



Australian Government
National Recovery and Resilience Agency

Annual Report

2020-21



ABOUT THIS REPORT

This report outlines the operations and performance of the National Recovery and Resilience Agency (the Agency) for the financial year ending 30 June 2021. It has been prepared in accordance with the provisions of section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and the Department of Finance Resource Management Guide Number 135.

The compliance index at [Appendix 4](#) lists the information required by the PGPA Act and PGPA Rule with the corresponding page number within this report.

Online versions are available at www.recovery.gov.au and www.transparency.gov.au.

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Australian Government
National Recovery and Resilience Agency

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Annual Report

2020-21

**National Recovery and
Resilience Agency**



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Letter of transmittal

Senator the Hon Bridget McKenzie
Minister for Emergency Management and National Recovery and Resilience
PO Box 6100
Senate
Parliament House
CANBERRA ACT 2600

Dear Minister

As the accountable authority of the National Recovery and Resilience Agency (the Agency), I am pleased to present to you the 2020–21 National Recovery and Resilience Agency Annual Report (the report), as required under section 46(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The government established the NRRRA as an Executive Agency under the PGPA Act on 5 May 2021. On its establishment, the NRRRA brought together the former National Drought and North Queensland Flood Response and Recovery Agency, and the National Bushfire Recovery Agency (which was set up as a division within the Department of the Prime Minister and Cabinet (PM&C)).

The report has been prepared in accordance with the mandatory requirements of section 46 of the PGPA Act, the content requirements 17AA–17AJ of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and includes the Agency’s audited financial statements as required by Section 43(4) of the PGPA Act.

In accordance with section 17A (2)(b) of the PGPA Rule, I certify that the Drought and Flood Agency from 1 July 2020 to 30 June 2021, and the National Bushfire Recovery Agency from 5 May 2021 to 30 June 2021 has:

- prepared fraud risk assessments and fraud control plans
- put in place appropriate fraud prevention, detection, investigation, recording and reporting mechanisms that meet the Agency’s specific needs
- taken all reasonable measures to appropriately deal with fraud relating to the Agency.

Yours sincerely



The Hon Shane L Stone AC QC
Coordinator-General
National Recovery and Resilience Agency

7 October 2021



National Recovery and Resilience Agency Coordinator-General

Australian Government

Rabobank

Rabobank

AUSTRALIA
LINES

PART 1

Coordinator- General's review

On 5 May 2021, the Prime Minister announced the establishment of the National Recovery and Resilience Agency (NRRA) in response to a key recommendation from the Royal Commission into National Natural Disaster Arrangements.

This historic move means there is a single, enduring national agency with responsibility for coordinating and aligning Australia's national capability to build resilience, better prepare for natural disasters and drought, and recover from all hazards.

As a first step, the former National Drought and North Queensland Flood Response and Recovery Agency and the former National Bushfire Recovery Agency (NBRA) merged immediately following the announcement. The transition was complete on 1 July 2021 with the Agency assuming responsibility for the disaster risk reduction and recovery functions previously situated in the Department of Home Affairs, and the Rural Financial Counselling Service Program, formerly managed by the Department of Agriculture, Water and the Environment (DAWE). Overall responsibility for coordination and oversight of drought policy and programs moved to DAWE.



While the 'Machinery of Government' changes needed to establish the new agency were underway, it was 'business as usual' as we supported communities recovering from the 2019 North Queensland flood event, 2019–20 Black Summer Bushfires, the ongoing drought and other challenges like the COVID–19 pandemic.

From our origins after the 2019 North Queensland Monsoon Trough, the principle of "locally led, locally understood, locally implemented" has guided our work.

In October 2020, we delivered "After the Flood: A strategy for long-term recovery" (the Strategy) which has been developed with and for the people of North Queensland directly impacted by the 2019 flood event. This is a blueprint for the region's ongoing recovery, and a plan communities told us they want to be better positioned – economically, socially and environmentally – to withstand future large-scale challenges.

We continue to work closely with the communities affected by this significant event by assisting in ways that are meaningful and valuable to them. We established two Implementation Working Groups – one in the North West and one in the North East – to ensure that the steps taken to support recovery and resilience continue to be locally relevant.

These working groups have proven valuable in identifying practical ways all levels of government and communities can make a meaningful difference. On their advice, we partnered with local councils to host a series of face-to-face grant application writing workshops for community groups, small businesses and primary producers. Almost 250 people attended the 15 workshops held across North Queensland in February and March.

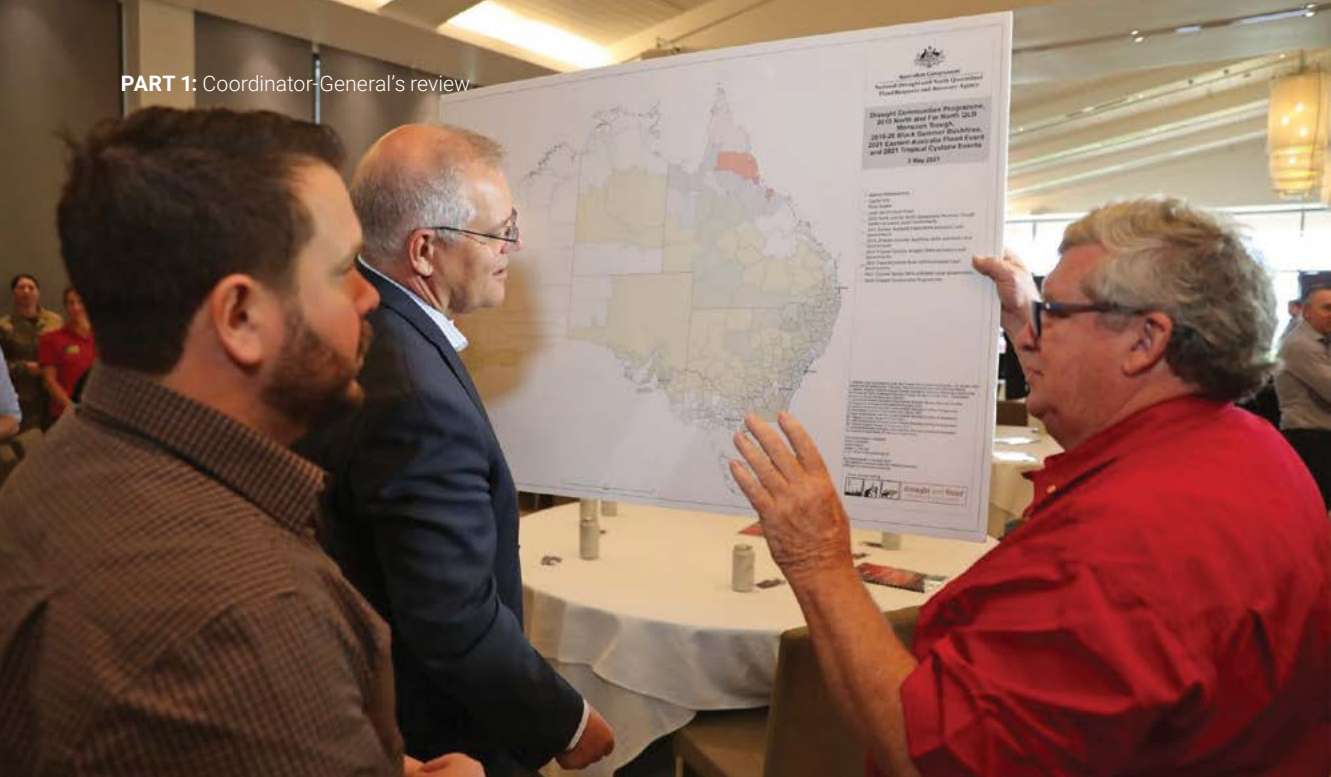
With the release of the Strategy, \$60 million of the original \$300 million committed by the Australian Government for the Restocking, Replanting and On-farm Infrastructure Grants (RRIG) program was repurposed for its implementation.

The result was a suite of five new grants centred on recovery and resilience, administered by our delivery partners the Queensland Rural and Industry Development Authority (QRIDA) and Queensland Reconstruction Authority (QRA). We opened two of the programs, and released the guidelines for another two, a little over two months after these repurposed funds were announced.

In the 12 months to 30 June 2021, 79 RRIG applications totalling almost \$17.9 million had been approved. Take-up was conservative for a range of reasons and in October, the closing date was extended to 30 June 2022 to give primary producers the opportunity to use the grants at the right time for their individual circumstances. Approved funds can be drawn down until 31 March 2024 so applicants can make informed business decisions and plan ahead.

The impact of the recent drought is far from over in some parts of the country, although the rains in 2020–21 brought relief for several regions. The Agency continued to put people in touch with drought information and services in various ways, including through drought community outreach. Fifty-three events were held across Western Australia, South Australia, Tasmania, New South Wales, Queensland and Victoria.

The Government's approach to drought policy and support is not 'set and forget'. In October, the Agency published the 2019–20 Implementation Report on the Australian Government's Drought Response, Resilience and Preparedness Plan and its 2020 Review of the Australian Government Drought Response (Review). The Review identified several opportunities for improvement in the delivery, design and evaluation of drought programs, including reducing complexity of eligibility criteria across the different programs.



In June, we partnered with the National Farmers' Federation to host the National Drought Forum in Toowoomba. This was a good opportunity to talk about the lessons learnt from the last couple of years and the steps needed to support farmers and regional communities to prepare for future droughts. We will continue to have a role, providing feedback and advice about local conditions, what's working and what more is needed as people recover from this drought and prepare for the next.

Following the establishment of the NRRRA I assumed responsibility for the Australian Government's support of communities recovering from the 2019–20 Black Summer Bushfires.

By 30 June 2021, \$2.8 billion in Australian Government funding had been provided to individuals, communities, small businesses and primary producers impacted by the fires, including more than \$1.7 billion spent from the \$2 billion National Bushfire Recovery Fund.

The Prime Minister launched the Local Economic Recovery program in May 2020, and since then nearly 400 joint Commonwealth and State Government-funded projects have been announced across bushfire-affected communities in Queensland, New South Wales, Victoria and South Australia.

Almost \$623 million has gone to projects ranging from sporting and recreational facilities, public halls, tourist attractions like walking tracks and campgrounds, and infrastructure such as roads, an aerodrome, streetscapes and a desalination plant.

At the program's conclusion, \$700 million in joint Commonwealth and State funding will have flowed to restore local economies and rebuild better.

In addition to joint funded initiatives, the Australian Government is funding a \$280 million Black Summer Bushfire Recovery Grants program under the National Bushfire Recovery Fund. The program – announced in May this year and opened in July – builds on measures implemented by the Government over the last 18 months to support disaster response, relief and recovery in bushfire-affected areas. It will help address priority work that communities still need to support their ongoing recovery from these devastating fires.

Grants of between \$20,000 and \$10 million are available to community organisations, local councils and businesses for recovery activities in the 110 Local Government Areas (LGAs) that were disaster-declared because of the 2019–20 Black Summer bushfires.

COVID–19 restrictions and lockdowns continued to have a major impact on our work, but as an Agency with a reputation for 'getting stuff done', we still managed to cover a lot of ground.

Our network of Recovery Support Officers (RSOs), based in the regions and from the regions, numbered 40 at 30 June 2021. They attended community events, spoke with individuals and regional networks and worked with local and state governments to help connect people with support and to provide feedback to government on policy and service delivery.

Following the significant storms and floods across eastern Australia in March, RSOs were based in eight flood recovery centres in support of local operations. Supporting the longer-term recovery of these communities falls within the NRRRA's remit.

As a nation, we are good at mopping up and cleaning up – communities come together and individuals step up to help each other through tough times. The real challenge is working to reduce the impacts of the next natural disaster or drought.

A good deal of the NRRRA's future efforts will turn to helping local communities find a pathway to strengthening their resilience. We can never flood, cyclone, drought or fire proof the nation, but we can be better prepared.

Our collective efforts will lead to much better outcomes for Australians individually and the nation as a whole.



The Hon Shane L Stone AC QC

Coordinator-General

National Response and Recovery Agency



PART 2

About us

Overview

The Government established the National Recovery and Resilience Agency (NRRRA) as an Executive Agency under the PGPA Act 2013 on 5 May 2021.

On its establishment, the NRRRA brought together the former National Drought and North Queensland Flood Response and Recovery Agency (Drought and Flood Agency), and the National Bushfire Recovery Agency (NBRA) (which was set up as a division within the Department of the Prime Minister and Cabinet (PM&C)).

On 1 July 2021, the NRRRA incorporated the disaster risk reduction and recovery functions from the Department of Home Affairs, and rural financial counselling program from the Department of Agriculture, Water and the Environment (DAWE). From this date, Drought Policy and the National Drought Map transferred back to DAWE.

This annual report has been prepared to reflect the remit of the Drought and Flood Agency as outlined in the Drought and Flood Agency Corporate Plan 2020–21 and the Portfolio Budget Statements 2020–21 under PM&C.

The former NBRA did not have any published performance measures or targets from the PM&C 2020–21 Portfolio Budget Statements or 2020–21 Corporate Plan that transferred to the NRRRA. However, they had previously developed a statement of strategic intent and their achievements have been included as per advice from the Department of Finance’s Resource Management Guide 119.

The Agency is part of the Department of the Prime Minister and Cabinet (PM&C) portfolio.

From December 2019 to 30 June 2021, the Minister for Agriculture, Drought and Emergency Management, the Hon David Littleproud MP, had ministerial responsibility for the Agency throughout the reporting period for this Annual Report. On 2 July 2021, the Hon Bridget McKenzie was appointed Minister for Emergency Management and National Recovery and Resilience and currently holds ministerial responsibility for the Agency.

Our Role and Function

The purpose of the Drought and Flood Agency was to provide strategic leadership and coordination of the Australian Government’s response and recovery assistance to communities affected by drought and the 2019 Monsoon Trough. The Agency advises Government on the timeliness, effectiveness and delivery of existing programs, as well as strategies that enable communities to be better positioned to respond to future droughts and natural disasters.

Our Leadership

In 2020–21, our Accountable Authority for the Agency was The Hon Shane L Stone AC QC.

As Coordinator-General of the Agency, Shane works with communities, industry and not-for-profit organisations as well as all levels of government to coordinate and align Australia's national capability to build resilience, better prepare for natural disasters and drought, and recover from all hazards.

Shane was formerly Coordinator-General of the National Drought and North Queensland Flood Response and Recovery Agency and Chairman and CEO of the North Queensland Livestock Industry Recovery Agency, established following the devastating monsoon and floods of January 2019. His appointment as Coordinator-General of the National Recovery and Resilience Agency builds on a life dedicated to public service.

The former Chief Minister of the Northern Territory, Shane served in the Northern Territory Legislative Assembly for almost 10 years. On retiring from Parliament, he was elected and served six years as the Federal President of the Liberal Party during the Howard Government era.

In 2014 Shane was appointed Chairman of Northern Australian Advisory Group by then Prime Minister Tony Abbott. The group informed the Federal Government White Paper on developing the north. He has an extensive not for profit and charities background.

Prior to entering parliament, Shane worked as a primary school teacher, has graduate qualifications in education and subsequently trained as a solicitor before reading at the Victorian Bar. He worked on the Royal Commission into Australian Meat Industry in 1982.

As the Northern Territory Attorney General, first law officer, he was appointed a Queens Counsel in 1997 by the Administrator. Throughout his working life Mr Stone served in the CMF and Navy Reserve.

Shane was awarded the Centenary Medal in 2001 and appointed a Companion of the Order of Australia in 2006 for his service to politics, industry and bi-lateral relations between Australia and the Asia-Pacific region. He is Chairman of the Order of Australia Council, the penultimate authority that recommends Australia's civil honours list to the Governor-General.

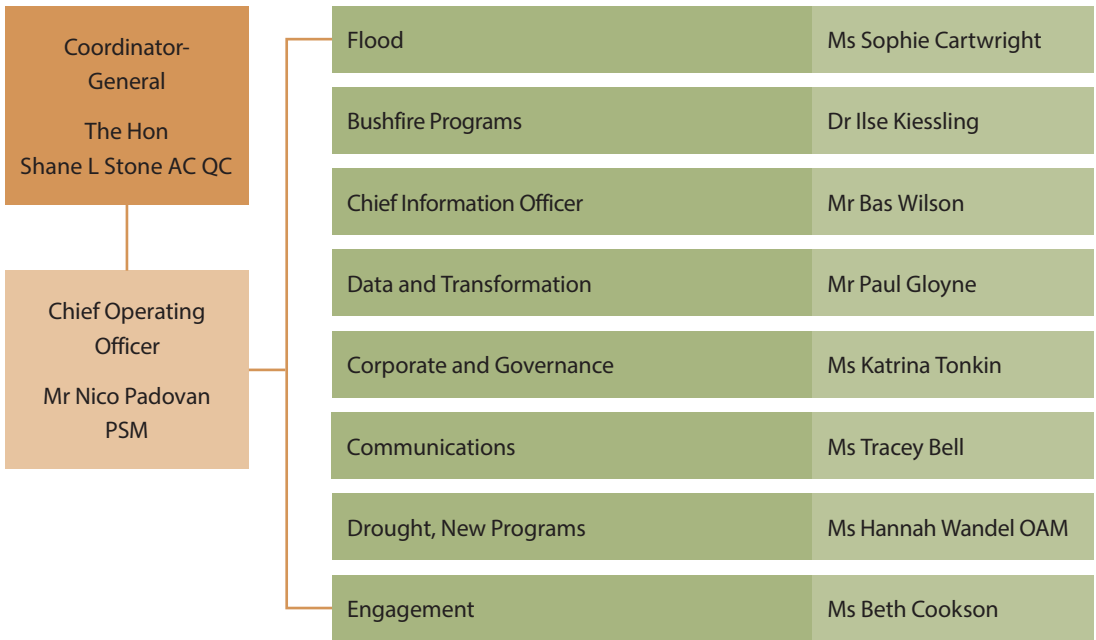
Having grown up in Wodonga on the New South Wales/Victorian border Shane understands the quiet strength of rural Australians who work hard to give their families a decent life and look out for each other in the good and not-so-good times.

On 30 March 2021 Shane was appointed to the Senior Advisory Group to examine the joint management arrangements of the Commonwealth's three jointly managed national parks – Booderee, Kakadu and Uluru-Kata Tjuta (Ayers Rock). Its role is to recommend improvements to joint management arrangements and provide a clear pathway to transition to Traditional Owners having more responsibility and control over management of their land.

Senior Executives

As at 30 June 2021, our Senior Executive structure was:

Figure 1: Senior Executive structure as at 30 June 2021



The Agency would like to acknowledge the following Executive who worked with us throughout 2020-21:

- Mr Andrew Colvin OAM APM (to May 2021);
- Ms Rina Bruinsma (to June 2021);
- Maj General Andrew Hocking (to June 2021);
- Mr Paul McNamara (to December 2020);
- Ms Tiffany Karlsson (to June 2021);
- Ms Ellie Grimstad (to June 2021); and
- Ms Kate Woodbridge (to June 2021).

Progress to date





The Australian Government has delivered **over \$855* million** to assist people as they continue to rebuild and recover after the **2019 North QLD monsoon trough**.

\$240 million

Restocking, replanting and on-farm infrastructure grants of up to **\$400,000**.

(with co-contribution)



\$232 million

To the QLD Government for disaster recovery to **jointly fund** a range of support measures.



5 Areas of focus for long-term recovery

1 Broadening the economic base

\$119.4 million

Disaster recovery payments and allowances.

\$187.6 million

AgRebuild Loans approved for **primary producers** through the **Regional Investment Corporation**. (now closed)



2 Building more resilient infrastructure

\$58 million

In grants for locally-led recovery and resilience projects.

3 Building prosperous enterprises

\$6.8 million

Prioritising mental health to increase capacity of online counselling, referral and mental health support.



\$4.5 million

Education support **25 schools** received funding with more than **600 students** estimated to have benefited.



4 Fostering connected and cohesive communities

\$5 million

Prickly acacia weed management.

5 Supporting information enabled regions

Find out more:

www.recovery.gov.au/2019-north-queensland-flood

Impacts

\$807 million

Public infrastructure damage

\$432 million

Agriculture damage and disruption

\$116 million

Small business disruption

\$2.26 billion

Health and well-being impacts

14 Affected LGAs

Burdekin	Hinchinbrook
Burke	McKinlay
Carpentaria	Richmond
Charters Towers	Townsville
Cloncurry	Winton
Douglas	Whitsunday
Etheridge	
Flinders	



North-West QLD

11.4 million

Hectares affected

457,000

Cattle deaths

46,000

Sheep and goat deaths

22,000

Kilometres fencing damaged



*includes funding transferred to QLD government, local governments, businesses and individuals as well as funding committed via executed grant agreements and contracts.

Locally led. Locally understood. Locally implemented.

Current 30 June 2021



2019-20 Black Summer Bushfires Recovery

The Australian Government has made **\$2.8 billion** available for recovery so far, and **85 per cent** has been delivered

(that's \$2.4 billion, including \$1.7 billion from the National Bushfire Recovery Fund).

Impact of the bushfires

33.8 million+

hectares burnt

33

lives lost

4,000+

homes destroyed or damaged

100,000+

livestock perished

110

Local Government Areas activated for assistance

\$2.4 billion in assistance has supported recovery across impacted communities...

4,900+

properties cleared*



200,000+

recovery payments/ allowances to individuals



88,000+

payments to assist back-to-school costs

27,000+

grants and loans to small businesses & primary producers*

82

charities funded for emergency relief and financial counselling

3,200+

payments to volunteer fire-fighters*



9,000+

animals rescued



...and further support continues to flow for re-building and longer-term recovery

Black Summer Bushfire Recovery Grants

\$280 million program



Open now. Online support available, applications close 6 October 2021.

Local Economic Recovery

\$304 million

already announced

399

projects funded

\$46 million

more to come

Funds matched by the states

Strengthening telecommunications

\$27.1 million

to improve communications networks for communities in an emergency.

Native wildlife and habitat recovery

\$150 million

to support the recovery of impacted natural environments.



Counselling, support & advice

Counselling, trauma care and other support continues locally and online.



*Programs are jointly funded / delivered with state and territory governments.

Current 30 June 2021

Visit www.recovery.gov.au/recovery-support/2019-20-bushfires



The Australian Government has committed more than \$11 billion to drought response, recovery and preparedness.

