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

For 2022-23 and the outlook period (2023-24 to 2025-26), NEMA is committed to building and promoting a culture that is risk-aware and

encourages informed risk-taking in support of the achievement of its purpose. Risk management is the responsibility of all staff and we encourage staff to openly discuss risk and incorporate risk management into their day-to-day work.

Governance

The Executive Group, chaired by the Coordinator-General, continuously identifies, monitors and evaluates key risks to NEMA achieving its purpose, including emerging risks. The Executive Group is supported by several sub-committees which also monitor and evaluate key risks within the committees’ remit.

NEMA’s Audit and Risk Committee, established in compliance with Section 45 of the Public Governance, Performance and Accountability Act 2013, also has a role in overseeing risk management practices. The Committee provides independent advice to the Coordinator-General on NEMA’s financial and performance reporting responsibilities, risk oversight and management, and system of internal control.



Our Key Opportunities and Risks

Taking a tailored approach (depending on the risk) is critical to designing appropriate strategies and controls that enable the mitigation or pursuit of risk in line with our purpose.

In 2022-23 NEMA continues to bed down elements of our establishment as an Executive Agency. We have a diverse range of responsibilities and operate in an increasingly complex and rapidly changing environment and we face a range of risks and opportunities that reflect these broad and diverse responsibilities.

In pursuing our purpose, key activities and intended results, NEMA has identified its key opportunities and risks. These are detailed on the next page.



Our Opportunities

Bringing together our collective experiences provides an opportunity to provide scalable emergency management arrangements, improve community-led recovery learnings over time and provide a long-term approach to the reduction of disaster risk.

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



Our Key Risks

The impact of disasters on Australian communities is not diminished by NEMA's involvement, due to an inability to provide effective coordination and national leadership in emergency management.

We fail to leverage our resources (intelligence, technical, budgetary, stakeholders, etc.) to empower a community-led approach to preparedness, response, recovery, resilience and risk reduction.

We fail to maintain our reputation in the national leadership role to appropriately manage Australia's response, recovery, risk reduction and preparedness for disasters.

NEMA manages these risks through our established internal governance forums and inter-agency and inter-jurisdictional governance forums, with terms of reference, clear roles and responsibilities. This includes regular oversight of Commonwealth funding, prioritisation of activities and resourcing.

In addition, NEMA operates in a high-tempo environment with a dispersed network of staff and a National Situation Room which operates 24/7. Staff can also be deployed to disaster zones and overseas. NEMA has a strong focus on the safety and wellbeing of staff. This is reflected in our Work Health and Safety (WHS) policies, procedures and awareness programs which all play a critical role to manage our risks and to ensure a safe work environment for all our staff. NEMA has a WHS Committee to oversee workplace risk management, consistent with the requirements under the Work Health and Safety Act 2011 (Cth) (WHS Act).

NEMA will establish its Fraud and Corruption Control Framework consistent with the Commonwealth Fraud Control Framework. In 2022-23, NEMA will undertake a fraud risk assessment to identify the key fraud risks for NEMA to actively manage in line with its Fraud and Corruption Control Plan. Fraud risks in some circumstances are also shared with our delivery partners and over the period of this plan, NEMA will continue to build on our fraud control foundations with a focus on ensuring roles and responsibilities are well understood.





Australian Government

National Emergency Management Agency