Future Drought Fund

\$5 billion

\$100 million annually to help farmers and communities

Farm Household Allowance

16,500

Farmers assisted

\$621 million

Delivered *April 2021



25

Drought measures

Contributing to the Drought Response, Resilience and Preparedness Plan (the Plan)

Tackling Tough Times Together

359

 Projects since 2018

\$15 million

Delivered



3



Pillars of the Plan

1. Immediate action for those in drought
2. Support for the wider communities affected by drought
3. Long-term resilience and preparedness

Drought Community Support Initiative

44,000+

Households assisted (Rounds 1 & 2) *April 2021

\$181.5 million

Delivered April 2021



Building Better Regions Fund - Round 4 special drought round

163

 Projects

\$207 million

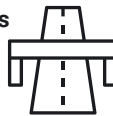
Roads to Recovery - Drought affected councils

128

 LGAs

\$138.9 million

Delivered



On-farm Emergency Water Infrastructure Rebate Scheme

7,806

Rebates approved

\$42.5 million

Delivered *April 2021

Pest and weed control

\$25 million

Delivered since 2018



Regional Investment Corporation

\$4 billion

Committed

2,138

 loans

Valued at over

\$2.5 billion

 *April 2021

AgriStarter Loan - up to \$ 2 million

Drought Loans - up to \$2 million

AgBiz Drought Loan - up to \$500,000

Farm Investment Loan - up to \$2 million



Drought Communities Programme Extension

\$297million

Committed since 2018/19

180

 Eligible Councils

522

 Regional projects *February 2021



PART 3

Annual Performance Statements

Introductory Statement

I, Shane Stone, as the accountable authority of the National Recovery and Resilience Agency (NRRRA), present the 2020–21 annual performance statement of the Agency as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Government established the NRRRA as an Executive Agency under the PGPA Act on 5 May 2021.

On its establishment, the NRRRA brought together the former National Drought and North Queensland Flood Response and Recovery Agency, and the National Bushfire Recovery Agency (which was set up as a division within the Department of the Prime Minister and Cabinet (PM&C)).

On 1 July 2021, the NRRRA incorporated the disaster risk reduction and recovery functions from the Department of Home Affairs, and rural financial counselling program from the Department of Agriculture, Water and the Environment.

The former National Bushfire Recovery Agency did not have any performance measures or targets from the PMC 2020–21 Portfolio Budget Statements (PBS) or 2020–21 Corporate Plan that transferred to the NRRRA. Therefore, the annual performance statement has been prepared to reflect the performance measures and targets in the *Drought and Flood Agency's Corporate Plan 2020–21– 2023–24* and the Portfolio Budget Statements 2020–21 (under PM&C).

The NBRA's Statement of Strategic Intent and its roles and functions did set a clear direction and purpose for the entity. Achievements against this has been included in the overarching analysis section of this Annual Performance Statement.

In my opinion, this annual performance statement is based on properly maintained records, accurately reflects the performance of the entity and complies with section 39(2) of the PGPA Act.



The Hon Shane L Stone AC QC

Coordinator-General

National Recovery and Resilience Agency

Our Purpose and Outcomes

The objective of the PGPA Act is to provide a coherent system of governance and accountability for public resources, with an emphasis on planning, performance and reporting.

Our performance in achieving our purpose is measured against the *Drought and Flood Agency Corporate Plan 2020–21 – 2023–24* and the Portfolio Budget Statements 2020–21 under PMC. The relationship between these is shown below.

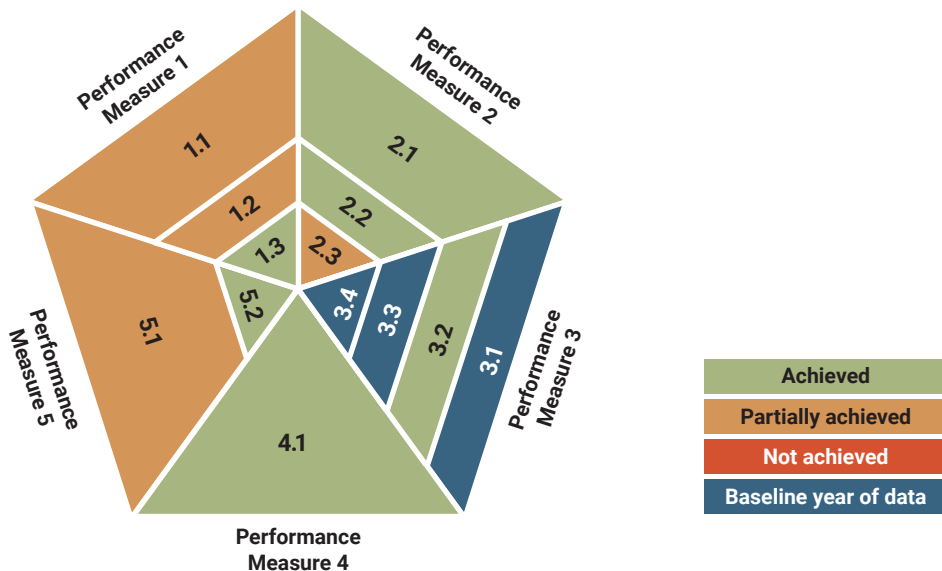
Purpose	<i>Drought and Flood Agency Corporate Plan 2020–21 – 2023–24</i>		
To provide strategic leadership and coordination of the Australian Government's response and recovery assistance to communities affected by drought and 2019 Monsoon Trough. The Agency advises government on the timeliness, effectiveness and delivery of existing programs, as well as strategies that enable communities to be better positioned to respond to future drought and natural disasters.			
Outcome Statement	<i>Portfolio Budget Statements 2020–21</i>		
To coordinate Commonwealth activities for the purpose of assisting areas affected by drought or the North and Far North Queensland Monsoon Trough (25 January to 14 February 2019), including through strategic leadership and policy advice, recovery activities, drought preparation, and administering a loan scheme to provide assistance to eligible primary producers affected by the Monsoon Trough.			
Program 1.1	<i>Portfolio Budget Statements 2020–21</i>		
NDNQFRRA provides advice on and coordinates the Australian Government's assistance and support for drought or flood affected communities. NDNQFRRA will coordinate the delivery of a long-term plan for the recovery of flood-impacted areas in North Queensland, oversight the implementation of the Australian Government's Drought Response, Resilience and Preparedness Plan, enhance the functionality of the National Drought Map and continue to implement Recovery Connect, and coordinate community outreach events. The Regional Recovery Officer network will also continue to work directly with rural communities and with other Australian Government agencies to assist people impacted by drought and flood.			
Objectives	<i>Drought and Flood Agency Corporate Plan 2020–21 – 2023–24</i>		
<p>Response and Recovery</p> <p>Coordinate, communicate and collaborate with stakeholders to enable the delivery of Australian Government support to affected families, primary producers, businesses and communities so that they can recover from the impacts of the drought and 2019 Monsoon Trough.</p>	<p>Consult and Advise</p> <p>Engage with stakeholders to inform the development of advice to the Government on Australian Government policies and measures which enable families, primary producers, businesses and communities to be better positioned for future droughts and natural disasters.</p>		
Activities	<i>Drought and Flood Agency Corporate Plan 2020–21– 2023–24</i>		
<p>Coordinate with partners and stakeholders, including local governments, community groups, not-for-profit and advocacy groups, to deliver assistance to affected families, primary producers, businesses and communities.</p>	<p>Communicate with affected families, primary producers, businesses and communities to provide them with information on the support available, and preparedness strategies for the future.</p>	<p>Engage, consult and collaborate with stakeholders to understand their experiences, requirements and concerns, and inform the streamlining of processes and development of future policy settings and deliverables.</p>	<p>Advise government, using reliable data and information, on drought and North Queensland flood conditions, to support the optimisation of Australian Government assistance for recovery and long-term preparedness.</p>



Analysis of Performance

In 2020–21, the NRRRA made a substantial contribution to achieving its purpose of providing strategic leadership and coordination of the Australian Government’s response, recovery and assistance to communities affected by drought, the 2019 North and Far North Queensland Monsoon Trough and the 2019–20 Black Summer bushfires.

Overall, the NRRRA achieved **six** targets, partially achieved **four** targets and it was a baseline data collection year for **three** targets as outlined the Corporate Plan and PBS. While the National Bushfire Recovery Agency (NBRA) did not have any performance measures or targets from the Corporate Plan or PBS that transferred to NRRRA, it made a positive contribution to leading and coordinating Commonwealth-supported recovery and rebuild after the 2019–20 bushfires.



Collaboration, Cooperation and Engagement

Throughout 2020–21, NRRRA provided advice to government on the timeliness, effectiveness and delivery of existing programs, as well as strategies to enable communities to be better positioned to respond to future droughts and natural disasters.

The NRRRA delivered on its purpose while operating in a complex environment, impacted by recovery needs on a scale not previously seen. The 2020 Royal Commission into National Natural Disaster Arrangements (Royal Commission) highlighted that climate change is increasing the frequency and intensity of natural disasters and this will continue into the future.

The NRRRA was established in direct response to a key recommendation from the Royal Commission and brought together the former National Drought and North Queensland Flood Response and Recovery Agency (Drought and Flood Agency), and the National Bushfire Recovery Agency (NBRA) (which was set up as a division within PM&C).

Whether a community has been through a flood, bushfire, cyclone, endless years of drought or some other major disaster like the COVID-19 pandemic (and often more than one of these things at the same time or in quick succession), recovery in most cases is going to take time. Our creation as a long standing agency for leading and coordinating all hazards recovery brings together the collective learnings and experiences of the former agencies responsible for responding to disasters.

The NRRRA combines the regional recovery officers from both the former Drought and Flood Agency, and the regional support officers from the former NBRA to create the Recovery Support Officer (RSO) Network of 40 officers across Australia. These officers live and work in their communities, providing support and advice on how to access assistance. Where travel restrictions were in place, the NRRRA and the RSOs continued to reach our stakeholders through proactive social media, virtual engagements, our website and Recovery Connect.

The RSO Network provided direct and firsthand insights on recovery needs and progress at the local level, which assisted Commonwealth awareness, understanding and decision making. This enables the NRRRA to target measures to the community areas of greatest need.

The NRRRA worked closely with relevant stakeholders, across government and non-government sectors to understand on-the-ground decisions and to ensure government services and support reached those in need as quickly as possible. In particular, NRRRA engaged with, and coordinated as required, peak groups including charities, non-government partners, the insurance industry, and the financial services industry to ensure timely advice and assistance for affected communities.

This approach has supported the government's willingness to adjust its approach in the best interest of communities and the RSOs have been fundamental to this. For example, throughout 2020-21 by listening to communities, learning about issues inhibiting access to the government's support, and adapting accordingly, NRRRA was able to influence reforms to small business and primary producer grants, concessional loans and the adjustment of grants such as the Local Economic Recovery (LER) funding measures.

Another way the NRRRA ensures people and communities are given the support they need, is by sponsoring local events which bring people together and enhance the vibrancy and connectivity of regional and remote communities. Events such as agricultural shows, field days, camp drafts, workshops and exhibitions are part of the fabric of regional Australia. These events help strengthen social bonds and improve wellbeing in places where distance, drought, bushfires and now COVID-19 have caused significant hardship and distress.

The Agency also held 53 Community Outreach Events across Western Australia, South Australia, Tasmania, New South Wales, Queensland and Victoria. On-the-ground feedback provided from attendees, indicated they were delighted the NRRRA had come to their region and considered the events a success. The events not only provided an opportunity for stakeholders to talk with partner agencies in the one place, they also helped combat social isolation following months of lockdown across the country. The events also provided stakeholders an opportunity to engage with each other.

From the earliest days, we've used our communication channels to share our work in the regions. We've highlighted issues facing rural and regional Australians, and champion those who are building up their communities. This was particularly important in 2020-21 as the COVID-19 pandemic continued to exacerbate the impacts of flood and drought, the recovery efforts in regional communities and restrict the ability of the Coordinator-General, staff and the RSO Network to directly meet with drought and flood affected communities.

Providing National Leadership and Coordination

Drought is a recurring feature of the Australian landscape and is a challenge that all farm businesses and communities expect and continually prepare for. The current drought has impacted tens of thousands of Australians—and their livelihoods—and created a flow-on effect to their broader communities.

In 2020–21, NRRRA delivered on the National Drought Agreement Annual Report; the Annual Review of the Australian Government's Drought Response, Resilience and Preparedness Plan; and the 2020 Review of Australian Government Drought Response. These deliverables provided government with opportunities for improvement and ways to streamline access to support.

To support communities impacted by the 2019 North Queensland Monsoon Trough, NRRRA established two implementation working groups—one for north-east Queensland and one for north-west Queensland—to deliver on the Strategy for Long-Term Recovery. The implementation working groups have led the recovery and informed government of what is needed from a local perspective. The success of their work has set a benchmark and a model of engagement the NRRRA will look to implement should future events occur.

The 2019–20 Black Summer bushfires were an extraordinary event, requiring an extraordinary national response. Over 35 million hectares of land was burnt across the country and 110 Local Government Areas (LGAs) were disaster declared by the states and territories. While response and recovery has traditionally been primarily the responsibility of states and territories, the Black Summer bushfires quickly became a national issue requiring direct and increased Commonwealth engagement and raised expectations of stronger Commonwealth involvement in disaster recovery.

In response, the NBRA was established within PM&C to provide national leadership and coordination and a whole-of-government approach to bushfire recovery, informed by close engagement with other Australian Government agencies, state and territory governments, not-for-profits and charities, and industry.

As at 30 June 2021, the Australian Government had made \$2.8 billion available for recovery from the 2019–20 Black Summer bushfires, with 85% of that funding already on the ground supporting communities.

This funding includes the \$2 billion National Bushfire Recovery Fund (NBRF) which was allocated to bushfire recovery programs across the four domains of recovery: social, infrastructure/built, economic and environmental. In 2020–21, through its administration of the NBRF, the Agency continued to ensure communities had access to meaningful support delivered both through the joint Commonwealth-State Disaster Recovery Funding Arrangements (DRFA) and directly by the Commonwealth.

Included under the NBRF were innovative DRFA measures including the introduction of a new type of small business grant for businesses indirectly impacted by the bushfires, boosted support for primary producers, payments for volunteer firefighters, emergency grants for local councils and support for bushfire debris clean-up of both insured and uninsured properties. Agencies across the Commonwealth were also called upon to develop and implement support packages targeted at mental health, wildlife recovery, tourism, and emergency telecommunications.

One of the most immediate supports under the NBRF was the allocation of emergency funding to the most-impacted local councils. Just under \$62 million in funding was given to 68 bushfire-affected councils to enable them to quickly start rebuilding vital infrastructure and strengthen community resilience in the aftermath of the bushfires. The program guidelines for the funding were non-prescriptive, to enable councils to spend the funding on projects best suited to their community.

In May 2020, the Australian Government announced its commitment to \$350 million for LER. The LER program (matched dollar for dollar by the states) supports locals to lead medium and long term social and economic recovery in their area. The funding extends beyond direct damage restoration and rebuild activities, and the support from co-funding contributions from jurisdictions has maximised the funds available for impacted communities.

As at 30 June 2021, 399 LER projects had been announced across Queensland, New South Wales, Victoria and South Australia, representing 86.8% of the total LER allocation. Our collaborative approach in partnering with states to match Commonwealth contribution has maximised funding to bring employment and other benefits to bushfire affected communities.'

With recovery taking time, the real challenge remains working to reduce the impacts of disasters and to assist communities feel better prepared. To build on the work the Agency has undertaken in 2020–21 to support communities to be better prepared, the government is investing in disaster risk reduction and resilience programs which will further support future preparedness. To do this, we will continue to provide national leadership and strategic coordination in disaster recovery, resilience and risk reduction informed by a locally led approach that assists individuals, businesses and communities recover from disasters and be better prepared in the future.

Data and Information

Quality, clear and accurate data helps drought-affected farmers and communities make decisions that help them respond to, recover from and prepare for drought. We have worked to build and transform the National Drought Map to ensure information is readily available for those who need it most. Importantly, the National Drought Map also provides a tool that supports government to make informed decisions about the provision of drought support, ensuring the right people, in the right regions, are targeted.

Throughout 2020–21 the Agency partnered with Services Australia to enhance the Recovery Connect online tool to better support those impacted by drought and floods. This is a service finder connecting users to a one-stop-shop of government and non-government services based on their address or device location. This tool complements the National Drought Map by providing a single source of information on available assistance and support. From the outset the Recovery Connect tool was designed to accommodate future disaster recovery assistance in conjunction with the former NBRA and the disaster risk reduction and recovery functions from Emergency Management Australia, which all now form the NRRRA.

To underpin our engagements, in 2020–21 the Agency developed its Customer Relationship Management (Recovery CRM) system. The Recovery CRM supports the Agency with a comprehensive view of our interactions with our stakeholders. This allows our RSO Network to engage more effectively with affected communities and ensures that we track issues, identify trends and can speak with confidence on behalf of the community in providing advice to government, developing policy and delivering programs.

Performance Results

Performance Measure 1

Affected communities utilise Australian Government assistance contributing to their recovery and strengthening their preparedness for the next drought or natural disaster.

To measure components target 1.1 and 1.2, the Agency engaged Deloitte Consulting to undertake stakeholder feedback services through a survey. This survey was the first conducted by the Agency and provides initial insights to inform our performance. However, there are limitations to the reliability of the information obtained through the survey, notably that the sample size is not representative of the population of stakeholders that the Agency may have interacted with in raising awareness of assistance available.

The survey was provided to 113 Stakeholders and in total 48 stakeholders responded, representing a response rate of 42%. In addition a majority of respondents that had experienced the 2019 Monsoon Trough had also experienced drought.

For the survey:

- Stakeholders are individuals or groups who had been impacted by drought, flood, or both.
- Partners are organisations who partnered with the Agency in the delivery of assistance for drought, flood or both.

In determining the sampling and survey methods, there were a number of limitations on the approach the Agency could use. This included the population of Stakeholders impacted by drought and/or flood being hard to contact; privacy and consent constraints; and the potential for Stakeholders to be experiencing ongoing distress as a result of the impacts of drought and/or flood.

Whilst the Agency will work with the provider to address these limitations in future surveys, the Agency is also working to improve its data sources and methodologies to further support this performance measure over time. The introduction of a monitoring and evaluation strategy will enable more reliable and detailed analysis of performance.

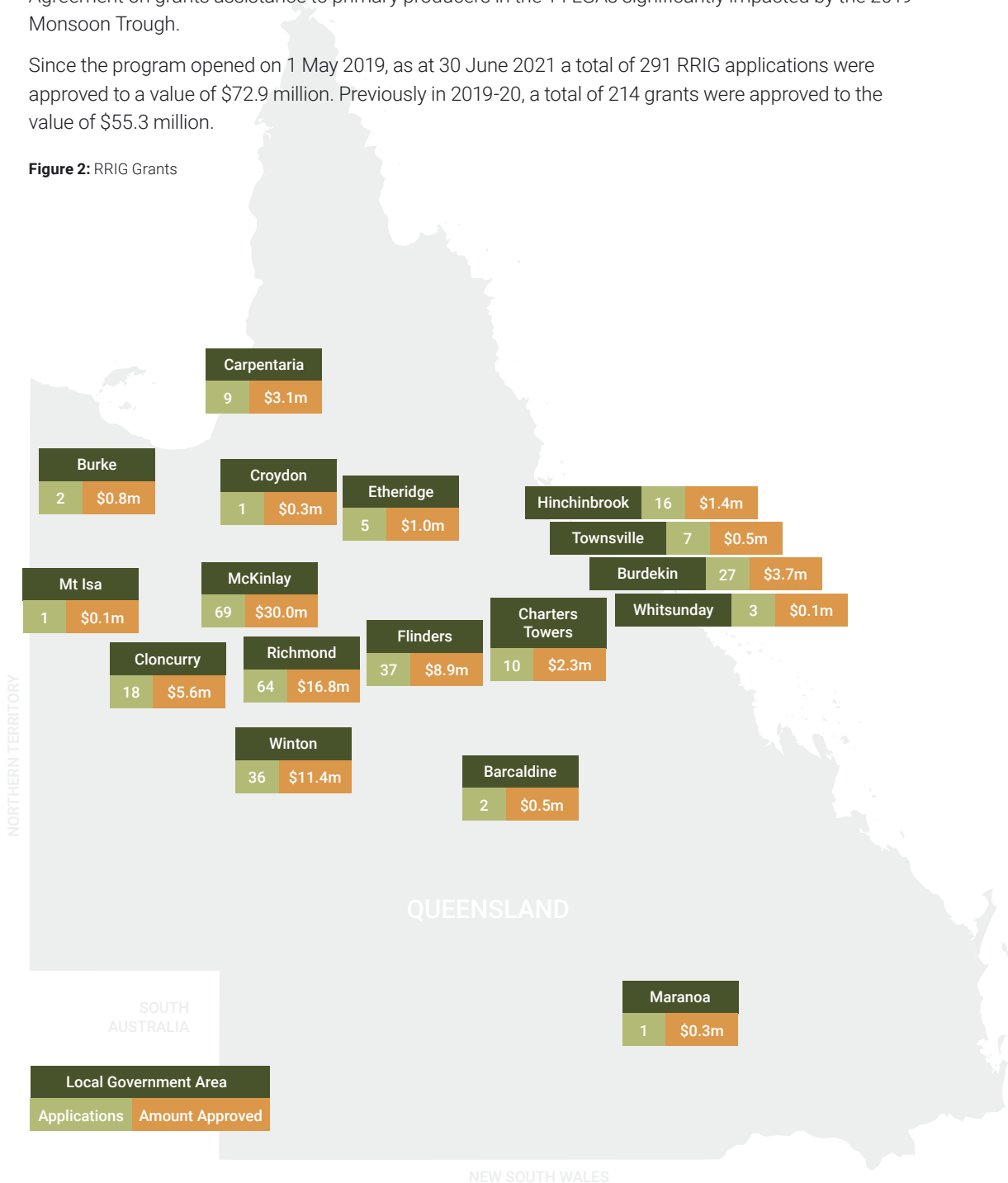
<p>Target 1.1</p>	<p>Recipients of Australian Government flood assistance indicate that it has assisted their recovery and they are better prepared for future natural disasters.</p>
<p>PARTIALLY ACHIEVED</p>	<p>Throughout 2020–21 the Agency has achieved its objective of providing Australian Government assistance to communities to assist with their immediate recovery, noting recovery in many cases takes time.</p> <p>Where recovery is underway, a key challenge remains working to reduce the impacts of future disasters and to assist communities feel better prepared. Demonstrating the effectiveness of Government Assistance achieving the desired outcome of strengthened preparedness is a longer term measure which will be achieved over time.</p> <p>From 1 July 2020 to 30 June 2021 79 Restocking, Replanting and On-farm Infrastructure Grants (RRIG) were approved to a value of \$17.9 million.</p> <p>On 15 June 2021, it was announced that the 14 most flood-affected LGAs received \$11.53 million under the Recovery and Resilience Grants program. 58 projects were funded with a forward focus on strengthening community hubs and building facilities, ensuring water supply, enhancing tourism opportunities and creating jobs. To support affected communities access the required flood assistance in 2021–22:</p> <ul style="list-style-type: none">▪ The Australian Government allocated \$60 million for locally-led recovery and resilience projects through five new flood grant programs.▪ The end date for the RRIG program has been extended to 30 June 2022 to allow primary producers to make informed business decisions around restocking, replanting and repairs to infrastructure like fences and roads.▪ The Agency promoted these grant opportunities through social media campaigns, promotion at community outreach events and targeted grant writing workshops throughout the 14 flood-affected local government areas. These workshops were a result of feedback from Councils and the Implementation Working Groups and the Agency partnered with local councils to hold these grant writing workshops to build the communities skills to write grant applications. <p>A case study on the Winton Shire highlights how the RRIG program has assisted recovery, especially with the closing date extension.</p>

Analysis

The \$240 million RRIg program is delivered by the Queensland Rural and Industry Development Authority (QRIDA) on behalf of the Australian Government in accordance with the National Partnership Agreement on grants assistance to primary producers in the 14 LGAs significantly impacted by the 2019 Monsoon Trough.

Since the program opened on 1 May 2019, as at 30 June 2021 a total of 291 RRIg applications were approved to a value of \$72.9 million. Previously in 2019-20, a total of 214 grants were approved to the value of \$55.3 million.

Figure 2: RRIg Grants



The uptake of RRIG remains conservative due to a number of factors including uncertainty in the sector; high cattle prices for restocking; poor pasture recovery following a poor wet season in 2019–20, COVID-19 with travel restrictions. The impacted regions have also had consecutive years of grasshopper infestation eating pastures that had managed to grow, which is further hampering recovery efforts. It also takes time for a community to recover from a catastrophic natural disaster.

The NRRRA chairs the National Partnership Agreement Steering Committee, which was established to oversee the delivery of support measures for the 14 most flood-affected LGA from the 2019 Monsoon Trough. Members of the Steering Committee include the Department of Agriculture, Water and the Environment (DAWE), the Queensland Department of Agriculture and Fisheries, QRIDA and the Queensland Reconstruction Authority (QRA). The information provided by the Steering Committee confirms that there are compounding issues continuing to impact primary producers in the region and supports the importance of making funding available for producers to restock, replant and replace when the time is right for them.

To ensure primary producers are able to make strategic decisions related to restocking and replanting and support affected communities access the required assistance, the end date for the RRIG program has been extended to 30 June 2022 with approved funds available to be drawn down until 31 March 2024.

This change to end dates was in direct response to feedback from the community passed on through our stakeholders and RSOs. The Agency was told that many producers were still dealing with the immediate aftermath of the disaster event and required more time to assess the damage and make informed business decisions. Following this advice, we put forward a recommendation to the Steering Committee to extend the closing date of the RRIG program by 12 months. Once approved, the Agency worked closely with the program administrator, QRIDA, to ensure the change was communicated clearly to the region, including through our Agency's social media platforms.

To further support flood affected communities, as part of the 2020–21 Budget, the Australian Government announced a \$60 million package of funding repurposed from RRIG to provide long-term support for 5 new support measures to underpin the Strategy.

The Agency continues to work closely with our partners to deliver the following programs:

- Resilience and Recovery Grants—\$20 million in 2 streams: one stream to support local government to fund essential projects for their ongoing recovery from the flood event, and to better prepare them for future challenges; and another stream for competitive grants for projects aligned with the long-term strategy's priorities and for public benefit.
- Economic Diversification—\$9 million in 2 streams: one for agriculture and one for non-agriculture, for projects that support emerging industries, expand small-scale industries or add value for existing industries and their supply chains to generate economic and employment opportunities.
- Telecommunications and Energy Improvement—\$15 million in 2 streams: telecommunications and energy, for locally led solutions that improve access to reliable and affordable telecommunications and energy services to support business and community growth.
- Managing Disaster Risk—\$12 million of competitive grants of up to \$2 million for locally led projects to help reduce, mitigate and manage the risks of disasters in the community.
- Resilient Kids—\$2 million for preventative mental health programs for school-aged children.

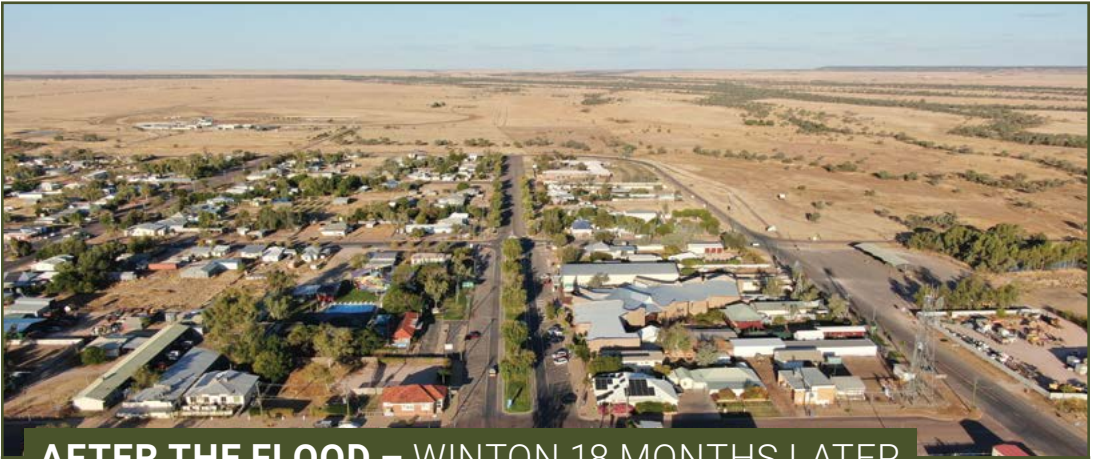
These measures are intended to support the long-term prosperity of the flood-affected region, reduce the risk of further economic decline, and enable greater preparedness for and resilience to any future shocks.

To support awareness of the RRIIG and the 5 new grant programs, the Agency held 15 free face-to-face grant application writing workshops in the north-east and north-west Queensland regions in February and March 2021. Almost 250 people attended the workshops and the feedback was overwhelmingly positive. Of the 158 attendees who provided feedback after attending a workshop, 100 per cent found the workshops useful; 95 per cent said they felt more confident in their ability to write a grant application and 100 per cent said that they would recommend the Agency's grant writing workshops to colleagues, family and friends. The Agency plans to run further workshops in future years, including an online version to extend the reach of the workshops.

Respondents to a survey conducted by Deloitte felt positive about the impacts of government assistance, in particular the extent to which it supported their broader communities (75% either strongly agreeing or somewhat agreeing), and to a lesser extent their individual recoveries (56% either strongly agreeing or somewhat agreeing). Respondents felt less positive about the extent to which assistance made them feel better prepared for any future drought or flood events (40% either strongly agreeing or somewhat agreeing).

These results also demonstrate the challenges in working to reduce the impacts of the next natural disaster or drought and to assist communities feel better prepared. Through the establishment of the NRRRA to lead and coordinate all hazards recovery and support communities to be better prepared, the government is investing in disaster risk reduction and resilience programs. The results from this initial survey provides the NRRRA with insights to assist focus our efforts over the forward years to ensure stakeholders continue to feel assistance is assisting their immediate recovery and that they start to feel increasingly positive about future preparedness.





AFTER THE FLOOD – WINTON 18 MONTHS LATER

After the 2019 Monsoon Trough devastated north and north-west Queensland, Winton Shire Mayor and Advisory Board member, Gavin Baskett, now reflects on the Shire's recovery.

Though it was an extremely challenging time, Gavin said the Australian Government's immediate and ongoing flood assistance gave Winton's local businesses, graziers and community members the necessary hand up to get back on their feet and better prepare for future disasters.

'Flying over properties and seeing all the devastation was one of my toughest days as mayor,' said Gavin. 'The graziers, local people that worked out of town, and our small businesses were struggling because their income had dried up. The funding on the ground straight away really assisted us to get the economy rolling again.'

Eighteen months down the track, Gavin said there is light at the end of the tunnel. The Council established the 'Winton Card', a \$300 voucher for each community member to spend locally.

'We've still got all the businesses in town that we had at the time of the flood, which is a tick, not only for Council but also the whole of the Winton Shire,' Gavin said.

Gavin said the North Queensland Restocking, Replanting and On-farm Infrastructure Grant provided a significant hand up for graziers and primary producers, especially with the closing date extended.

"With the Agency having a long-term goal of helping these areas that were affected to recover I think the future looks good. Winton will be in a good place in a couple years, if we could just get some regular rain - so if that could be ordered it'd be fantastic," Gavin said.

Target 1.2

Recipients of Australian Government drought assistance indicate that it is supporting them through the current drought and that it will assist them to be better prepared for future droughts.

PARTIALLY ACHIEVED

Throughout 2020-21 the Agency has achieved its objective of providing Australian Government assistance to communities to assist with their immediate recovery, noting recovery in many cases takes time.

Where recovery is underway, a key challenge remains working to reduce the impacts of future disasters and to assist communities feel better prepared. Demonstrating the effectiveness of Government Assistance achieving the desired outcome of strengthened preparedness is a longer term measure which will be achieved over time

Deloitte also conducted a series of interviews and a case study from an interview demonstrates how an interaction with a Recovery Support Officer led to government assistance being provided to assist that stakeholder feel better prepared.

Analysis

The Agency works hand-in-hand with communities, all levels of government, charities and agricultural organisations to support farmers and other rural and regional Australians living through the immediate and longer-term effects of drought.

Drought is an enduring, recurring feature of Australia's landscape. Since 2018-19, the Australian Government has committed more than \$11 billion to support drought-affected communities (as at 30 June 2021). This funding spans across 25 measures that supports farmers, regional businesses and communities experiencing drought with assistance for agriculture, small business, education, health and water infrastructure initiatives.

The Government has continued to monitor the effectiveness of drought policy settings and assistance measures, and has adjusted them and introduced new measures to ensure they are providing the assistance required. The Agency's review of the Australian Government Drought Response was submitted to Government and released in October 2020. Gaps identified in the review have continued to be addressed. For example, the Agency's Regional Support Officer Network has been permanently embedded across Australia to support streamlined communications.

A large component of the Agency's work focuses on the communication and awareness raising activities to help connect affected communities to these available supports. Services and assistance promoted by the Agency are targeted at supporting both the immediate recovery of affected communities and individuals, as well as supporting them to prepare for future events.

The communication and awareness raising activities utilised by the Agency to help connect affected communities to available government support, include Community Outreach Events that bring together farmers and community members to access information, raise awareness and increase uptake of drought support measures; interaction with a Recovery Support Officer to provide information in an

informal, yet accessible way; Agency communications and Recovery Connect. The Agency has separate performance targets for each of these which provides additional details on the broader contributions to the Agency's overall performance.

As part of a survey undertaken by Deloitte, respondents were asked to indicate if they were aware of government assistance and which communication methods had been most helpful. Stakeholders indicated that interaction with a RSO was seen as the most helpful, followed by attending a Community Outreach Event and Agency Communications. Recovery Connect was seen as the least useful, which could indicate a preference for stakeholders to have direct communications.

- For drought, a majority of respondents found out about assistance through face to face means, including interaction with a RSO or attending a Community Outreach event. Respondents indicated that Agency communication was the other main way they found out about assistance.
- For those impacted by flood, respondents said that Agency communications was the most common method for finding out about government assistance.

While the Agency does not directly administer the assistance provided, stakeholders were asked to what extent government assistance had helped in their immediate and longer-term recovery from drought and the 2019 Monsoon Trough.

On the whole, respondents felt positive about the impacts of government assistance, in particular the extent to which it supported their broader communities (75% either strongly agreeing or somewhat agreeing), and to a lesser extent their individual recoveries (56% either strongly agreeing or somewhat agreeing). Respondents felt less positive about the extent to which assistance made them feel better prepared for any future drought or flood events (40% either strongly agreeing or somewhat agreeing). This is not unexpected, given the length of time recovery from such an event as the 2019 Monsoon Trough takes and that the ongoing effects of drought are still being felt by stakeholders.

These results also demonstrate the challenges in working to reduce the impacts of the next natural disaster or drought and to assist communities feel better prepared. Through the establishment of the NRRRA to lead and coordinate all hazards recovery and support communities to be better prepared, the government is investing in disaster risk reduction and resilience programs. The results from this initial survey provides the NRRRA with insights to assist focus our efforts over the forward years to ensure stakeholders continue to feel assistance is assisting their immediate recovery and that they start to feel increasingly positive about future preparedness.

The Agency in its national leadership role will consider the feedback provided through the survey and interviews and work together with partner agencies to alleviate the barriers stakeholders identified to their immediate recovery and future preparedness needs.



GOVERNMENT ASSISTANCE CONTRIBUTING TO LONGER-TERM RESILIENCE

Impacted by drought, Harriet* was receiving donations of water and facing rising prices for feed for her livestock. Her property was also impacted by wild dogs, who, also suffering from the drought, were looking for food.

Describing her farm as 'a small concern', Harriet didn't think she would be eligible to receive government assistance and only attended a community outreach event by chance when it was suggested by a neighbour.

The event featured a number of different agencies, and it was here that she met her local RSO, who spoke with her about available assistance and took her contact details.

A few days later she received a call from one of the NRRRA's delivery partners who asked Harriet some more questions. In only a matter of days, the partner got back in touch to let her know that she'd been approved for a grant. Through the event, she had also found she was eligible to receive a \$500 EFTPOS card, with the condition it be spent on local businesses in her community.

Harriet described the process as 'extremely easy', and that the assistance provided a welcome relief to help recoup some of the money she had spent on drought-proofing the property, such as hiring an excavator to extend the dam so she would be better prepared in the future.

Some months later, Harriet interacted with the NRRRA again, when her RSO organised a comedy relief night in her village hall as part of a comedian's tour of the region. She said it brought everyone together for 'a night of fun and comedy', which provided psychological support and was beneficial for the community.

** Name has been changed for the purpose of this case study.*

<h2 style="margin: 0;">Target 1.3</h2>	<h3 style="margin: 0;">Deliver the Drought Community Outreach Program.</h3>
<h3 style="margin: 0;">ACHIEVED</h3>	<p>The Agency had a target of 50 events and held 53 events across WA, SA, Tas, NSW, Qld & Vic, attended by 2,195 people, with 1,257 Rotary vouchers provided. On average, events were attended by 11 partner agencies.</p> <p>Through a third party survey undertaken by Deloitte*, Community Outreach Events received positive feedback from both stakeholders and partners and were seen as a valuable way to listen to community concerns and understand their needs, raise awareness of assistance programs, and facilitate greater information sharing between recovery support agencies.</p> <ul style="list-style-type: none"> ▪ The extent to which the community outreach event met stakeholder needs received an average score of 4.5 out of 5. ▪ Partner satisfaction with community outreach events received an average score of 4.1 out of 5. <p><i>Note*: This survey was the first conducted by the Agency. The results above relate to feedback received from 21 stakeholders and 64 Partners.</i></p>

Analysis

On 20 February 2020, the Australian Government announced \$10 million for the Drought Community Outreach Program (DCOP) to fund community outreach events and vouchers for eligible households experiencing financial hardship due to drought. The Agency’s work with flood-affected North Queensland communities and previous drought outreach activities has indicated that the strongest way to help people connect with the support and services available to them, was to take these services directly to them.

Drought community outreach events are a partnership between the Agency and Rotary Australia World Community Service (Rotary) that bring together farmers and community members to access information, raise awareness and increase uptake of drought support measures. Under this initiative, Australian Government agencies, in partnership with state government agencies and non-government organisations, travel to regional communities to assist farming households and small businesses.

The events offer face-to-face confidential conversations for farmers and community members seeking information on how to access to Australian Government drought initiatives, COVID-19 support and whole-of-government regional assistance measures. Events also provide an opportunity for the Agency to learn what policy and program settings are working well, where improvements are required and to identify gaps in existing drought support and recovery measures.

At each event held by the Agency, Rotary distributed vouchers in the form of a debit card. This provides immediate financial assistance to affected individuals as well as serving to support local businesses and communities by spending money in their communities.

The NRRRA's target of holding 50 events by 30 June 2021 was achieved, with 53 events held across Western Australia, South Australia, Tasmania, New South Wales, Queensland and Victoria. These were attended by 2,195 people, with 1,257 Rotary vouchers distributed to community members. This equates to more than \$628,000 being injected back into these local communities. The NRRRA was committed to having at least 4 partner agencies at each event and was able to average 11 partner agencies at each event across the reporting period.

Many of these events created the first opportunity for farmers and community members to come together since COVID-19 restrictions were eased. On-the-ground feedback provided from attendees, indicated they were delighted the NRRRA had come to their region and considered the events a success. The events not only provided an opportunity for stakeholders to talk with partner agencies in the one place, they also helped combat social isolation following months of lockdown across the country. The events also provided stakeholders an opportunity to engage with each other.

COVID-19 restrictions had a major impact on the NRRRA's ability to hold large-scale community outreach events throughout the reporting period, with no events held between July 2020 and October 2020. These restrictions continued into 2021 when lockdowns occurred in various states and at times, scheduled events could not be held. The size of events continued to be limited due to COVID-19 restrictions.

As a result, the NRRRA changed the way events were held during periods of restriction by changing the size and location of events. These events became known as 'café conversations' or 'one-stop-shops' that were held in addition to the events with Rotary. In total, 24 café conversations were held across 3 states, where the NRRRA engaged with 720 people, distributing 340 Rotary cards. Each event also had at least 3 partner agencies in attendance, allowing communities to engage with multiple services in the one place.

Stakeholders and partner agencies who attended events were asked through a third party survey undertaken by Deloitte to rate their overall satisfaction with the event. On the whole, stakeholders were very positive about the extent to which the community outreach event met their needs, with an average score of 4.57 out of 5, with 5 being 'strongly agree'. They attributed the success to the informative nature of the event, having multiple agencies in the one location, and it was a good form of support and solidarity in a community setting.

Partners scored the events an overall positive average of 4.13 out of 5. Partners responded positively to the timing of events and the overall impact they had on the community. Events were seen as a one-stop-shop to provide people with information and felt the events were a good opportunity to promote their work and raise their profile in the community. The survey indicated that 90% of partner agencies who responded would partner with NRRRA again for future events.



CONNECTING WITH STAKEHOLDERS THROUGH THE NRRRA

Working for a not-for-profit organisation, part of Catherine's* role is connecting farmers with different support services. She finds it can be overwhelming having a role in both delivery of assistance and referral, including finding out what types of assistance are available and ensuring people are able to access them.

For Catherine, since the NRRRA has started its events, she has found it has become easier to connect with farmers, and she feels that they have been given a platform. It's also helped them develop relationships with other partners, including the NRRRA; adding a personal touch to their work.

An example of this collaboration in action was during a community outreach event in which an individual spoke with the NRRRA team and indicated that they were in need of immediate assistance. Recognising Catherine's organisation was well placed to help, the NRRRA was able to introduce this individual to her team who were able to ensure they were supported without delay.

She feels this shows the understanding between her organisation and the NRRRA, and that they were able to provide a positive outcome as a team working together.

Catherine describes the RSOs as very knowledgeable, and that they understand that each community is different. She believes its important having a continuous presence so that people don't have to retell their stories, but instead build a longer-term relationship.

** Name has been changed for the purpose of this case study.*

Performance Measure 2

The Agency provides leadership in the coordination of Australian Government assistance to drought and North Queensland flood affected communities.

Target 2.1

Lead and report on the implementation of Australian, State and Territory government obligations under the National Drought Agreement (NDA).

ACHIEVED

The first annual NDA report, guided by the development of the NDA Framework, was delivered to the members of the Agriculture Minister's Meeting (AGMIN) out of session on 30 June 2021. This covered the reporting period for from 1 December 2018 to 30 June 2020.

The NDA Reporting Framework was delivered on 22 February 2021.

Analysis

On 12 December 2018, the Council of Australian Governments agreed and signed a new NDA. The NDA sets out a joint approach to drought preparedness, responses and recovery, with a focus on accountability and transparency. The agreement recognises the need to support farming businesses and farming communities to manage and prepare for climate change and variability. It focuses measures across all jurisdictions on bolstering risk management practices, and enhancing long-term preparedness and resilience.

The NDA Reporting Framework was developed with jurisdictions and delivered within planned timeframes. It was endorsed through the Agricultural Senior Officials Committee and approved through the Agriculture Ministers Meeting in February 2021.

The NRRRA worked across government and with jurisdictions to deliver the first annual NDA report to the members of the Agriculture Minister's Meeting on 30 June 2021, which is within the timeframes set by government. With the drought policy functions transitioning to the Department of Agriculture, Water and the Environment on 1 July 2021, future reporting on the NDA will be completed by the department.

Target 2.2	Oversee a whole-of-government response to drought including implementation of the Australian Government’s Drought Response, Resilience and Preparedness Plan, in accordance with agreed actions.
ACHIEVED	The Annual Review of the Australian Government’s Drought Response, Resilience and Preparedness Plan was due following the end of financial year 2019–20 and delivered to government in August 2020.

Analysis

The government’s Drought Response, Resilience and Preparedness Plan was released in November 2019, and aimed to ensure that farm businesses and rural communities are prepared for, and capable of managing through drought, as part of their normal business operations. The plan is focused on 3 pillars:

1. Immediate action for those in drought—focused on measures to support farmers and communities facing prolonged drought conditions to keep them going until the drought breaks.
2. Support for the wider communities affected by drought—many rural and regional communities depend on our farmers and are at the heart of Australia.
3. Long-term resilience and preparedness—building resilience and an ability to withstand drought periods in the long-term.

The NRRRA conducted the scheduled review into the government’s implementation of the plan. This is an annual requirement, established under the plan itself, to ensure the government’s approach is not to ‘set and forget’.

The final review published on the NRRRA’s website on 14 October 2020 found the government is meeting its 14 obligations under the plan. Issues were identified under 3 actions (processing times for Regional Investment Corporate (RIC) loans, oversubscription of On-farm Emergency Water Infrastructure Rebate Scheme and eligibility for the Drought Communities Programme Extension) and all are being managed under the plan.

<p>Target 2.3</p>	<p>Deliver on the Strategy for long-term recovery (the Strategy) for those areas impacted by 2019 North Queensland Monsoon Trough.</p>
<p>PARTIALLY ACHIEVED</p>	<p>The Agency has established two Implementation Working Groups (IWGs) – one for the North East, and one for the North West. The IWGs will be involved in a workshop to develop implementation plans by the end of October 2021.</p> <p>Since the establishment of the IWGs, six meetings have been held in both the North East and North West respectively.</p>

Analysis

The Agency provides strategic leadership and coordination of the Australian Government’s efforts to deliver a longer-term plan for recovery and resilience in the flood-affected regions. This includes ensuring the government’s efforts complement existing recovery arrangements, as well as providing advice on how to tailor policies and programs to support the communities affected by the flood event.

Following extensive consultation with those communities affected by the monsoon trough, in October 2020, the Agency published *After the flood: a strategy for long-term recovery* (the Strategy). The Strategy identified five strategic priority areas to guide investment to achieve the resilient future that individuals, communities and businesses in the region want.

The success of the Strategy relies on its effective implementation and as such the Agency identified relevant stakeholders to work together under two IWGs—one for the north-east and one for the north-west, which were established in December 2020.

The IWGs determine which of the strategic priorities identified in the Strategy should be a focus at upcoming meetings. This provides flexibility in tailoring activities based on emerging issues and the need of individual communities with regard to where they are in the recovery process. This process reflects an adaptable and responsive approach to recovery and ensures the outcomes remain Locally Led, Locally Understood and Locally Implemented.

COVID-19 and travel restrictions have impacted this work, as the IWGs agreed that in-person forums as the best method to progress this work. Where in-person forums were not possible, work has progressed through online mechanisms. The Agency plans to hold in-person workshops with IWG members to finalise the implementation plans by October 2021 (pending travel restrictions). The overarching implementation approach guides the implementation of the Strategy. Additionally, implementation of the Strategy can also be demonstrated with the actioning, tracking and reporting of action items and activities identified by the IWGs.



FLOOD RECOVERY: RICE AND SUGAR – COMPLEMENTARY CROPS BROADENING THE REGION'S ECONOMY

With an eye to increasing their revenue stream, cane growers in the Burdekin and Hinchinbrook shires have started incorporating other crops into their rotation.

Burdekin cane grower Allan Milan, who's on the Agency's North East Implementation Working Group, said it's meant a win-win for his business. Further north, Stephen Accornero complements his cane rotations with rice, corn and soybeans with similar success.

Burdekin Shire Mayor Lyn McLaughlan stressed the importance of a broadened economic base to offer more employment opportunities and to help buffer the region against future challenges. Her colleague, Hinchinbrook Shire Mayor Ramon Jayo, believes there are many opportunities for a broader agricultural base, supported by the right infrastructure.

One of the world's largest rice food companies, SunRice, has also seen the potential for the region, which is well suited to long grain and fragrant varieties. The company has a mill at Brandon in the Burdekin Shire. North Queensland Operations Manager Peter McDonnell said the market demand for the North Queensland product is strong, and the dream is to export the region's rice to the world.

"Broadening the economic base" is one of the priorities of the region's long-term recovery strategy, which the Agency developed in close consultation with councils, community groups, business owners and primary producers who were affected by the 2019 North Queensland monsoon trough.

The Australian Government is also supporting 14 of the worst-affected Shires with \$58 million in recovery and resilience grants.

Performance Measure 3

Increased community awareness of Australian Government assistance for drought and North Queensland flood affected communities

Target 3.1

Increase access to, use of, and functionality of the National Drought Map (NDM).

Baseline year of data collection

9,573 total users, with 8,815 new users (92.1%) and 13,240 sessions viewed
Throughout 2020–21, the Agency implemented a number of improvements including additional guidance for new users, an improved data catalogue and data discovery tabs.

Analysis

Quality, clear and accurate data helps drought affected farmers and communities make decisions that help them respond to, recover from and prepare for drought.

Since assuming responsibility for the strategic leadership and oversight of the drought response, the Agency has worked to build and transform the NDM to ensure information is readily available for those who need it most. Importantly, the NDM also provides a tool that supports government to make informed decisions about the provision of drought support, ensuring the right people, in the right regions, are targeted.

The NDM brings together a range of data and information on climate conditions and government initiatives. The Agency has also worked with CSIRO's Data61 to better ensure user expectations are being met.

During 2020–21, the NDM had 9,573 total users, with 8,815 new users (92.1%) and 13,240 sessions viewed. This was a baseline year of data for the Agency and on 30 June 2021, responsibility for the NDM has transferred to the Department of Agriculture, Water and Environment. The Agency will continue to work with the Department on continuing to grow and develop the NDM.

As part of the ongoing development and improvements to the NDM, the Agency in partnership with Data61 undertook two rounds of User Experience (UX) research to uncover insights around the broader context of the map, pain points, user archetypes and opportunity areas for the future.

The first round of UX research occurred in April 2020. Feedback included opportunities on making the NDM less daunting, helping users find relevant information and improving data for greater relevance.

In response, the NRRRA implemented a number of improvements throughout 2020–21, including help and guidance content that is task-oriented and easy for novice users to understand. The introductory message clarifies what the map is, why it exists and who can use it. The content of the NDM has been curated into different roles in an attempt to make the data catalogue easier to search and understand. The data catalogue was also reviewed and updated to include more environmental data, including soil and rainfall, and economic data. Improved export mechanisms are under development, including enhanced print functionality.

The second round of UX research in June 2021 found that the data discovery tabs implemented in March 2021 had improved, with the research report stating: ‘All participants were able to identify with at least one of the roles currently presented in the data catalogue, and generally found that the data listed under their identified role was relevant to their work.’ The research also identified further opportunities to improve this enhancement and identified other usability improvements.

Target 3.2	Develop and implement Recovery Connect to simplify and streamline access to Australian Government information and services associated with drought and the 2019 North Queensland monsoon event.
ACHIEVED	Recovery Connect was implemented through a number of phases and is operational. Phase 1 focusing on drought was delivered in June 2020 and Phase 2 focusing on flood was delivered 4 December 2020.

Analysis

The Agency partnered with Services Australia to enhance the Recovery Connect online tool to better support those impacted by drought and floods. This is a service finder connecting users to a one-stop-shop of government and non-government services based on their address or device location. This tool complements the National Drought Map by providing a single source of information on available assistance and support.

From the outset the Recovery Connect tool was designed to accommodate future disaster recovery assistance in conjunction with the former NBRA and the disaster risk reduction and recovery functions from Emergency Management Australia, which all now form the NRRRA.

Flood content was released to Recovery Connect on 4 December 2020. There has been approximate 250% increase in users accessing the flood content from its release date to the end of June 2021.



Recovery Connect saw a significant increase in usage during and after the 2021 NSW storm and flood event. Users had streamlined access to the Australian Government Disaster Recovery Payment and associated assistance specifically activated to support people affected by this event in one search simplified by their location and circumstances.

Drought content was released June 2020, however there were limitations in data collection from July 2020 to November 2020 due to different web service hosts. There was an approximate 150% increase in users accessing the drought content from 24 October 2020 to the end of June 2021. The NRRRA added more than 150 services that provide grants and support to people specifically affected by drought.

Baseline year of data collection

Flood page views: 21,632

Drought page views from 24 October 2020 to 30 June 2021*: 4,774

** While Drought content was released in June 2020, data is not available from June to the end of October.*

The Agency continues to work with Services Australia to implement a range of improvements through Phase 3 which was delivered in July 2021. The agency undertook user research testing to establish a baseline of user expectations and requirements. User feedback has suggested the collection of services is relevant but clarity is required to understand how the service can specifically help them. User feedback has led to improved access to Evacuation and Recovery Centre information, which has been simplified and streamlined to provide direct search information about centres near the user's location.

Target 3.3

Lead a whole-of-government approach to North Queensland flood and drought related communications, through promotion and communication activities in flood and drought affected communities.

Baseline year of data collection

At 30 June NRRRA had:

- 5,955 Facebook followers

Note: With the creation of the NRRRA on 5 May 2021, the Agency's social media accounts were merged with the incoming agencies and the baseline is based on the NRRRA information as at 30 June 2021.

From 1 July 2020 to 5 May 2021:

- 45,034 visits to the droughtandflood.gov.au.

From 5 May to 30 June 2021:

- 6,295 visits to the droughtandflood.gov.au
- 9,777 visits to recovery.gov.au
- 6,938 visits to bushfirerecovery.gov.au

The recovery.gov.au site is now the strongest performing website with visitor numbers far exceeding the bushfirerecovery.gov.au and droughtandflood.gov.au visitor numbers. This indicates increased client awareness and recognition of the recovery.gov.au site as the go-to-site for information, help and support.

Note: Results up until 5 May 2021 are for the Drought & Flood Website only. With the establishment of the NRRRA on 5 May 2021, we launched its new website (Recovery.gov.au), which ran concurrently with the Drought and Flood website and the former NBRA website.

Analysis

Coupled with our community outreach events and RSO network, the NRRRA is improving promotion and communication activities in flood and drought affected communities, and reaching those who need support.

From the earliest days of the Agency, we've used social media to tell share our work in the regions. We've used it to highlight issues facing rural and regional Australians, and champion those who are building up their communities. Our followers are overwhelmingly regional, with more people joining every day. As at 30 June the Agency had 5,955 Facebook followers.

The Agency also publishes a monthly newsletter that provides information on programs, activities and engagement. It is distributed to 3,172 stakeholders. Feedback has been that it is interesting to read and assists with keeping readers up to date with events and news.

We received positive feedback on the website and social media activity. The NRRRA also uses video case studies as a way to bring hope to people who are struggling by sharing ways in which they can access support, and sharing experiences of people helping one another. Feedback suggests this is valued and effective. For example, a post in December 2020, [Straw run in SA: Farmers helping farmers](#), received the highest level of engagement, reaching 7,734 people on Facebook with 1,511 engagements.

The NRRRA, through a third-party survey undertaken by 89 Degrees, reviewed the effectiveness of its communications with stakeholders and communities. The key themes were positive and included:

- Communications are of high quality, accessible and use plain English with a positive and friendly image.
- The use of multiple channels for their information, including a mix of printed postcards, flyers, social media, the website and in person channels assisted with more communities finding out the information, particularly in regional and remote areas.
- Providing 'how to' information in plain English so community members can 'decipher' the vast range of services and support available to them was highly valued.
- Respondents valued the use of:
 - Relatable materials which represent local communities well.
 - video case studies which was seen as an effective tool for communities to hear directly how other affected communities are rebuilding and recovering from disaster.

In addition, some areas for improvement were identified which the Agency will use to further improve its communications with stakeholders and communities throughout 2021–22.

The survey by 89 degrees also indicated that the overall website experience is positive with respondents noting it was seen as easy to access information, the content was useful and easy to navigate. There were no negative comments from stakeholders about the website. Stakeholders tended to visit the website to:

- find information about new and existing assistance packages, announcements and grants, including how to apply and closing dates
- get updates to policy and assistance measures
- find contacts for staff in their local areas—to find out who is located on-the-ground
- find dates and locations for NRRRA events
- access the National Drought Map.

**Target
3.4**

Recovery Support Officers effectively engage with affected communities and stakeholders on support and assistance available, including on strategies to be better prepared for future droughts and natural disasters.

**Baseline
year of data
collection**

For the period July 2020 to June 2021, RSOs:

- undertook 20,897 engagements
- attended 853 events
- engaged with 37,782 people
- travelled 335,878 km

Note on data limitation: Prior to 5 May 2021, the NBRA RSOs kept different statistics to that of the Drought and Flood Agency, so this data is not available. The above statistics reflect only the Drought and Flood Agency RSOs.

When asked in the third party stakeholder survey undertaken by Deloitte* about how useful these interactions with Drought & Flood RSOs were, stakeholders responded positively, with the average perception of usefulness being 4.46 out of 5.

Deloitte also conducted a series of interviews to provide further insights. The network of Recovery Support Officers were reported to have played an integral role in facilitating a collaborative, locally-led approach to disaster recovery. They were described as genuine, personable and motivated to make a difference, and they were seen to be actively engaging with the community and stakeholder organisations. Their local knowledge and networks were considered important enablers of collaboration.

Note: This survey was the first conducted by the Agency. We invited 113 stakeholders to participate and 48 responded (a response rate of 42%).*

The NRRRA sponsored 49 events with \$157,268 funding paid in 2020–21. The social benefits including (but not limited to), assisting small communities with social capital and wellbeing, celebrating local regions and the importance of rural communities, highlighting the importance of mental and physical health and wellbeing.

Analysis

The Recovery Support Officers (RSOs) (formerly Regional Recovery Officers) work closely on the ground with other Australian Government agencies, such as the Rural Financial Counselling Service, Australian Taxation Office, Regional Investment Corporation, and Services Australia to coordinate activities and assist with access to grants and information. The RSOs have networks and collaborations with non-government organisations (NGOs) and not-for-profit organisations. The strength of the RSO Network is their engagement model, which is based on outreach and being available at community events to provide information in an informal, yet accessible way.

Over the past 12 months, the RSOs have travelled extensively across Australia, within the constraints of COVID-19 travel restrictions, to talk with communities affected by drought, flood and bushfire, listen to their views and experiences, provide information about existing Australian Government support and assistance measures, link people with the relevant program and application information, and ensure a direct line of communication between people in the regions and the Australian Government.

Through their engagements, the RSOs promote support measures available, whilst helping individuals with day-to-day support by providing advice and connecting people with support services. There have been many positive stories arising from people and communities impacted by bushfires, drought and floods that have reached out to an RSO to seek support. This has been as simple as directing someone to the right agency for support in mental health, social and economic support. In more complex cases, RSOs have helped individuals navigate the required forms for a payment, while dealing with the devastation of losing property in the disaster. RSOs often hear, 'Thank you for helping me', which sums up the impact of on-the-ground support provided by RSOs during difficult times.

The RSOs also worked closely with local, state and national government organisations to assist people affected by the 2019-20 bushfires, ensuring communities received the assistance they needed across all levels of government. This extended to assisting with flood recovery operations following significant storms on the east coast of Australia in March 2021. A key engagement at this time was RSOs supporting New South Wales Government in the operation of 8 flood recovery centres to provide information about Australian Government support measures directly to flood-impacted communities

During the reporting period, COVID-19 impacted on the delivery of community engagement. In particular, COVID restrictions limited the ability to have face to face engagement and RSOs had to adapt their engagement model and work with a range of networks (such as local government resilience networks, farming groups and Landcare) to raise awareness of available programs.

One of the ways the NRRRA ensures people and communities are given the support they need to be better prepared for droughts, floods and bushfires, now and into the future, is by sponsoring local events which bring people together and enhance the vibrancy and connectivity of regional and remote communities. A cornerstone of the NRRRA's success is in the level of engagement it has with the communities it supports. Events such as agricultural shows, field days, camp drafts, workshops and exhibitions are part of the fabric of regional Australia. These events help strengthen social bonds and improve wellbeing in places where distance, drought, bushfires and now COVID-19 have caused significant hardship and distress.

Sponsorships and community events have had a positive impact on community awareness of assistance available. When RSOs are present, they have an opportunity to interact with community members and discuss what assistance is available. It also gives local community members the opportunity to connect with the NRRRA and to understand what it does and how the Australian Government may be able to assist. A benefits impact review confirmed the following benefits from sponsorships:

- Often the events bring together communities that have been affected by ongoing hardship, such as drought, and enable community members the opportunity to interact with NRRRA staff and learn about assistance available.
- The attendance of staff at events provides an opportunity to obtain firsthand knowledge of emerging issues to feed back to policy development and community engagement activities.
- Events often assist small communities with social capital and assist in wellbeing.
- Events often provide an opportunity to facilitate meaningful learning that provides benefits to the community, and assists with resilience and recovery.
- Giving support to communities in times of recovery after disasters allows the NRRRA to hear community stories. Events allow networks to be built and to further strengthen existing networks.
- Events often celebrate local regions and the importance of rural communities, but also highlights the importance of mental and physical health and wellbeing, and highlight current support available.

Of stakeholders surveyed who said they had interacted with an RSO, a majority met an RSO at a community event, receiving advice on support available or a connection to partner agencies. When asked about how useful these interactions were, stakeholders responded positively, with the average perception of usefulness rating being 4.46 out of 5.





WOOLARAMA AT WAGIN, WESTERN AUSTRALIA

The NRRRA is committed to supporting rural and regional communities through tough times. One of the ways we do this is by sponsoring local events that bring communities together to support each other, and our local RSOs play an integral part in the success of these sponsorships.

We were pleased to be a sponsor of Woolarama agricultural show in the Western Australian town of Wagin, approximately 220 km south-east of Perth.

Each year, during the Woolarama agricultural show, the population of Wagin grows from 2,000 to more than 20,000 people, as farmers and neighbouring communities come together for a 2-day celebration of all things agricultural and unique to the Southern Downs region, which is best known for its wheat and sheep production.

But it's not just livestock and machinery exhibits—the show also includes art, photography, craft, home industries, fashion, rides and entertainment, plus the always popular rodeo on Saturday night.

'Everybody in the community comes out to volunteer, and it's just such a massive event which brings so much life and money into the town—it really is the lifeblood of Wagin,' said Carmen Keed, a Woolarama Coordinator.

Our local RSO attended the event, holding a stall where people could drop in to get advice and information about drought support programs.

'Community events like this are really important because many people are out on their farms for months on end, not seeing anybody, not even their neighbours, and they don't have a lot of time for themselves, so it's really lovely to see everybody out here connecting with one another,' our RSO said.

'Here we're in an environment where people can drop in, have a chat, and explore what support options are available for them.'

Our RSO teamed up with Services Australia at the event, making it possible to speak one-on-one with a Farm Household Allowance Case Officer to get expert support and advice.

'I love opportunities like this because rarely do we get face-to-face appointments, and many of the organisations we work with are also here, like the Rural Financial Counselling Service and Regional Men's Health,' the FHA Case Officer said.

'We find that mental health issues are prevalent among the customer groups we deal with, so being able to provide that face-to-face referral service is fantastic.'

Over the course of the Woolarama weekend, our RSO talked to many local producers about available support options, as well as garnering important information about how people in the region were coping with the dry conditions.



WORKING TOGETHER TO PROMOTE ASSISTANCE AND PROVIDE SEAMLESS SUPPORT

We provide seamless, connected support for people impacted by the North Queensland flood or drought. We do this through our community outreach events, RSO Network, and our networking with other government and non-government agencies.

At one of our community outreach events in Western Australia, we ran an event in partnership with Rotary and included representatives from Services Australia, Rural West (RFCS), Regional Men's Health, and the Northern Agricultural Catchments Council.

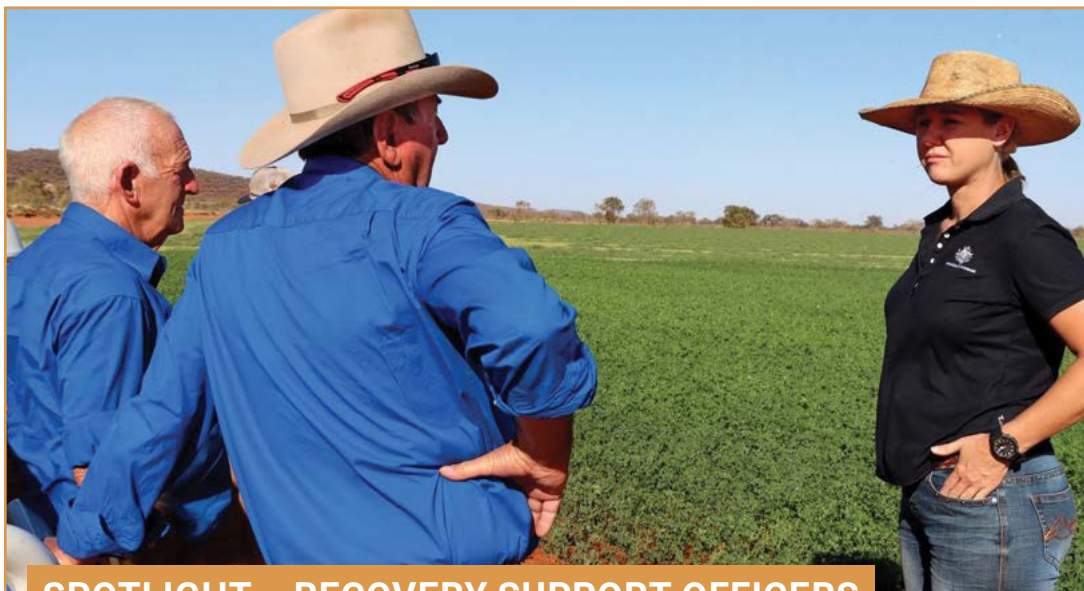
We promoted this event through the partner agencies, as well as on social media, local media, via the local council, and with flyers on community noticeboards.

This particular event was well-attended, but one couple in particular stood out. After appearing a little reluctant to engage, an RSO approached them for a chat. The couple let the RSO know that they were struggling after 3 years of continuous drought and were at their wits' end. They were just about ready to walk away from the farm they'd devoted their lives to, but had heard about the event and, as a last-ditch effort, had decided to come along. It was their first time off the farm in weeks.

After hearing about their situation, the RSO took the couple to speak with a farm household case officer from Services Australia, where they soon found out they were eligible for Farm Household Allowance.

In talking with the RSO, the couple also found out they could apply for up to \$3,000 under the Drought Community Support Initiative, as well as a \$500 voucher from Rotary to spend locally.

Additionally, they were referred to the rural financial counsellor, who was also at the event, to explore financial options to either help them stay on their farm or move, if that's what they decided to do. When they left the event, they had the mobile phone number of the RSO for further follow-up.



SPOTLIGHT – RECOVERY SUPPORT OFFICERS

The NRRRA's network of Recovery Support Officers (RSOs) were reported to have played an integral role in facilitating a collaborative, locally-led approach to disaster recovery. Throughout both Stakeholder and Partner interviews, RSOs were described as genuine, personable and motivated to make a difference. Being a local member of the community was seen to inspire a sense of legitimacy and a confidence that community voices were being heard, providing an important conduit between organisation-level and on-the-ground support.

“They genuinely want to help people; you can see the enthusiasm and drive and they are hungry to make a difference. They really want to be there doing whatever they can to help people that might need it” (Partner).

“They were an important local point of contact that can reach out federally for us. We don't feel as though we get listened to in the Canberra space. Having that local person gives us confidence our people and problems are getting listened to by the people that make the decisions in the country, and that our problems are heard” (Partner).

RSOs were seen to be actively engaging with the community and stakeholder organisations. Through their local knowledge and networks, RSOs were considered important enablers of collaboration between agencies.

“Active in attending meetings of stakeholder organisations, interacting with community generally as well as bodies that represent communities... where there's important meetings they're there, [and] have awareness about the issues” (Partner).

“[The RSO] certainly does have a good level of rapport and provides updates on events happening in the region. We have catch-ups fairly regularly so we can find opportunity for collaboration on the events” (Partner).

Performance Measure 4

The Agency contributes to better outcomes through improved collaboration in the design and delivery of assistance across all levels of government and with the charity sector.

Target
4.1

Improved collaboration across all levels of government, as well as charities, in the design and delivery of assistance to individuals, businesses and communities impacted by drought and the 2019 North Queensland monsoon event.

ACHIEVED

100% of key forums, roundtables and committee meetings have been held within agreed timeframes.

Partners rated events a 4 out of 5 for overall satisfaction with events

Note: This survey was the first conducted by the Agency. We invited 584 Partners to participate in the survey and 105 responded (a response rate of 17%).

Analysis

Throughout 2020–21 and in line with agreed timeframes the Agency held:

- Two Minister’s Roundtables on Drought (July 2020 and February 2021)
- One National Charities Roundtable (December 2020)
- One Regional Charities Roundtables (April 2021)
- One National Drought Forum (June 2021)
- 12 National Partnership Agreement (NPA) Steering Committee (July 2020, August 2020, September 2020, October 2020, November 2020, December 2020, January 2021, February 2021, March 2021, April 2021, May 2021, June 2021).

Respondents to the Partner survey who had attended events facilitated by the Agency indicated their overall satisfaction with events was relatively high, with an average score of 4 out of 5, with 5 being the highest. Overall, events were seen as professional, well focussed and well managed. Respondents also reported increased collaboration and improved relationships to deliver.

Performance Snapshots

- Members of the Minister's Roundtable welcomed the opportunity to collaborate and share information on the work of their organisations, discuss the top three priority drought programs and receive updates on the newly announced Future Drought Fund. The Roundtable was a success with full participation from the group and clear objectives on the next steps on addressing 'shared responsibilities'.
- Participants of the National Charities Roundtable welcomed the opportunity to share feedback on both the design and delivery of the drought support programs they lead. The roundtable provided the opportunity to discuss openly what worked well, lessons learned and opportunities for improvement. The outcomes of this meeting helped guide actions to address the six gaps identified in the Review of the Australian Government's Drought Response, particularly the rationalisation of drought programs.
- Participants of the WA Regional Charities Roundtable also welcomed the opportunity to share feedback on the delivery of drought measures and identify areas for improvement in communications and engagement, including requesting ongoing regular meetings between government and charities. The roundtable provided the opportunity to discuss openly what worked well, lessons learned and opportunities for improvement.
- Delegates at the National Drought Forum agreed to come together regularly to reflect on our evolving approach to drought preparedness and response to ensure it meets the needs of all stakeholders and impacted individuals, and continues to progress necessary drought reform.
- The NPA Steering Committee's collaboration focused on approving the grant guidelines, application form, assessment methodology and website for the \$60 million five new flood grant programs that were announced in June 2021. Their active participation supported the timely roll out of these important support programs.





NATIONAL DROUGHT FORUM

On Wednesday 9 June 2021, the National Recovery and Resilience Agency along with the National farmers' Federation hosted the National Drought Forum in Toowoomba.

The forum was an opportunity to bring together representatives from all levels of government, national, state and industry farming bodies, the finance sector, charities and other stakeholders with an interest in helping drought-affected communities.

Chairman of the Forum and Coordinator-General Shane L. Stone AC QC provided an update to the forum on work done by the Agency to improve drought coordination, policy and program reform.

Mr Andrew Metcalfe AO, Secretary of the Department of Agriculture, Water and the Environment, said he was delighted to attend the Forum.

"It's bringing together people from right around Australia and focusing on the efforts that we are jointly doing to help combat the effects of the current drought, but also planning for the inevitability of future droughts," Mr Metcalfe said.

He added that working together helped provide the best possible support to rural communities and people on the land.

CEO of the National Farmers Federation and Advisory Board member, Fiona Simson, said of the Forum, "It's designed to bring all the stakeholders together – farmers, community, government representatives – to make sure we can share information about what's happening... but also take out any gaps that we need to work on..."



Ms Simson encouraged agencies to continue to collaborate. “It’s great to have a talk about what’s happening and where we’re going from here.”

Rotary Australia Chairman John McLaren said it was really important that organisations work together to ensure the help that is really necessary is provided on the ground.

Anna Bligh AC, CEO of the Australian Banking Association said she learned about a whole range of activities that she was going to take back to the banking sector. “This is one of the most important parts of the Australian economy,” Ms Bligh said, “So getting it right matters to every Australian.”

Natasha Johnston, Founder and Director of Drought Angels, said Australia had come a long way on drought support but that it was important to come together to plan for the next drought.

Delegates agreed to come together regularly to reflect on our evolving approach to drought preparedness and response to ensure it meets the needs of all stakeholders and impacted individuals, and continues to progress necessary drought reform.

The NRRRA and DAWE will continue to work with stakeholders on strengthening the approach to recovery and preparedness, ensuring ongoing collaboration and continued work towards improved drought indicators and shared responsibilities.

Performance Measure 5

The Agency delivers timely, coordinated and robust advice to government to improve the circumstances of drought and North Queensland flood affected communities.

Target 5.1

Quality and timeliness of advice received supports the Government to respond to conditions on the ground.

PARTIALLY ACHIEVED

The Agency provided advice to Government through Ministerial briefings and correspondence with 79% have been delivered on time. The Agency had a target of 80% on time.

The Agency provides monthly reports to the Minister on Drought and Flood measures with 100% delivered on time.

Analysis

The Agency provides timely information to inform the Minister on drought policies, programs and climate outlooks, and on the progress of flood measures and strategy implementation.

Throughout 2020–21, 79% of key reports were delivered on time through the Agency’s Parliamentary Document Management System (PDMS). Of the 21% that were late, majority (60%) were delivered less than 24 hours after the deadline. While the timeframe was not met, there wasn’t a significant impact or delay in the Agency’s advice.

In addition, the Agency provided 100% of its monthly reports to the Minister on time. These reports provide close to real-time advice on drought policies, programs and climate outlooks, and on the progress of flood measures and strategy implementation.

Target 5.2

Advice and options provided by the Agency to government, by 30 June 2021, to address any identified gaps and potential improvements in the Australian Government's drought response.

ACHIEVED

2020 Review of Australian Government Drought Response was submitted to Government in July 2020.

Report on progress against the 2020 Review submitted to Government in March 2021.

Government has acted on the advice in the Review. This includes permanently embedding the Recovery Support Officer Network across Australia to support streamlined communications, agreeing to high level monitoring and evaluation principles for future Australian Government drought programs and an additional piece of work to support the development of drought indicators.

Analysis

Right across Australia, the current drought has impacted tens of thousands of Australians, their livelihoods, and created a flow on effect to their broader communities. As the drought's severity increased, so too did the Australian Government's response.

The government's response to drought has not been to set and forget. The Government has continued to monitor the effectiveness of drought policy settings and assistance measures, and has adjusted them and introduced new measures to ensure they are providing the assistance required.

The Agency was tasked with reviewing the Government's drought response holistically, and identify any gaps that could be addressed to improve the ability of farmers, regional businesses and communities to manage through drought and recover.

The 2020 Review of Australian Government's Drought Response was submitted to Government in July 2020. The Agency provided insights into the Government's current drought assistance, and provided options for future directions to address identified challenges in strengthening the government's ongoing drought response. With a changing climate set to increase the severity and frequency of droughts in some regions, it is important that the government reviews its policy settings and investments to ensure we have the right policies and programs in place. The report was published on the Agency website on 14 October 2020.



PART 4

Management and Accountability

Our governance arrangements assist the Agency to deliver on our purpose consistent with our legal, accountability and policy obligations. As a small agency, we focus on compliance whilst maintaining flexibility in our approach, so we can target our efforts on helping those most in need.

Governance Committees

Our governance structure comprises three main bodies, which are supported by sub-committees where required. The relationships between the governance bodies is shown in Figure 3.

Figure 3: Governance bodies



Executive Group

The Executive Group comprises of the Coordinator-General, Chief Operating Officer and Executive Directors. The role of the Executive Group is to provide leadership and strategic direction over the delivery of our outcome, purpose and objectives. It makes recommendations to the Coordinator-General, who retains ultimate decision-making control and responsibility over the Agency’s operations as the Accountable Authority under the PGPA Act. The Executive Group is supported by the Work Health and Safety Committee which oversees workplace risk management and during the year the Crisis Management Team managed our response to the COVID-19 Pandemic.

Advisory Board

The Advisory Board comprises members with on-the-ground industry knowledge, as well as experience working with government and non-government organisations. The Board plays a vital role in providing expert advice to the Coordinator-General.

The Advisory Board is chaired by the Coordinator-General and met 4 times during 2020-21. The members for 2020-21 included:

Dr Wendy Craik

Wendy Craik has over 25 years of experience in senior roles in public policy. She has held many senior positions including Commissioner at the Productivity Commission, Chief Executive Officer of the Murray-Darling Basin Commission (MDBC), President of the National Competition Council (NCC), Chair of the Australian Fisheries Management Authority (AFMA), Executive Director of the National Farmers Federation (NFF) and Executive Officer of the Great Barrier Reef Marine Park Authority (GBRMPA).

Wendy has also been a director on a number of boards and was Deputy Chancellor of the University of South Australia. She is currently a board member of the Reserve Bank, Chair of the Climate Change Authority, Chair of the Steering Committee for the 10 year program for the Eradication of Red Imported Fire Ants, a Director of the Australian Farm Institute and a member of the Future Drought Fund Consultative Committee.

Wendy was awarded the Member of the Order of Australia in 2007 for service to the natural resource sector of the economy, particularly in the areas of fisheries, marine ecology and management of water reform, and for contributions to policies affecting rural and regional Australia.



The Hon Simon Crean

Simon Crean has been a leading figure in Government, politics and industrial relations for five decades. He has completed more than five years of Chair and Board positions in the livestock and red meat industries, and is a board member of the Foundation for Rural and Regional Renewal.

Simon is Chair of the European Australia Business Council (EABC), Australia Korea Business Council (AKBC) and Cornerstone Group Advisory Board. He is also Deputy Chancellor of Monash University and Associate Professor at Deakin University.

Prior to this Simon was a member of the House of Representatives between 1990 to 2013 representing the Labor party in the Victorian electorate of Hotham. In those 23 years, he held a number of key portfolios and covered areas such as trade, treasury, employment, regional development, science, energy, education and training, industry, local government and the arts. He served under four Prime Ministers and as Opposition Leader between 2001- 2003.

Simon developed the first national drought and natural disasters policy while holding the Primary Industries and Energy portfolio. During his time as Minister for Regional Australia, Regional Development and Local Government, he developed an inclusive partnership model for locally driven regional development.

Before entering politics Simon had a prominent career in Australia's union movement and rose to the lead role of President of the Australian Council of Trade Unions in 1985.

David Galvin

David Galvin is Chair of the Australian Livestock Exporters' Council (ALEC), and the former director and Chair of the Australian Livestock Export Corporation (LiveCorp). He has extensive experience in the northern pastoral industry, land management, infrastructure and tourism development.

David served as Chief Executive Officer of the Indigenous Land Corporation (ILC) from 2001 to 2012, when the ILC was in the top-ten largest cattle producers in Australia.

He is an independent Director of the Australian Livestock Exporters' Council, non-member Director of the Aboriginal Medical Services Alliance Northern Territory (chair of the Audit and Risk Committee), an Advisory Board Member of Paga Hill Development Company in Papua New Guinea, Managing Director of Tubarao Investments Pty Ltd and on the Executive Committee of the Queensland Livestock Export Association.

Tracey Hayes

Tracey is a senior leader in business and industry with considerable experience across Northern Australia as a Chief Executive Officer, Board Chair, Company Director and Board Member working at Territory, national and international level.

Former Chair of the Darwin Waterfront Corporation and Member of the Order of Australia Honours Council, Tracey is a Director of the Cooperative Research Centre for Northern Australia and sits on the board of the Australia Indonesia Institute.

Tracey is a small business proprietor, a long-term former Territory pastoralist, pilot and Justice of the Peace. As the first female CEO of the Northern Territory Cattlemen's Association, Tracey was tasked with leading the billion-dollar NT pastoral industry.

Tracey has a Global Executive Master of Business from the University of Sydney, studied Business Management and Rangeland Management with the University of Queensland and has continued her agribusiness studies with the Harvard Business School short course program.

Tracey is a passionate industry advocate with a strong interest in agribusiness, agri-politics and championing women in leadership.

Don Heatley OAM

Don Heatley is a fifth generation north Queensland cattle farmer, and is the Chair of the Australian Centre for International Agricultural Research Commission.

Don is a passionate and committed advocate for both promotion of Australian agribusiness interests overseas and investing in the strengthening of domestic agribusiness in developing countries.

Don has more than 30 years' experience promoting the Australian beef industry internationally, including as former chairman of Meat and Livestock Australia, and through roles on state livestock councils and the Cattle Council of Australia.

The Hon Bill Heffernan

Bill Heffernan is a passionate advocate for farmers, particularly on the issue of water and its availability to rural and regional communities.

Born in Junee, NSW, Bill attended boarding school in Sydney before returning to the family property in the region, where he became a successful large-scale farmer.

He has a long history of community service, including as past President of the Junee Shire Council, and as Senator for NSW from 1996 – 2016. During this time, he served as the Parliamentary Secretary to Cabinet, and on several Parliamentary committees concerned with rural and regional affairs. Bill was also Chair of the Prime Minister's taskforce to examine opportunities for further land and water development in Northern Australia.

Fiona Simson

Fiona Simson believes that agriculture is an industry of the future. Collaborative and passionate, she has been an agricultural industry leader at both a state and federal level since 2008.

Elected in 2016 as the first female President of the National Farmers Federation (NFF) in its 40 year history, she is now leading the industry through an exciting period of change. A farmer herself with her family in the Liverpool Plains, NSW, she hopes to create opportunities for more women and young people in the industry, and was instrumental in the launch of the NFF's first Diversity in Ag Leadership Programme in 2018.

Fiona also spearheaded NFF's 2030 \$100 billion Vision, is leading new approaches to the stewardship of natural capital and biodiversity, and is passionate about the need to grow connections between farmers and urban consumers.

Fiona is a skilled and experienced Board Director, with particular experience in policy development, communication and governance. She is also Chair of the recently established Future Food Systems CRC, and sits as a Director on the Boards of Australian Made Australian Grown, and NRMA (NSW).

Andrew Metcalfe AO (Ex Officio)

Andrew Metcalfe was appointed to the role of Secretary of the Commonwealth Department of Agriculture, Water and the Environment on 1 February 2020.

As Departmental Secretary, he leads over 7,500 staff in the department itself and over 12,000 in portfolio agencies such as the Bureau of Meteorology and the Murray Darling Basin Authority.

The department is focussed on Commonwealth government support for our farmers' productivity and trade access, biosecurity, drought and bushfire responses, water issues, environmental programs, protection of threatened species, Commonwealth national parks and the Great Barrier Reef, and Antarctica.

After studying law and public administration at the University of Queensland, Andrew has had a long career in the Australian Public Service, including as head of the Department of Immigration for seven years and head of the Department of Agriculture, Fisheries and Forestry.

Between 2014 and January 2020 Andrew was a senior partner in EY (Ernst and Young), the global professional services firm.

Andrew was appointed as an Officer of the Order of Australia in 2012.

Gavin Baskett

Mayor of Winton succeeded Cr Greg Campbell, Mayor of Cloncurry representing local government

Gavin Baskett was elected Mayor of the Winton Shire Council in November 2017 and has served in Local Government since 2016.

A former small business owner, he always has the best interests of the community at heart and as Mayor, draws upon the experience he has gathered over the years to ensure those interests remain a key consideration as the region continues to grow and develop.

As a leader, Cr Baskett brings an inclusive style of leadership to Council, ensuring the thoughts and views of his fellow Councillors, the management team and the community are all heard and taken into consideration.

Mayor Baskett's goal is to see Winton and Western Queensland once again become a prosperous and vibrant community. He is a member of several boards in Western Queensland and hopes to bring local knowledge to his time on the National Recovery and Resilience Agency Advisory Board.

The Hon Fiona Nash

(Resigned from the Advisory Board on 16 March 2021)

Fiona Nash is Strategic Adviser - Regional Engagement for Charles Sturt University. Having grown up in Sydney, Fiona has spent the last couple of decades living and working in regional Australia. For many years she was involved in a farming enterprise in the NSW central west, which her sons Will and Henry are now running. She spent twelve years in the Federal Parliament as a Senator for NSW and also held ministerial positions including Rural Health, and in Cabinet the positions of Regional Development, Regional Communications and Local Government and Territories. She also held the position of Deputy Leader of the Nationals.



Audit and Risk Committee

The Audit and Risk Committee, established in compliance with Section 45 of the Public Governance, Performance and Accountability Act 2013, provides independent advice to the Coordinator-General on the Agency's financial and performance reporting responsibilities, risk oversight and management, system of internal controls and governance arrangements.

The Committee's charter is available on the Agency's website at www.recovery.gov.au

Throughout 2020–21, the Committee had 4 formal meetings and 2 special meetings, totalling 6 meetings. The Committees consisted of five external members (including the chair). The members, their experience and meeting attendance is outlined in the following table.

Table 1: Audit and Risk Committee membership (2020–21)

Members name	Qualifications, knowledge, skills, or experience	Number of meetings attended	Total annual remuneration ¹	Additional Information
Lembit Suur (Chair)	Mr Suur is a recognised leader and innovator of public sector governance design and practice, process improvement and efficiency, performance monitoring, reporting and accountability structures. He has extensive senior executive background in central government budgeting resourcing processes, and led the development and implementation of the PGPA Act. He has conducted recent reviews for various Australian governments and the Organisation for Economic Cooperation and Development. He is Chair of the Board Audit and Risk Committee of the Civil Aviation Safety Authority. Mr Suur holds Bachelor of Law and Bachelor of Arts (Hons) degrees from the University of Sydney, as well as postgraduate qualifications from the University of Sydney and Stanford University. He is a Graduate of the Australian Institute of Company Directors.	6/6	\$26,127.09	N/A
Ken Clarke	Mr Clarke has an extensive career in public administration, with particular experience in public finance and governance and more recently, in the private sector as a consultant and company Director. Specific strengths include economic and financial analysis, project and program evaluation, risk analysis, pricing policies, public policy development, strategic and business planning, problem analysis and resolution, public sector governance and resource management. Mr Clarke holds a Bachelor of Commerce (Hons) from the University of Western Australia as well as a Graduate Diploma in Management from Stanford University. Mr Clarke is a member of the Australian Institute of Company Directors and the Institute of Public Administration.	6/6	\$18,272.16	Mr Clarke left the Agency's Audit and Risk Committee at 30 June 2021.

¹ The total annual remuneration for Table 1 is on an accrual basis as at 30 June 2021. The Agency's Audit and Risk Committee are considered consultants and are also included under Table 4.

Members name	Qualifications, knowledge, skills, or experience	Number of meetings attended	Total annual remuneration ¹	Additional Information
Emma Robinson	<p>Ms Robinson is a beef producer from North Queensland, bringing extensive industry experience to the Committee. She is the founder of the Beef Collaboration Project, which aims to develop opportunities to create new value and sustainability through farmer collaboration. Ms Robinson was named the Queensland 2016 RIRDC Rural Women of the Year and in 2015 undertook a Winston Churchill Trust Fellowship to research farmer cooperatives and beef supply chain innovation in the UK, US and Canada. She is a current Director of AgriFutures Australia and is a former director of Beef CRC Limited, she also previously worked in the Queensland Department of Agriculture.</p> <p>Ms Robinson has formal qualifications in agricultural science and strategic foresight, and is a graduate of the Australian Institute of Company Directors.</p>	6/6	\$16,696.89	N/A
Peter Conran AM	<p>Mr Conran was Director General of the Western Australian Department of the Premier and Cabinet until August 2016. He has over 30 years of policy and leadership experience within the Western Australian, Northern Territory and Commonwealth Governments and many senior leadership roles during his long public service career. In 2009, he was made a member of the Order of Australia for service to the executive arm of government, particularly through advisory roles and to strategic policy development and implementation, and to intergovernmental relations at both state and federal levels.</p> <p>Mr Conran qualified as a legal practitioner.</p>	5/6	\$17,659.07	N/A
Samantha Montenegro	<p>Ms Montenegro has over 25 years' experience in public administration and consultancy work, with particular focus on governance, strategic risk management, finance and assurance. Ms Montenegro has held a variety of roles in a number of organisations as Chief Operating, Chief Finance, Chief Risk and Chief Audit Officer, as well as serving as a member of a number of Audit and Risk Committees. She has established whole of government policy and project management frameworks, and managed significant contracts across insurance, advertising and other domains.</p> <p>Ms Montenegro holds Bachelor of Commerce and Economics from the Australian National University as well as a Graduate Diplomas in Fraud, Governance, Risk, Accounting and Audit from international and national institutions. Ms Montenegro is a Graduate of the Australian Institute of Company Directors and a Fellow of the Chartered Accountants Australian and New Zealand.</p>	3/4*	\$0	<p>Ms Montenegro joined the Committee on 1 October 2020*.</p> <p>As a member of the Australian Public Service, Ms Montenegro does not receive sitting fees from the Agency.</p>

Risk Management

The Agency has a Risk Management Framework (RMF) which supports the Coordinator-General to meet his duties under section 16 of the PGPA Act and complies with the Commonwealth Risk Management Policy.

We actively manage risks through systems and processes that are designed to respond to our operating environment, shape our activities and improve our capability. Our people are encouraged to identify and mitigate risks, and use risk management as a tool to make sound business decisions that support the achievement of our purpose.

With the key elements of the RMF established in 2019–20, the Agency shifted its focus to building staff capability and embedding a positive and risk aware culture in the Agency. This was led by our Chief Risk Officer who provided assistance and advice to business areas when undertaking risk assessments, and undertook activities to raise awareness and promote good risk management practices across the Agency.

Our risk management includes identifying areas of strategic risk which, if realised, could affect our ability to achieve our purpose. During this year, we revised our Risk Strategy which presents the current risk profile including the strategic risks. It also articulates the risk appetite and tolerances for officials to use when making decisions about the day to day management of risks.

We identified two strategic risks which were actively monitored in 2020–21.

2020–21 Strategic Risks

We fail to effectively lead, coordinate and collaborate with stakeholders in the design and delivery of Australian Government assistance for drought and the 2019 Monsoon Trough

Our engagement with affected communities, including through relevant stakeholders, fails to assist them respond and recover from the immediate impacts, and be better prepared for future droughts and natural disasters

The Agency completed its first Comcover Risk Management Benchmarking Program survey during 2020–21. We achieved an overall maturity of Embedded, which is above the average of Defined across all entities. This was also supported by an internal audit 'Health Check' which confirmed our RMF fully aligned to the Commonwealth Risk Management Policy, is appropriately structured and fit-for-purpose to the Agency. To continue our development, we developed a maturity roadmap which will be delivered throughout 2021 to 2023 to support the achievement of the Agency's target maturity state.

With the changes in the Agency's remit, functions and risk profile after 1 July 2021, we will revise our RMF, including the categories of risk and the associated tolerance levels.

During 2019–20, when the COVID–19 pandemic first impacted Australians, a Crisis Management Team (CMT) was established within the Agency to monitor, review and manage the Agency’s response.

As the threat of COVID–19 continued to impact Australia throughout 2020–21, the CMT undertook a risk assessment against the Agency’s key deliverables and activities to ensure the risk to both staff and those the Agency engages with was being appropriately managed.

Throughout this period staff continued to receive regular (often daily) communications through emails, Agency stand-ups, and newsletters. This included State/Territory lockdown and/or restriction information, reminders about COVID safe work practices and vaccinations, the availability of the Employee Assistance Program and other mental health support services and resources. Given the evolving situation, this ensured any impact on the Agency’s ability to fulfil critical services and functions has been minimal.

Fraud

The Agency takes a zero-tolerance approach to fraud and corruption. We encourage a culture characterised by the highest standards of integrity.

Our Fraud Policy Statement and Fraud and Corruption Control Plan were established in 2019–20 and, as a three year plan, remained in place for 2020–21. The plan outlines our approach to effectively prevent, detect, investigate and respond to fraud, consistent with section 10 of the PGPA Rule. Prior to 5 May 2021, the fraud risks associated with the former NBRA were managed under the arrangements in place with PM&C.

Following the establishment of the NRRRA in May 2021, we considered key fraud risks relating to grants programs, with responsibility and oversight for the National Bushfire Recovery Fund (NBRF). This change was also reflected in the Fraud and Corruption Control Plan.

To support our internal controls, we have a fraud awareness strategy that includes mandatory induction training for new staff, followed by refresher training every two years. The training covers the Commonwealth Fraud Control Framework and how to identify, detect and report potential fraud. Training is undertaken online and through tailored face-to-face delivery to meet the needs of individuals.

With the changes in the Agency’s remit, functions and risk profile after 1 July 2021, particularly with regard to fraud, we will review and update our fraud risk assessments and Fraud and Corruption Control Plan. In addition we will review systems and processes related to grants programs to ensure appropriate detection, response and follow-up mechanisms with relevant Commonwealth and State Governments are compliant and effective.



Significant non-compliance with Finance Law

During 2020–21, there were no significant instances of non-compliance with finance law reported.

Shared Services Arrangement

PM&C has agreed, under a Shared Services Agreement, to provide certain corporate services to the Agency. Executed on 14 January 2020, the agreement has the agencies working collaboratively to meet specific obligations of both parties and meet service delivery and reporting requirements.

Throughout 2020–21, the two entities worked on maturing the arrangements. This included the development of the Steering Committee and Working Group, which provides governance and oversight, also facilitating discussions to work through and resolve operational issues relating to the shared service arrangement. These forums build on the current relationship and ensures timely and effective resolution of issues as they arise.

External Scrutiny

During 2020–21, the Agency was **not** involved in any:

- judicial decisions
- decisions of administrative tribunals
- decisions by the Australian Information Commissioner

NRRA involvement in Parliamentary committee inquiries and reviews between 1 July 2020 and 30 June 2021 include:

Committee	Inquiry
Senate Finance and Public Admin References Committee	Inquiry into Lessons to be learned in relation to the Australian bushfire season 2019–20
Senate Rural and Regional Affairs and Transport Committee	Inquiry into Federal government's response to the drought
Rural and Regional Affairs and Transport Committee	Inquiry into the Federal Government's response to the drought, and the adequacy and appropriateness of policies and measures to support farmers, regional communities and the Australian economy.
Senate Foreign Affairs, Defence and Trade References Committee	implications of climate change for Australia's national security
Senate Select Committee	Inquiry into the Effectiveness of the Australia Governments Northern Agenda
House of Representatives Standing Committee on Employment, Education and Training	Inquiry into the education of students in remote and complex environments
Parliamentary Select Committee	Inquiry into the Establishment of the Australia Fund

The Royal Commission into National Natural Disaster Arrangements

The Agency was invited to appear at the Royal Commission into National Natural Disaster Arrangements (Royal Commission) to provide feedback on the coordination, preparedness for, response to and recovery from disasters as well as improving resilience and adapting to changing climatic conditions and mitigating the impact of natural disasters.

The Royal Commission made 80 recommendations of which 15 are directly targeted to the Australian Government; 42 are shared between the Commonwealth and States and Territories; the remaining 23 specific to States and Territories and Industry. The NRRA will progress any outstanding recommendations relating to the us and our functions.

External Audit

In 2020–21, the Auditor-General completed a performance audit on the effectiveness of PMC administration of the NBRA functions including the NBRF. The Auditor General tabled the Report No. 46 2020–21 Administration of the National Bushfire Recovery Agency on 28 June 2021. While the Agency was not the designated auditee, it did provide a response to the ANAO with functions subject to the audit transferring to the Agency from 5 May 2021.

Environmental Impact

In 2020–21, we continued to mitigate the effects of our impact on the environment through:

- co-locating with other agencies in regional locations where appropriate
- reducing the reliance on paper by supporting electronic document management and collaboration as well as digital and mobile technology solutions for staff (iPads and laptops)
- defaulting office printers to black and white and two-sided printing, and
- using energy saver mode for most office equipment when not in use across Canberra and Brisbane office locations.

The Agency also undertook our first NABERS² rating for our Brisbane office tenancy and was certified with a 5 star rating in June 2021.

Moving forward, the Agency will further review how we contribute to ecologically sustainable development and how we can continue to mitigate our impact on the environment.

Disability

The Agency has established policies to ensure staff with a disability have access to reasonable adjustments in the workplace, including access to flexible work arrangements.

Disability reporting is included in the annual State of the Service Report and the APS Statistical Bulletin. These reports are available on the Australian Public Service Commission's website at www.apsc.gov.au. The National Disability Strategy 2010–2020 sets out a national policy framework for improving the lives of people with disability, promoting participation and creating a more inclusive society. A high-level two-yearly report tracks progress against each of the six outcome areas of the strategy and presents a picture of how people with disability are faring. Copies of these reports are available on the Department of Social Services website at www.dss.gov.au

² National Australian Built Environment Rating System

Freedom of Information

Under Part II of the Freedom of Information (FOI) Act 1982, the Agency is required to publish information to the public as part of the Information Publication Scheme. More information can be found on our website at www.recovery.gov.au/foi

Advertising and Market Research

Under section 311A of the Commonwealth Electoral Act 1918, the Agency is required to disclose payments of \$14,000 or more (inclusive of GST) for advertising and market research.

Table 2: Advertising and market research (2020–21)

Firm	Service provided	\$ (GST inc.)	\$ (GST excl.)
Mediabrand Australia	Recruitment advertising – Regional Recovery Officers	\$65,509	\$59,554
	Advertisements to support the Telecommunications and Energy Improvement Grants, and the Economic Diversification Grants	\$16,022	\$14,565

NRRA did not conduct any advertising campaigns during 2020–21.

Procurement and Contract Management

In 2020–21, the Agency undertook procurement and purchasing activities in accordance with the principles set out in the Commonwealth Procurement Rules (CPRs).

The CPRs were applied to our procurement activities through the Accountable Authority Instructions, supporting operational guidelines and procurement framework. The Agency's procurements were also supported by the provision of centralised advice on all procurement matters. This ensured that NRRA undertook competitive, non-discriminatory procurement processes; used resources efficiently, effectively, economically and ethically; and made decisions in an accountable manner.

The Agency applied the Indigenous Procurement Policy when undertaking procurement activity. In 2020–21, NRRA awarded 6 new contracts over \$10,000 to Indigenous businesses. This represented 4.3% of all agency contracts awarded with a value over \$10,000. The total estimated value of contracts agency awarded to Indigenous businesses in 2020–21 was \$0.77 million, or 5.5 per cent of total contract value.

Information on procurements anticipated to be undertaken through an open approach to market is published in the Agency's annual procurement plan, available on the AusTender website (www.tenders.gov.au).

This annual report contains information about actual expenditure on contracts for consultancy and non-consultancy contracts. Information on the value of reportable consultancy and non-consultancy contracts is available on the AusTender website (www.tenders.gov.au).

Small Business

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

The Agency supported small business participation in the Commonwealth Government procurement market. Small and medium enterprise (SME) and small enterprise participation statistics are available on the Department of Finance website: (www.finance.gov.au/procurement/statistics-on-commonwealth-purchasing-contracts).

The Agency's procurement practices supported SMEs by adopting whole-of-government solutions to simplify interactions with SMEs. This includes:

- using the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000
- implementing the Indigenous Procurement Policy, noting that many Indigenous businesses are also SMEs
- using the Australian Industry Participation policies and programs to encourage SME engagement opportunities
- using credit cards for procurements valued below \$10,000
- complying with the Government's Supplier Pay on Time or Pay Interest Policy.



Asset Management

The Agency manages its assets in accordance with the Accountable Authority Instructions, relevant accounting standards and Department of Finance requirements.

Consultants

The Agency engages consultants when specialist expertise or independent research, review or assessment is required. Decisions to engage consultants during 2020–21 were made in accordance with the PGPA Act and related regulations, including the CPRs and relevant internal policies.

During 2020–21, two new reportable consultancy contracts were entered into with total actual expenditure of \$0.04 million (GST inclusive). In addition, three reportable consultancy contracts were ongoing from a previous period with total actual expenditure of \$0.05 million (GST inclusive).

Table 3: Expenditure on reportable consultancy contracts current report period (2020–21)

Reportable Consultancy Contracts	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	2	\$39,600
Ongoing contracts entered into during a previous reporting period	3	\$52,251
Total	5	\$89,851

Table 4: Organisations receiving a share of reportable consultancy contract expenditure current report period (2020–21)—top 5

Name of Top Five Consultant Organisations	Expenditure \$ (GST inc.) ³
89 Degrees East Pty. Ltd. (ABN 41 140 993 415)	\$39,600
Eless Pty Ltd (ABN 11 634 241 544)	\$19,815
KB Clarke (ABN 80 739 048 602)	\$19,366
Emma Robinson (ABN 16 223 079 183)	\$11,070
Australian Government Solicitor (ABN 69 405 937 639)	Nil

3 The expenditure for Table 4 is on a paid basis. As a small Agency, the NRRRA only has a small number of consultancy which includes our Audit and Risk Committee members.

Non-Consultancy Contracts

During 2020–21, 137 new reportable non-consultancy contracts were entered into with total actual expenditure of \$4.78 million (GST inclusive). In addition, 12 reportable non-consultancy contracts were ongoing from a previous period with total actual expenditure of \$0.91 million (GST inclusive).

Table 5: Expenditure on reportable non-consultancy contracts current report period (2020–21)

Reportable Non-Consultancy Contracts	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	137	\$4,780,659
Ongoing contracts entered into during a previous reporting period	12	\$909,481
Total	149	\$5,690,140

Table 6: Organisations receiving a share of reportable non-consultancy contract expenditure current report period (2020–21)—top 5

Name of Top Five Non-Consultancy Organisations	Expenditure \$ (GST inc.)
Veritec Pty Ltd (ABN 21 166 493 394)	\$821,615
Comcare (ABN 41 640 788 304)	\$469,622
Nous Group Pty Ltd (ABN 66 086 210 344)	\$304,506
Evolve FM Pty Ltd (ABN 52 605 472 580)	\$254,746
Nous Group Pty Ltd (ABN 66 086 210 344)	\$229,731

Grants

The Agency did not directly administer any grants as per the Commonwealth Grant Rules and Guidelines during the period 1 July 2020 to 30 June 2021.

Australian National Audit Office Access Clauses

During 2020–21, the Agency did not enter into any contracts with a value greater than \$100,000 that did not contain an ANAO access clause.

Exempt Contracts

No contracts in excess of \$10,000 (inclusive of GST) during 2020–21 were exempted by the Agency from being published on AusTender on the basis that they would disclose exempt matters under the Freedom of Information Act 1982.

Management of Human Resources

Our people are critical to delivering on our purpose and objectives. The Agency's values and our strong community focus gives our staff a genuine connection with the communities and stakeholders we work with.

Employment Arrangements

The Agency has a determination under s24(1) of the Public Service Act 1999 (PS Act). This determination provides the terms and conditions of employment for non-SES employees of the Agency. SES officers are employed under the terms of individual determinations made under section 24(1) of the PS Act with the Agency.

No performance pay provisions were in operation for employees.

The Agency provided non-salary benefits to a limited number of employees, including salary packaging, laptops, mobile phones, carparks and airline lounge memberships.

Work Health and Safety

No incidents were deemed notifiable under section 38 of the Work Health and Safety Act 2011 (WHS Act) and no notices were issued under Part 10 of the same Act.

We have a strong commitment to the health and wellbeing of all staff, along with those impacted by our work. The Agency's WHS Committee was formally established, with its inaugural meeting held in July 2020. A significant number of policies, procedures and documents were developed and implemented to assist the Agency to meet its duties under the WHS Act, with a particular focus on identifying and eliminating, where possible, risks to health and safety.

All staff have access to an Employee Assistance Program (EAP), which offers staff and their immediate family members free, confidential counselling for personal or work-related matters. Given our stakeholder base, all staff are expected to participate in Mental Health Intervention training to improve their own understanding of mental health and its impact on them as individuals, and to assist them to identify, acknowledge and assist others who may be experiencing low levels of mental health.

The Agency reviewed requirements for staff to have vaccinations where they are required to travel to remote areas. This includes vaccinations for Q Fever, tetanus, diphtheria, and whooping cough. Additionally, the Agency supported the health and wellbeing of staff through voluntary influenza and COVID-19 vaccinations.

In response to the COVID-19 pandemic, the Agency ensured regular communications with all staff that included information and resources on staff wellbeing and the Employee Assistance Program services. Comcare undertook a COVID-19 review of the Agency in September 2020. The review findings were positive with minimal recommendations.

Recruitment

During 2020–21, our staffing profile went from a headcount of 67 to 180 (this includes staff who transitioned from the NBRA). Staff were recruited through expressions of interest between Commonwealth/State/Territory agencies, secondment arrangements, the temporary employment register, and advertising to the broader community via APS Jobs.

An additional 15 RROs were engaged nationally to apply the Agency's 'boots on the ground' approach, ensuring we are supporting communities by employing local people with lived experiences.

A national recruitment campaign was undertaken in December 2020 to identify talent from across Australia to fill key RSO roles. There were 201 applications received and a merit pool established which the Agency will draw from to fill positions across the country as they become available.

In January 2021, we advertised two Executive Director (SES Band 1) positions for permanent filling. The advertising attracted 58 applications. Of the 58 applicants, 7 were interviewed and 5 were found suitable and placed on the merit list, all of whom were female.

Statistics on the Agency's employees is available at Appendix 1.

Professional Development

The Agency invested in the ongoing professional development of its staff to ensure they are equipped with the necessary skills and capabilities for their roles.

Under Shared Services arrangements with PM&C, staff were able to access online learning and development through platforms such as LearnHub and LinkedIn Learning. The Agency also delivered series of information sessions, masterclasses, management/leadership workshops and a speaker series for all staff, to build knowledge and understanding in a variety of topics.

Staff also undertook training in data literacy, managing change and Mental Health Intervention & Resilience Training. The Regional Support Officers undertook additional training in Mental Health First Aid.

A number of staff also undertook a university accredited course in Disaster Response and Recovery through the Agency's Studies Assistance program.

Employee Performance Management

All staff were required to establish a performance and development plan with their manager and actively participate in the Agency's performance management process. The Agency is committed to ensuring effective performance from all staff, and places a strong emphasis on employees and managers having regular, ongoing and meaningful performance conversations. To support this the Agency has a performance management framework, which includes resources and practical information to support effective employee performance, as well as provide advice and support for managers to empower timely resolution of performance concerns.

Ethical Standards

The Agency is committed to maintaining high standards of integrity, good governance and ethics. All employees are required to uphold the APS Values, Employment Principles and Code of Conduct. This is supported and promoted by a requirement for all staff to undertake mandatory training on the APS Values, Employment Principles, Code of Conduct and Fraud Awareness. The Agency, has procedures for managing suspected breaches of the APS Code of Conduct, as required by s.15(3) of the PS Act. The Agency requires all staff to complete an annual conflict of interest declaration.





PART 5

Financial Statements



INDEPENDENT AUDITOR'S REPORT

To the Prime Minister

Opinion

In my opinion, the financial statements of the National Recovery and Resilience Agency (the Entity) for the year ended 30 June 2021:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2021 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2021 and for the year then ended:

- Statement by the Coordinator-General and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising a summary of significant accounting policies and other explanatory information.

Basis for opinion

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

Accountable Authority's responsibility for the financial statements

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

In preparing the financial statements, the Coordinator-General is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Coordinator-General is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Australian National Audit Office



Jodi George
Senior Executive Director

Delegate of the Auditor-General

Canberra
28 September 2021

Financial Overview

For the 2020-21 financial year, the NRRRA recorded an operating surplus after finance costs and depreciation and amortisation of \$7.1 million.

The NRRRA is in a sound financial position as at the 30 June 2021, with financial assets of \$27.0 million, in excess of total liabilities of \$9.2 million. The NRRRA's equity position is net assets of \$20.7 million.

The increase in costs for 2020-21 reflects the continued establishment and increase in size of the NRRRA, including the merger of the National Bushfire Recovery Agency from 5 May 2021 (transferred from the Department of the Prime Minister and Cabinet) with the National Drought and North Queensland Flood Response and Recovery Agency to form the National Recovery and Resilience Agency, combined with the continued increase of in-person community engagement activities, as well as the activities that support the broader remit associated with the national drought response and recovery activities.

The operating surplus for the NRRRA is attributed to the measured establishment of the Agency, coupled with the challenging operating environment and constraints placed on the Agency due to current COVID-19 pandemic and the need for consideration by the Government of its response to the recommendations of the Royal Commission into National Natural Disaster Arrangements, in particular on staffing levels and planned projects.

Despite the challenges associated with COVID-19 in particular, the NRRRA has continued to deliver on its minimum strategic objectives, including utilising alternate mechanisms for stakeholder engagement where appropriate.

STATEMENT BY THE COORDINATOR-GENERAL AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2021 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are prepared from properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

Signed



The Hon. Shane L. Stone AC QC
Coordinator-General
27 September 2021

Signed



Katrina Tonkin
Chief Financial Officer
27 September 2021

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Basis of Preparation

Overview

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

The NRRA provides national leadership and strategic coordination for natural disaster resilience, risk reduction and preparedness for future disasters, across all levels of government. Its locally-led approach is underpinned by a national network of Recovery Support Officers, who live and work in communities across Australia. In partnership with states/territories, not-for-profit and private sector partners, these officers lead on the ground Commonwealth engagement for recovery, support ongoing natural disaster and drought resilience, and community engagement activities.

Basis of Preparation

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

- the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements are for the reporting period 1 July 2020 to 30 June 2021, and have been prepared on a going concern basis, on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities are fair value.

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

Taxation

The NRRA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST). Revenues, expenses and non-financial assets are recognised net of GST except where the amount of GST incurred is not recoverable from the Australian Taxation Office; and for receivables and payables.

New Australian Accounting Standards

No accounting standard has been adopted earlier than the application date as stated in the respective standard. No other new standards, revised standards, interpretations, and amending standards that were issued prior to the signing of the statements by the Coordinator General and Chief Financial Officer and are applicable to the current reporting period had a financial impact, or are expected to have a significant future financial impact on the agency.

AASB 1059 *Service Concession Arrangements: Grantors* became effective from 1 July 2020 but had no effect on the accounts of the Agency.

New Australian Accounting Standards Applicable in Future Reporting Periods

New accounting standards or amendments to an existing standards effective in future reporting periods which may affect the accounts of the Agency include:

- AASB 1060 General Purpose Financial Statements – Simplified Disclosures – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities;
- AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current

AASB 1060 takes effect from 1 July 2021. The standard simplifies disclosures, particularly relating to revenue, leases, impairment and financial instruments. The Agency considers the impact on accounting treatments and balances disclosed is likely to be minimal with the primary impact being the likely simplification and streamlining of disclosures, however the Department of Finance is undertaking an assessment of the standard with guidance to be provided to government entities in due course.

Revenue from Government

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

Resources Received Free of Charge

Resources received free of charge are recorded as either revenue or gains depending on their nature.

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

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another Government entity as a consequence of a restructuring of administrative arrangements (see Note 14: Restructuring).

Finance costs

All borrowing costs are expensed as incurred.

Cash and Cash Equivalents

Cash is recognised at its nominal amount. Cash and cash equivalents is entirely comprised of demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value. The NRRRA generally does not hold cash on hand, with none held at 30 June 2021 (2020: nil).

Financial Liabilities

Financial liabilities are classified as other financial liabilities, and are recognised and derecognised upon 'trade date'. Financial liabilities are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with any interest expense recognised on an effective interest basis.

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

Significant Accounting Judgements and Estimates

The Agency has made no assumptions or estimates identified as having a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Events After the Reporting Date

The government established the National Recovery and Resilience Agency as an Executive Agency under the *Public Governance, Performance and Accountability Act 2013* on 5 May 2021.

The NRRA on its establishment brought together the former National Drought and North Queensland Flood Response and Recovery Agency, and the National Bushfire Recovery Agency (which was set up as a division within the Department of the Prime Minister and Cabinet).

The NRRA will continue to be headquartered in Canberra which, in combination with decentralised offices and a network of regional officers, will support both a genuinely national presence and the ability to work closely with key stakeholders including other government departments, entities and Ministers in Canberra.

From 1 July 2021, the NRRA will also incorporate the disaster risk reduction and recovery functions from the Department of Home Affairs, and rural financial counselling programs from the Department of Agriculture, Water and the Environment.

These function transfers resulted in a number of administered programs transferring from the respective departments to the NRRA. In addition, through the 2021-22 Federal Budget the NRRA received funding for a number of new administered programs to be developed and implemented, including significant grant programs.

Under the cross-portfolio budget measure 'Building Australia's Resilience', the NRRA received approximately \$900 million in departmental and administered funding from 2021-22 to 2024-25, in addition to existing funding transferred from departments. As a result, the financial statements for 2021-22 will expand to include reporting on administered functions for the first time.

For further information on the NRRA's administered program please refer to the 2021-22 Portfolio Budget Statements for the Prime Minister and Cabinet Portfolio (pages 249 to 278) and other 2021-22 Federal Budget documents.

After the release of the 2021-22 Federal Budget, the COVID-19 Disaster payment was announced on 3 June 2021, initially to provide additional support to those unable to earn an income during the Victoria COVID-19 lockdown in June 2021, but subsequently expanded and applied to further COVID-19 related lockdowns.

Policy responsibility and authority for these payments initially resided with the Department of Home Affairs, but was transferred to the NRRA (including the special appropriation to fund these payments), on 1 July 2021. These payments are currently processed and paid through our service partner, Services Australia.

Statement of Comprehensive Income

for the period ended 30 June 2021

	Notes	Actual 2021 \$'000	Actual 2020 \$'000	Original Budget ¹ 2021 \$'000
NET COST OF SERVICES				
Expenses²				
Employee benefits	1	12,437	3,807	12,884
Suppliers	2	16,525	5,645	16,487
Depreciation and amortisation	5	1,067	429	1,095
Finance costs		10	7	7
Write-down and impairment of other assets	3	199	-	-
Total expenses		30,238	9,888	30,473
Own-source income				
Own-source revenue				
Services received free of charge		950	140	54
Other revenue		145	1	-
Total own-source revenue		1,095	141	54
Gains				
Assets received free of charge		-	825	-
Other gains		95	-	-
Total gains		95	825	-
Total own-source income		1,190	966	54
Net (cost of) services		(29,048)	(8,922)	(30,419)
APPROPRIATION FUNDING				
Revenue from Government		36,156	19,147	29,985
Total Appropriation Funding		36,156	19,147	29,985
Surplus/(Deficit)		7,108	10,225	(434)
OTHER COMPREHENSIVE INCOME				
Total other comprehensive income		-	-	-
Total comprehensive income		7,108	10,225	(434)

1. The NRRRA's original Budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2020-21 Portfolio Budget Statements. The Budgeted financial statements have not been audited.

2. Secondment expenses have been reclassified as supplier expenses in 2020-21 to reflect the method of payment consistent with suppliers. Comparatives from 2019-20 reflect this reclassification.

Statement of Financial Position

as at 30 June 2021

	Notes	Actual 2021 \$'000	Actual 2020 \$'000	Original Budget ¹ 2021 \$'000
ASSETS				
Financial assets				
Cash and cash equivalents		154	125	125
Trade and other receivables	4	26,798	13,712	13,478
Total financial assets		26,952	13,837	13,603
Non-financial assets				
Buildings	5	713	851	818
Leasehold improvements	5	338	556	-
Plant and equipment	5	740	789	335
Computer software	5	1,119	60	107
Supplier prepayments		52	62	62
Total non-financial assets		2,962	2,318	1,322
Total assets		29,914	16,155	14,925
LIABILITIES				
Payables				
Salary and superannuation		397	113	113
Supplier payables		5,651	999	602
Total payables		6,048	1,112	715
Interest bearing liabilities				
Leases	6	1,081	1,354	693
Total interest bearing liabilities		1,081	1,354	693
Provisions				
Employee provisions	7	2,091	495	749
Other provisions	8	-	87	87
Total provisions		2,091	582	836
Total liabilities		9,220	3,048	2,244
Net assets		20,694	13,107	12,681
EQUITY				
Retained surplus		17,314	10,206	3,001
Contributed equity		3,380	2,901	9,680
Total equity		20,694	13,107	12,681

1. The NRRA's original Budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2020-21 Portfolio Budget Statements. The Budgeted financial statements have not been audited.

Statement of Changes in Equity

for the period ended 30 June 2021

	Actual 2021 \$'000	Actual 2020 \$'000	Original Budget ¹ 2021 \$'000
RETAINED SURPLUS			
Opening balance	10,206	(19)	10,114
Surplus/(Deficit) for the period	7,108	10,225	(434)
Closing balance	17,314	10,206	9,680
CONTRIBUTED EQUITY			
Opening balance	2,901	-	2,901
Departmental capital budget	200	2,901	100
Restructuring	279	-	-
Closing balance	3,380	2,901	3,001
Total equity	20,694	13,107	12,681

1. The NRRRA's original Budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2020-21 Portfolio Budget Statements. The Budgeted financial statements have not been audited.

Cash Flow Statement

for the period ended 30 June 2021

	Actual 2021 \$'000	Actual 2020 \$'000	Original Budget ¹ 2021 \$'000
OPERATING ACTIVITIES			
Cash received/(used)			
Appropriations	23,343	8,649	30,085
GST received	410	-	-
Other cash received	147	1	-
Employees	(10,338)	(3,467)	(12,826)
Suppliers	(11,405)	(5,020)	(16,591)
Finance costs	(10)	(7)	(7)
Section 74 receipts transferred to the OPA	(1,568)	(1)	-
Net cash from operating activities	579	155	661
INVESTING ACTIVITIES			
Cash received/(used)			
Purchase of assets	(1,152)	(92)	(100)
Net cash (used by) investing activities	(1,152)	(92)	(100)
FINANCING ACTIVITIES			
Cash received/(used)			
Contributed equity - departmental capital budget	1,152	267	100
Principal payments of lease liabilities	(550)	(205)	(661)
Net cash from / (used by) financing activities	602	62	(561)
Net increase in cash held	29	125	-
Cash and cash equivalents at the beginning of the reporting period	125	-	125
Cash and cash equivalents at the end of the reporting period	154	125	125

1. The NRRA's original Budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2020-21 Portfolio Budget Statements. The Budgeted financial statements have not been audited.

Budget Variance Commentary

The following provides a comparison against original Budget as presented in the 2020-21 Portfolio Budget Statements to the outcome for 2020-21. Explanations of major variances are provided below.

The original Budget estimates presented in the financial statements were for the National Drought and North Queensland Flood Response and Recovery Agency (NDNQFRA). On the 5th May 2021 the National Recovery and Resilience Agency was announced and established by the Government, incorporating the former NDNQFRA and National Bushfire Recovery Agency. Funding was transferred to the NRRRA from the Department of the Prime Minister and Cabinet to reflect the movement of the NBRA.

Statement of Comprehensive Income

Major variances and explanations	Affected line items
As a result of the difficult operating environment due to the COVID-19 pandemic, the NRRRA was unable to undertake a number of planned activities, in particular planned engagement activities and projects. Whilst the NRRRA still achieved its minimum strategic objectives, the Agency did not undertake activities as broadly as planned.	Employee benefits Suppliers Surplus/(Deficit)
In addition, uncertainty around the Government's response to the recommendations of the Royal Commission into National Natural Disaster Arrangements presented challenges to maintaining staffing levels resulting in lower than anticipated expenditure.	<u>Statement of Financial Position:</u> Trade and other receivables Total assets Net assets Retained surplus Total equity
In combination, these resulted in the NRRRA's surplus of \$7.1 million, and underutilisation of appropriations receivable.	<u>Statement of Changes in Equity:</u> Surplus/(Deficit) for the period
	<u>Statement of Cash Flows:</u> Appropriations Employees Suppliers
Revenue from Government was \$6.2 million higher than original Budget as a result of the additional funding for the expansion of the NRRRA, transferred from the Department of the Prime Minister and Cabinet for the activities of the former-National Bushfire Recovery Agency.	Revenue from Government
Write-down and impairment of other assets primarily relates to leasehold improvement assets the NRRRA no longer has control over and have been written off, relating to negotiation for new sub-lease space with the Agency's landlord. This was not factored into the original Budget.	Write-down and impairment of other assets <u>Statement of Financial Position:</u> Leasehold improvements
Services received free of charge was greater than original Budget as a result of the transfer of the NBRA as part of establishing the NRRRA. The revenue relates to the recognition of corporate overheads allocated to and used by the Department of the Prime Minister and Cabinet (PM&C) to support the NRRRA and its establishment, that were not transferred to the Agency and then cost recovered by PM&C, as well as seconded staff provided by the Department of Defence free of charge. These revenues were not factored into the original Budget.	Services received free of charge

Statement of Financial Position

Major variances and explanations	Affected line items
Computer software was \$1.0m higher than original Budget due to the commissioning of a Customer Relationship Management tool, utilising available prior year Departmental Capital Budget appropriations.	Computer software <u>Statement of Cash Flows</u> <u>Purchase of assets</u>
The original Budget did not include lease liabilities transferred from the Department of the Prime Minister and Cabinet relating to the transfer of the NBRA to the NRRA. In addition, with the increased size of the NRRA a number of additional fleet vehicles were leased, which were also not factored into the original Budget.	Leases
The original Budget did not include leave liabilities transferred from the Department of the Prime Minister and Cabinet relating to the transfer of the NBRA to the NRRA. In addition, with the establishment of the NRRA as an enduring Agency, a number of staff who were previously seconded or temporarily transferred to the Agency transitioned to permanent employees of the NRRA and their leave entitlements were transferred from their former agencies or departments.	Employee Provisions
With the increased remit and size of the NRRA, there has also been an increase in supplier transactions, generally increasing supplier payables at any point in time. In addition, the Agency is carrying a significant accrued supplier payable balance of approximately \$2.5 million relating to seconded staff built up over 2020-21 awaiting invoicing from secondees home entities.	Supplier payables <u>Statement of Cash Flows</u> <u>Suppliers</u> <u>Appropriations</u>

Statement of Changes in Equity

Major variances and explanations	Affected line items
In addition to operating appropriation received for the former-NBRA, an additional \$0.1 million of departmental capital budget was transferred to the NRRA from the Department of the Prime Minister and Cabinet which was not factored into the original budget.	Capital injection – Departmental capital budget <u>Statement of Cash Flows</u> <u>Departmental capital budget</u>
The transfer of asset and liability balances from the Department of the Prime Minister and Cabinet for the functions transferred for the former-NBRA were not factored into the original Budget (refer to the Restructuring note for further details).	Restructure capital

Cash Flow Statement

Major variances and explanations	Affected line items
The NRRA retains certain receipts under s. 74 of the PGPA Act and, in line with government cash management requirements, transfers these to the Official Public Account once received and draws down appropriations for payments as and when required. These receipts were not factored into the original Budget.	Transfer to Official Public Account

Note 1: Employee Benefits

Accounting Policy

Accounting policies for employee related expenses are contained in Note 7: Employee Provisions.

	Actual 2021 \$'000	Actual 2020 \$'000
Wages and salaries	9,334	2,926
Superannuation		
Defined contribution plans	1,088	288
Defined benefit plans	404	180
Leave entitlements	1,399	267
Other employee expenses	212	146
Total	12,437	3,807

Note 2: Suppliers

Accounting Policy

Short-term leases and leases of low-value assets

Accounting policies for short-term leases and leases of low-value assets are contained in Note 5: Property, Plant and Equipment and Intangibles and Note 6: Leases.

	Actual 2021 \$'000	Actual 2020 \$'000
Goods and services supplied or rendered		
Secondees	5,231	2,146
Contractors and consultants	3,197	770
Government shared services	2,101	1,039
Information technology	2,060	595
Travel and fleet	1,269	454
Staff related costs	668	35
Communications and media	386	126
Property operating costs	335	98
Office costs	263	118
ANAO - notional audit fee	54	54
Other	260	36
Total goods and services supplied or rendered	15,824	5,471
Goods supplied	749	173
Services rendered	15,075	5,298
Total goods and services supplied or rendered	15,824	5,471
Other suppliers		
Short-term leases	559	166
Workers compensation premium	142	8
Total other suppliers	701	174
Total suppliers	16,525	5,645

The NRRA has short-term lease commitments of \$120k as at 30 June 2021 (30 June 2020: nil). The above lease disclosures should be read in conjunction with Note 5: Property, Plant and Equipment and Intangibles and Note 6: Leases.

Note 3: Write-down and Impairment of Other Assets

Accounting Policy

Accounting policies for write-downs and impairments are contained in Note 5: Property, Plant and Equipment and Intangibles.

	Actual 2021 \$'000	Actual 2020 \$'000
Write-down of leasehold improvements	189	-
Write-down of plant and equipment	10	-
Total	199	-

Note 4: Trade and Other Receivables

Accounting Policy

Trade and other receivables are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, are not provided at below-market interest rates, and are measured at fair value on initial recognition and at amortised cost on subsequent measurement using the effective interest method adjusted for any loss allowance.

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

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

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

	Actual 2021 \$'000	Actual 2020 \$'000
Appropriations receivable	26,562	13,133
GST	236	3
Leave transfers pending	-	442
Trade receivables	-	134
Total	26,798	13,712

Credit terms for trade receivables were within 30 days (2019-20: 30 days).
The NRRRA has not impaired any trade and other receivables.

Note 5: Property, Plant and Equipment and Intangibles

Accounting policy

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

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring (see Note 14: Restructuring).

Asset Recognition Threshold

Purchases of property, plant and equipment and intangibles are recognised initially at cost in the statement of financial position, except for purchases costing less than \$10,000 which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions where there exists an obligation to restore premises to their original condition. These costs are included in the value of the relevant assets with a corresponding provision for the 'make good' recognised.

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

Lease Right of Use (ROU) Assets

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

The NRRRA has elected not to recognise right-of-use assets and lease liabilities for short-term leases (lease term of 12 months or less) and leases of low-value assets (\$10,000 or less). Payments associated with these leases are recognised as expenses on a straight-line basis over the lease term.

Revaluations

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

The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets. An independent valuation of property, plant and equipment was not undertaken as at 30 June 2021 as overall the NRRRA's assets are relatively new and the risk of a material change in the fair value was assessed as being unlikely.

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

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

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

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

Depreciation and Amortisation

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

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future, reporting periods as appropriate. No useful lives were revised in 2020-21 (2019-20: nil).

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

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

	2020-21	2019-20
Buildings (Leased)	Lease term, inclusive of extension options where management has assessed these are likely to be exercised	Lease term, inclusive of extension options where management has assessed these are likely to be exercised
Leasehold Improvements	The shorter of the expected lease term and 15 years	The shorter of the expected lease term and 15 years.
Motor Vehicles (Leased)	Lease term, inclusive of extension options where management has assessed these are likely to be exercised	Lease term, inclusive of extension options where management has assessed these are likely to be exercised
Other Property, Plant and Equipment	3 years	3 years
Computer Software – Purchased	The shorter of 3 years or the licence term	The shorter of 3 years or the licence term
Computer Software – Internally Developed	3 years	3 years

Impairment

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

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset.

Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

No indicators of impairment were identified for any classes of assets at 30 June 2021 (30 June 2020: nil).

De-recognition

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

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

No assets are expected to be sold or disposed of within the next 12 months (30 June 2020: nil).

Reconciliation of Property, Plant and Equipment and Intangibles

	Buildings \$'000	Leasehold Improvements \$'000	Plant and Equipment \$'000	Computer Software ¹ \$'000	Total \$'000
As at 1 July 2020					
Gross book value	1,559	690	369	66	2,684
Accumulated depreciation, amortisation and impairment	(227)	(134)	(61)	(6)	(428)
Total as at 1 July 2020	1,332	556	308	60	2,256
Additions					
Purchase	-	243	166	-	409
Internally developed	-	-	-	743	743
Right-of-use assets	521	-	278	-	799
Restructuring	-	-	116	404	520
Depreciation and amortisation	-	(272)	(164)	(88)	(524)
Depreciation on right-of-use assets	(392)	-	(151)	-	(543)
Transfers right-of-use assets	(481)	-	481	-	-
Other movements right-of-use assets	-	-	(284)	-	(284)
Disposals	-	(189)	(10)	-	(199)
Disposals right-of-use assets	(267)	-	-	-	(267)
Total as at 30 June 2021	713	338	740	1,119	2,910
Total as at 30 June 2021 represented by:					
Gross book value	1,030	441	1,169	1,212	3,852
Accumulated depreciation, amortisation and impairment	(317)	(103)	(429)	(93)	(942)
Total as at 30 June 2021	713	338	740	1,119	2,910
Carrying amount of right-of-use assets	713	-	343	-	1,056

1. The carrying amount of computer software at 30 June 2021 included \$52k for purchased software (30 June 2020: \$60k) and \$1,067k of internally developed software (30 June 2020: nil).

The NRRA has no significant contractual commitments for the acquisition of property, plant, equipment and intangible assets at 30 June 2021 (30 June 2020: nil).

Note 6: Leases

Accounting policy

For all new contracts entered into, the NRRA considers whether the contract is, or contains, a lease. A lease is defined as a 'contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains, a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the NRRA's incremental borrowing rate.

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

The NRRA has elected not to recognise right-of-use assets and lease liabilities for short-term leases (lease term of 12 months or less) and leases of low-value assets (\$10,000 or less). Payments associated with these leases are recognised as expenses on a straight-line basis over the lease term.

	Actual 2021 \$'000	Actual 2020 \$'000
Lease liabilities	1,081	1,354
Total	1,081	1,354

Total cash outflow for leases for the year ended 30 June 2021 is disclosed in the Cash Flow Statement under principal payments of lease liabilities and finance costs.

Maturity analysis - contractual undiscounted cash flows

	Actual 2021 \$'000	Actual 2020 \$'000
Within 1 year	844	847
Between 1 to 5 years	425	771
More than 5 years	-	-
Total	1,269	1,618

The NRRA in its capacity as lessee enters into arrangements for the provision of office accommodation and motor vehicles, based on normal market terms. Leases may contain price escalation clauses (that may be fixed or variable in nature), extension or renewal options and/or purchase options (for motor vehicles, which are have not been assessed as likely to be exercised) consistent with normal market practices.

The above lease disclosures should be read in conjunction with Note 2: Suppliers and Note 5: Property, Plant and Equipment and Intangibles.

Note 7: Employee Provisions

Accounting policy

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

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

Leave

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

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

Long service leave and annual leave are measured at the present value of the estimated future payments to be made. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

For employees on temporary transfer from another agency under s26 of the *Public Service Act 1999* leave provisions are recognised only where the liability for leave has been formally transferred. For administrative convenience leave transfers are generally not undertaken for employees on temporary transfer.

Superannuation

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

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

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

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

The liability for superannuation recognised as at 30 June 2021 represents outstanding contributions.

	Actual 2021 \$'000	Actual 2020 \$'000
Annual leave	1,054	259
Long service leave	1,037	236
Total	2,091	495

The NRRRA use the revised shorthand model developed and issued by the Department of Finance and Australian Government Actuary to value the provision for LSL at 30 June 2021.

Note 8: Other Provisions

Provision for the restoration of leased premises (make good) is based on future obligations relating to the underlying assets and is supported by independent qualified valuers' opinions.

	Actual 2021 \$'000	Actual 2020 \$'000
Make-good on leasehold premises	-	87
Total	-	87

The NRRA has 1 agreement for the leasing of premises which has provisions requiring the entity to restore the premises to their original condition at the conclusion of the lease at 30 June 2021 (30 June 2020: 1). The NRRA reversed the make-good provision for this lease in 2020-21 on the basis it was assessed it was no longer probable that the make-good obligation would eventuate in the future.

Reconciliation of Movements in Other Provisions

	Actual 2021 \$'000	Actual 2020 \$'000
Opening Balance	87	-
New / re-measurements	-	87
Amounts reversed	(87)	-
Total	-	87

Note 9: Key Management Personnel

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

The NRRA has determined the key management personnel comprise the Prime Minister, Portfolio Minister, the Co-ordinator General and the Chief Operating Officer.

The NRRA only remunerates the Co-ordinator General and the Chief Operating Officer directly. The below table sets out their remuneration on an accrual basis, excluding the remuneration and other benefits of the Prime Minister and Portfolio Minister who are not paid by the NRRA.

	Actual 2021 \$'000	Actual 2020 \$'000
Salary and other short-term benefits	861	880
Other long-term employee benefits	2	18
Post-employment benefits	91	89
Termination benefits	-	-
Total	954	987
Number of Key Management Personnel	2	2

The total number of key management personnel that are included in the above table are 2 (2019-20: 2).

Note 10: Related Party Disclosures

Related party relationships

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

Transactions with related parties

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

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the Agency it has been determined that there are no related party transactions to be separately disclosed for 2020-21 (2019-20: nil).

Note 11: Appropriations

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

Annual appropriations ('recoverable GST exclusive')

Annual Appropriations for 2021

	Annual Appropriation \$'000	Adjustments to appropriation ¹ \$'000	Total appropriation \$'000	Appropriation applied in 2021 (current and prior years) \$'000	Variance ² \$'000
Departmental					
Ordinary annual services	29,985	7,739	37,724	(23,344)	14,380
Departmental capital budget ³	100	100	200	(1,151)	(951)
Total departmental	30,085	7,839	37,924	(24,495)	13,429

1. The National Recovery and Resilience Agency received the following adjustments to appropriations in 2020-21:
- \$6.271m PGPA Act Section 75 transfer relating to the National Bushfire Recovery Agency function that was transferred on 5 May 2021, comprised of \$6.171m for ordinary annual services and \$0.100m of departmental capital budget. See Note 14 for further information.

- \$1.568m of PGPA Act Section 74 receipts retained by the Agency, that were transferred to the Official Public Account to adjust available appropriation. The receipts primarily relate to net GST refunds received from the ATO upon lodgement and processing of regular business activity statements, and amounts for accrued leave entitlements of staff transferring into the Agency.

2. The variance of appropriation applied to total appropriation reflects the Agency's net surplus operating result for the 2020-21 financial year, as well as increases in supplier payables balance at 30 June 2021. After underspending against the 2019-20 departmental capital budget, the Agency was approved to use prior year funds on additional asset purchases and developments in 2020-21. See the Budget Variance Commentary for further information.

3. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

Annual Appropriation for 2020

	Annual Appropriation \$'000	Adjustments to appropriation ¹ \$'000	Total appropriation \$'000	Appropriation applied in 2021 (current and prior years) \$'000	Variance ² \$'000
Departmental					
Ordinary annual services	17,989	1,158	19,147	(8,524)	10,623
Departmental capital budget ³	2,901	1	2,902	(267)	2,635
Total departmental	20,890	1,159	22,049	(8,791)	13,258

1. The National Recovery and Resilience Agency received the following adjustments to appropriations in 2020-21:
- \$1.158m PGPA Act Section 75 transfer relating to the National Drought Map that was transferred from the Department of Agriculture, Water and the Environment.
- \$0.001m of PGPA Act Section 74 receipts retained by the Agency, that were transferred to the Official Public Account to adjust available appropriation.

2. The variance of appropriation applied to total appropriation is attributed to the progressive and measured establishment of the Agency, coupled with constraints placed on the Agency due to COVID-19, in areas such as travel and on the ground community engagement, assets received free of charge for leased premises, leveraging existing Australian Government capabilities such as Services Australia Recovery Connect, where appropriate, and timings associated with the transition of capabilities from other agencies, such as the National Drought Map.

3. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

Unspent departmental annual appropriations

	Actual 2021 \$'000	Actual 2020 \$'000
Appropriation Act (No. 1) 2019-20 - Operating	-	1,299
Appropriation Act (No. 1) 2019-20 - Departmental Capital Budget (DCB)	-	435
Appropriation Act (No. 3) 2019-20 - Operating	-	9,199
Appropriation Act (No. 3) 2019-20 - Departmental Capital Budget (DCB)	1,483	2,200
Appropriation Act (No. 1) 2019-20 - Cash Held by the Agency	-	125
Supply Act (No. 1) 2020-21- Operating	4,672	-
Supply Act (No. 1) 2020-21- Departmental Capital Budget (DCB)	59	-
Appropriation Act (No. 1) 2020-21 - Operating	20,207	-
Appropriation Act (No. 1) 2020-21 - Departmental Capital Budget (DCB)	141	-
Appropriation Act (No. 1) 2020-21 - Cash held by the Agency	154	-
Total	26,716	13,258

Net cash appropriation arrangements

	Actual 2021 \$'000	Actual 2020 \$'000
Total comprehensive income (loss) - as per Statement of Comprehensive Income	7,108	10,225
Plus: depreciation/amortisation of assets funded through appropriations ¹	524	201
Plus: depreciation right-of-use assets ²	543	227
Less: lease principal repayments ²	(550)	(205)
Net cash operating surplus/(deficit)	<u>7,625</u>	<u>10,448</u>

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

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

Note 12: Contingent Assets and Liabilities

Accounting policy

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

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

The NRRRA is not aware of any quantifiable or unquantifiable contingent asset or liabilities as of the signing date that may have an impact on operations or the financial statements (30 June 2020: nil).

Note 13: Current/Non-Current Distinction for Assets and Liabilities

	Actual 2021 \$'000	Actual 2020 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	154	125
Trade and other receivables	26,798	13,712
Supplier prepayments	39	62
Total no more than 12 months	26,991	13,899
More than 12 months		
Buildings	713	851
Leasehold improvements	338	556
Plant and equipment	740	789
Computer software	1,119	60
Supplier prepayments	13	-
Total more than 12 months	2,923	2,256
Total assets	29,914	16,155
Liabilities expected to be settled in:		
No more than 12 months		
Salary and superannuation	397	113
Supplier payables	5,651	999
Leases	769	273
Employee provisions	873	213
Total no more than 12 months	7,690	1,598
More than 12 months		
Leases	312	1,081
Employee provisions	1,218	282
Other provisions	-	87
Total more than 12 months	1,530	1,450
Total liabilities	9,220	3,048

Note 14: Restructuring

	Actual 2021
	National Bushfire Recovery Agency
	Department of the Prime Minister and Cabinet ¹
	\$'000
FUNCTIONS ASSUMED	
Assets recognised	
Plant and equipment	116
Computer software	404
Total assets recognised	520
Liabilities recognised	
Leases	18
Employee provisions	223
Total liabilities recognised	241
Net assets/(liabilities) recognised³	279
Income recognised	
Recognised by the receiving entity	7,108
Recognised by the losing entity	15,292
Total income recognised	22,400
Expenses recognised	
Recognised by the receiving entity	7,442
Recognised by the losing entity	15,368
Total expenses recognised	22,810

1. Functions relating to the National Bushfire Recovery Agency were assumed from the Department of the Prime Minister and Cabinet during the 2020-21 financial year as part of the establishment of the National Recovery and Resilience Agency on 5 May 2021, to address a key recommendation of the Royal Commission into National Natural Disaster Arrangements.

2. The net assets assumed from all entities were \$279k (2019-20: nil).

3. In respect of functions assumed, the net book values of assets and liabilities were transferred to the entity for no consideration.



Appendices



Appendix 1: Staff Data

Staff Data

Table 7: All Ongoing Employees Current Report Period (2020–21)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
NSW	-	-	-	1	-	1	-	-	-	1
Qld	1	-	1	1	-	1	-	-	-	2
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	1	1	-	-	-	1
Vic	-	-	-	-	-	-	-	-	-	-
WA	-	-	-	1	-	1	-	-	-	1
ACT	24	1	25	79	14	93	-	-	-	118
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	25	1	26	82	15	97	-	-	-	123

Table 8: All Non-Ongoing Employees Current Report Period (2020–21)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
NSW	1	-	1	7	-	7	-	-	-	8
Qld	2	-	2	4	-	4	-	-	-	6
SA	1	-	1	2	-	2	-	-	-	3
Tas	-	-	-	-	-	-	-	-	-	-
Vic	2	-	2	1	-	1	-	-	-	3
WA	-	-	-	1	-	1	-	-	-	1
ACT	6	-	6	24	4	28	-	-	-	34
NT	1	-	1	1	-	1	-	-	-	2
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	13	-	13	40	4	44	-	-	-	57

Table 9: All Ongoing Employees Previous Report Period (2019–20)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
NSW	-	-	-	1	-	1	-	-	-	1
Qld	-	-	-	3	-	3	-	-	-	3
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	1	1	-	-	-	1
Vic	-	-	-	-	-	-	-	-	-	-
WA	-	-	-	1	-	1	-	-	-	1
ACT	5	-	5	13	4	17	-	-	-	22
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	5	-	5	18	5	23	-	-	-	28

Table 10: All Non-Ongoing Employees Previous Report Period (2019–20)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
NSW	-	-	-	2	-	2	-	-	-	2
Qld	1	-	1	7	-	7	-	-	-	8
SA	1	-	1	1	-	1	-	-	-	2
Tas	-	-	-	-	-	-	-	-	-	-
Vic	2	-	2	-	-	-	-	-	-	2
WA	-	-	-	1	-	1	-	-	-	1
ACT	3	-	3	3	1	4	-	-	-	7
NT	-	1	1	1	-	1	-	-	-	2
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	7	1	8	15	1	16	-	-	-	24

Table 11: Australian Public Service Act Ongoing Employees Current Report Period (2020–21)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
SES 3	-	-	-	-	-	-	-	-	-	-
SES 2	1	-	1	-	-	-	-	-	-	1
SES 1	1	-	1	4	-	4	-	-	-	5
EL 2	4	-	4	15	-	15	-	-	-	19
EL 1	9	-	9	31	6	37	-	-	-	46
APS 6	7	1	8	18	8	26	-	-	-	34
APS 5	3	-	3	12	1	13	-	-	-	16
APS 4	-	-	-	1	-	1	-	-	-	1
APS 3	-	-	-	1	-	1	-	-	-	1
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL	25	1	26	82	15	97	-	-	-	123

Table 12: Australian Public Service Act Non-Ongoing Employees Current Report Period (2020–21)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
SES 3	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	-	-	-	-	-	-	-
EL 2	2	-	2	1	-	1	-	-	-	3
EL 1	2	-	2	7	-	7	-	-	-	9
APS 6	9	-	9	29	3	32	-	-	-	41
APS 5	-	-	-	1	-	1	-	-	-	1
APS 4	-	-	-	2	1	3	-	-	-	3
APS 3	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL	13	-	13	40	4	44	-	-	-	57

Table 13: Australian Public Service Act Ongoing Employees Previous Report Period (2019–20)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
SES 3	-	-	-	-	-	-	-	-	-	-
SES 2	1	-	1	-	-	-	-	-	-	1
SES 1	-	-	-	-	-	-	-	-	-	-
EL 2	-	-	-	7	1	8	-	-	-	8
EL 1	2	-	2	5	2	7	-	-	-	9
APS 6	2	-	2	3	2	5	-	-	-	7
APS 5	-	-	-	3	-	3	-	-	-	3
APS 4	-	-	-	-	-	-	-	-	-	-
APS 3	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL	5	-	5	18	5	23	-	-	-	28

Table 14: Australian Public Service Act Non-Ongoing Employees Previous Report Period (2019–20)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
SES 3	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	1	-	1	-	-	-	1
EL 2	-	-	-	1	-	1	-	-	-	1
EL 1	-	1	1	2	-	2	-	-	-	3
APS 6	7	-	7	10	1	11	-	-	-	18
APS 5	-	-	-	-	-	-	-	-	-	-
APS 4	-	-	-	-	1	1	-	-	-	1
APS 3	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL	7	1	8	14	2	16	-	-	-	24

Part 6: Appendices

Table 15: Australian Public Service Act Employees by Full time and Part time Status Current Report Period (2020–21)

	Ongoing			Non-Ongoing			Total
	Full time	Part time	Total Ongoing	Full time	Part time	Total Non-Ongoing	
SES 3	-	-	-	-	-	-	-
SES 2	1	-	1	-	-	-	1
SES 1	5	-	5	-	-	-	5
EL 2	19	-	19	3	-	3	22
EL 1	40	6	46	9	-	9	55
APS 6	25	9	34	38	3	41	75
APS 5	15	1	16	1	-	1	17
APS 4	1	-	1	2	1	3	4
APS 3	1	-	1	-	-	-	1
APS 2	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL	107	16	123	53	4	57	180

Table 16: Australian Public Service Act Employees by Full time and Part time Status Previous Report Period (2019–20)

	Ongoing			Non-Ongoing			Total
	Full time	Part time	Total Ongoing	Full time	Part time	Total Non-Ongoing	
SES 3	-	-	-	-	-	-	-
SES 2	1	-	1	-	-	-	1
SES 1	-	-	-	1	-	1	1
EL 2	7	1	8	1	-	1	9
EL 1	7	2	9	2	1	3	12
APS 6	5	2	7	17	1	18	25
APS 5	3	-	3	-	-	-	3
APS 4	-	-	-	-	1	1	1
APS 3	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL	23	5	28	21	3	24	52

Table 17: Australian Public Service Act Employment type by location Current Report Period (2020–21)

	Ongoing	Non-Ongoing	Total
NSW	1	8	9
Qld	2	6	8
SA	-	3	3
Tas	1	-	1
Vic	-	3	3
WA	1	1	2
ACT	118	34	152
NT	-	2	2
External Territories			
Overseas	-	-	-
Total	123	57	180

Table 18: Australian Public Service Act Employment type by location Previous Report Period (2019–20)

	Ongoing	Non-Ongoing	Total
NSW	1	2	3
Qld	3	8	11
SA	-	2	2
Tas	1	-	1
Vic	-	2	2
WA	1	1	2
ACT	22	7	29
NT	-	2	2
External Territories			
Overseas	-	-	-
Total	28	24	52

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Table 19: Australian Public Service Act Indigenous Employment Current Report Period (2020–21)

	Total
Ongoing	2
Non-Ongoing	-
Total	2

Table 20: Australian Public Service Act Indigenous Employment Previous Report Period (2019–20)

	Total
Ongoing	-
Non-Ongoing	-
Total	-

Table 21: Australian Public Service Act Employment arrangements Current Report Period (2020–21)

	SES	Non-SES	Total
Section 24 (1) determination	6	174	180
Total	6	174	180

Table 22: Australian Public Service Act Employment salary ranges by classification level (Minimum/Maximum) Current Report Period (2020–21)

	Minimum Salary	Maximum Salary
SES 3	\$352,054	\$397,857
SES 2	\$263,971	\$292,721
SES 1	\$199,824	\$232,806
EL 2	\$125,115	\$148,907
EL 1	\$107,494	\$122,513
APS 6	\$83,647	\$94,000
APS 5	\$75,626	\$80,851
APS 4	\$68,495	\$73,253
APS 3	\$62,967	\$65,586
APS 2	\$56,384	\$60,084
APS 1	\$48,006	\$52,490
Other	-	-
Minimum/Maximum range	\$48,006	\$397,857

Executive Remuneration

Table 23: Information about remuneration for key management personnel

Name	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances		Long service leave	Other long-term benefits		
Padovan, Nicolo	Deputy CEO, COO	306,404	-	1,518	56,529	-	-2,140	-	362,311
Stone, Shane	Coordinator-General	533,930	-	19,603	34,177	-	4,193	-	591,904



Table 24: Information about remuneration for senior executives

Total remuneration bands	Number of senior executives	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances		Average long service leave	Average other long-term benefits		
\$0 - \$220,000	7	67,888	-	29	8,707	2,545	-	79,168	
\$220,001 - \$245,000	1	205,626	-	660	20,891	10,955	-	238,132	
\$245,001 - \$270,000	2	212,309	-	570	30,451	1,231	-	244,561	
\$270,001 - \$295,000									
\$295,001 - \$320,000									
\$320,001 - \$345,000									
\$345,001 - \$370,000									
\$370,001 - \$395,000									
\$395,001 - \$420,000									
\$420,001 - \$445,000									
\$445,001 - \$470,000									
\$470,001 - \$495,000									
\$495,001 -									

Table 25: Information about remuneration for other highly paid staff

Total remuneration bands	Number of other highly paid staff	Short-term benefits				Post-employment benefits			Other long-term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average benefits and allowances	Average other superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration			
\$230,001 - \$245,000	-	-	-	-	-	-	-	-	-	-	-	-
\$245,001 - \$270,000	-	-	-	-	-	-	-	-	-	-	-	-
\$270,001 - \$295,000	-	-	-	-	-	-	-	-	-	-	-	-
\$295,001 - \$320,000	-	-	-	-	-	-	-	-	-	-	-	-
\$320,001 - \$345,000	-	-	-	-	-	-	-	-	-	-	-	-
\$345,001 - \$370,000	-	-	-	-	-	-	-	-	-	-	-	-
\$370,001 - \$395,000	-	-	-	-	-	-	-	-	-	-	-	-
\$395,001 - \$420,000	-	-	-	-	-	-	-	-	-	-	-	-
\$420,001 - \$445,000	-	-	-	-	-	-	-	-	-	-	-	-
\$445,001 - \$470,000	-	-	-	-	-	-	-	-	-	-	-	-
\$470,001 - \$495,000	-	-	-	-	-	-	-	-	-	-	-	-
\$495,001 -	-	-	-	-	-	-	-	-	-	-	-	-

Appendix 2: Acronyms and Abbreviations

AGMIN	Agriculture Minister's Meeting	NPA	National Partnership Agreement
ANAO	Australian National Audit Office	NRRA	National Recovery and Resilience Agency
APSC	Australian Public Service Commission	OAM	Medal of the Order of Australia
CEO	Chief Executive Officer	PGPA Act	<i>Public Governance Performance and Accountability Act 2013</i>
CMF	Citizen Military Forces	PGPA Rule	<i>Public Governance, Performance and Accountability Rule 2014</i>
COO	Chief Operating Officer	PM&C	Department of Prime Minister and Cabinet
CPRs	Commonwealth Procurement Rules	PS Act	<i>Public Service Act 1999</i>
CRM	Customer Relationship Management	QC	Queen's Counsel
CSIRO	Commonwealth Scientific and industrial Research Organisation	QRIDA	Queensland Rural and Industrial Development Authority
DAWE	Department of Agriculture, Water and the Environment	RFCS	Rural Financial Counselling Service
DRFA	Disaster Recovery Funding Arrangements	RIC	Regional Investment Corporate
DSS	Department of Social Services	RIRDC	Rural Industries Research & Development Corporation
EAP	Employee Assistance Program	RMF	Risk Management Framework
EL	Executive Level	RRIG	Restocking, Replanting, Infrastructure Grants
FHA	Farm Household Allowance	RSO	Recovery Support Officer
FOI	Freedom of Information	SME	Small and Medium Enterprises
GST	Goods and Services Tax	the Hon	The Honourable
IWG	Implementation Working Group	UX	User Experience
LER	Local Economic Recovery	WHS	Workplace Health and Safety
LGA	Local Government Area	WHS Act	<i>Work Health and Safety Act 2011</i>
MP	Member of Parliament	WHS	Workplace Health and Safety
NBRA	National Bushfire Recovery Agency		
NBRF	National Bushfire Recovery Fund		
NDA	National Drought Agreement		
NDM	National Drought Map		

Appendix 3:

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Appendix 4:

List of Requirements

PGPA Rule Reference	Page number	Description	Requirement
17AD(g)	Letter of transmittal		
17AI	v	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
17AD(h)	Aids to access		
17AJ(a)	iv	Table of contents.	Mandatory
17AJ(b)	131	Alphabetical index.	Mandatory
17AJ(c)	120	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	123–128	List of requirements.	Mandatory
17AJ(e)	ii	Details of contact officer.	Mandatory
17AJ(f)	ii	Entity's website address.	Mandatory
17AJ(g)	ii	Electronic address of report.	Mandatory
17AD(a)	Review by accountable authority		
17AD(a)	1–5	A review by the accountable authority of the entity.	Mandatory
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	8	A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)	10	A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)	17	A description of the outcomes and programmes administered by the entity.	Mandatory
17AE(1)(a)(iv)	17	A description of the purposes of the entity as included in corporate plan.	Mandatory
17AE(1)(aa)(i)	9	Name of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(ii)	9	Position title of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(iii)	9	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory
17AE(1)(b)	N/A	An outline of the structure of the portfolio of the entity.	Portfolio departments – mandatory

PGPA Rule Reference	Page number	Description	Requirement
17AE(2)	N/A	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory
17AD(c)	Report on the Performance of the entity		
Annual performance Statements			
17AD(c)(i); 16F	15–55	Annual performance statement in accordance with paragraph 39(1) (b) of the Act and section 16F of the Rule.	Mandatory
17AD(c)(ii)	Report on Financial Performance		
17AF(1)(a)	19–22	A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)	82	A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)	N/A	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory.
17AD(d)	Management and Accountability		
Corporate Governance			
17AG(2)(a)	67	Information on compliance with section 10 (fraud systems)	Mandatory
17AG(2)(b)(i)	v	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory
17AG(2)(b)(ii)	v	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory
17AG(2)(b)(iii)	v	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory
17AG(2)(c)	58–63	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d) – (e)	68	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy noncompliance.	If applicable, Mandatory
Audit Committee			
17AG(2A)(a)	64	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG(2A)(b)	64–65	The name of each member of the entity's audit committee.	Mandatory
17AG(2A)(c)	64–65	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory

PGPA Rule Reference	Page number	Description	Requirement
17AG(2A)(d)	64–65	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG(2A)(e)	64–65	The remuneration of each member of the entity's audit committee.	Mandatory
External Scrutiny			
17AG(3)	69	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)	N/A	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory
17AG(3)(b)	N/A	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory
17AG(3)(c)	N/A	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory
Management of Human Resources			
17AG(4)(a)	75–77	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)	110–111	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender (d) statistics on staff location	Mandatory
17AG(4)(b)	112–116	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: Statistics on staffing classification level; Statistics on full-time employees; Statistics on part-time employees; Statistics on gender; Statistics on staff location; Statistics on employees who identify as Indigenous.	Mandatory
17AG(4)(c)	116	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the Public Service Act 1999.	Mandatory
17AG(4)(c)(i)	116	Information on the number of SES and non-SES employees covered by agreements etc. identified in paragraph 17AG(4)(c).	Mandatory
17AG(4)(c)(ii)	116	The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)	118–119	A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	N/A	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory

PGPA Rule Reference	Page number	Description	Requirement
17AG(4)(d)(ii)	N/A	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)	N/A	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG(4)(d)(iv)	N/A	Information on aggregate amount of performance payments.	If applicable, Mandatory
Assets Management			
17AG(5)	73	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory
Purchasing			
17AG(6)	71	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory
Reportable consultancy contracts			
17AG(7)(a)	73	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7)(b)	73	A statement that "During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]".	Mandatory
17AG(7)(c)	71	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory
17AG(7)(d)	71	A statement that "Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website."	Mandatory
Reportable non-consultancy contracts			
17AG(7A)(a)	74	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7A)(b)	74	A statement that "Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website."	Mandatory

PGPA Rule Reference	Page number	Description	Requirement
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA	74	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory
Australian National Audit Office Access Clauses			
17AG(8)	74	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory
Exempt contracts			
17AG(9)	74	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory
Small business			
17AG(10)(a)	72	A statement that "[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website."	Mandatory
17AG(10)(b)	72	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)	N/A	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that "[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."	If applicable, Mandatory
Financial Statements			
17AD(e)	79–106	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
Executive Remuneration			
17AD(da)	117	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2–3 of the Rule.	Mandatory

PGPA Rule Reference	Page number	Description	Requirement
17AD(f)	Other Mandatory Information		
17AH(1)(a)(i)	N/A	If the entity conducted advertising campaigns, a statement that “During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”	If applicable, Mandatory
17AH(1)(a)(ii)	71	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
17AH(1)(b)	74	A statement that “Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”	If applicable, Mandatory
17AH(1)(c)	70	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)	71	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)	129–130	Correction of material errors in previous annual report	If applicable, mandatory
17AH(2)	70, 75	Information required by other legislation	Mandatory

Appendix 5: Corrections to the previous Annual Report

There were errors in the figures appearing on page 76–77 of the Drought and Flood Agency 2019–20 annual report.

Table 11, Table 12 and Table 13 were incorrectly reported (as per below). The correct information has been included in Appendix 1 at Table 13, Table 14 and Table 16.

Table 26: Australian Public Service Act Ongoing Employees Current Report Period (2019–20)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
SES 3	-	-	-	-	-	-	-	-	-	-
SES 2	1	-	1	-	-	-	-	-	-	1
SES 1	-	-	-	-	-	-	-	-	-	-
EL 2	-	-	-	7	1	8	-	-	-	8
EL 1	2	-	2	5	2	7	-	-	-	9
APS 6	2	-	2	4	2	6	-	-	-	8
APS 5	-	-	-	3	-	3	-	-	-	3
APS 4	-	-	-	-	-	-	-	-	-	-
APS 3	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total	5	-	5	19	5	24	-	-	-	29

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Table 27: Australian Public Service Act Non-Ongoing Employees Current Report Period (2019–20)

	Male			Female			Indeterminate			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Indeterminate	
SES 3	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	1	-	1	-	-	-	1
EL 2	-	-	-	1	-	1	-	-	-	1
EL 1	-	1	1	2	-	2	-	-	-	3
APS 6	7	-	7	9	1	10	-	-	-	17
APS 5	-	-	-	-	-	-	-	-	-	-
APS 4	-	-	-	-	1	1	-	-	-	1
APS 3	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL	7	1	8	13	2	15	-	-	-	23

Table 28: Australian Public Service Act Employees by Full time and Part time Status Current Report Period (2019–20)

	Ongoing			Non-Ongoing			Total
	Full-time	Part-time	Total Ongoing	Full-time	Part-time	Total Non-Ongoing	
SES 3	-	-	-	-	-	-	-
SES 2	1	-	1	-	-	-	1
SES 1	-	-	-	1	-	1	1
EL 2	7	1	8	1	-	1	9
EL 1	7	2	9	2	1	3	12
APS 6	6	2	8	16	1	17	25
APS 5	3	-	3	-	-	-	3
APS 4	-	-	-	-	1	1	1
APS 3	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total	25	5	29	20	3	23	52

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