

s22 [Redacted]

From: s22 [Redacted]
Sent: Thursday, 15 July 2021 12:09 PM
To: s22 [Redacted]
Subject: Accepted: CRM geospatial questions [SEC=OFFICIAL]

W;

s22

From: s22
Sent: Friday, 16 July 2021 12:15 PM
To: HR (NEMA)
Cc: s22
Subject: s22 - returning to s22 from 30 Jul 21 [SEC=OFFICIAL]

OFFICIAL

Hello team,

Just officially advising what I've already shared with s22 – that I've received my follow on posting for a return to s22 from 02 Aug 21. So my last day with NRRRA will be 30 Jul 21.

Could you please send me any links or advice as to what is required in terms of offboarding.

Also, I've offered to stay on in a part time advisory capacity for a few extra months to assist with implementation with Engagement Network reporting tools and frameworks. Is there any mechanism available for my retention on the IT systems to help facilitate this? If not, I'll be hampered in my ability to assist from afar but would of course do my best to come into the office as needed to work alongside my replacement and other staff. Please advise if there is any scope to be offboarded but retain IT access for say 1-2 months?

Thanks,

s2

Regards,

s22

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

s22 | w. www.recovery.gov.au

121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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s22

From: s22
Sent: Friday, 16 July 2021 11:48 AM
To: s22 Governance and Planning (NEMA); s22
s22
Subject: FW: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]
Attachments: 2020-21 Annual Performance Statement - FINAL DRAFT - Engagement LO and RSO input 15 Jul 21.docx

OFFICIAL

Hi s22,

Thanks for your patience and guidance on working through this with s22 and the team. Looks like a good start to me but happy to take onboard any further guidance or refinement that might be required.

When s22 gets a chance to review she might also wish to tweak or task our team for further improvements. But wanted to get this to you asap noting I'm already late on it.

Thanks,
s2

Regards,

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency
s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Thursday, 15 July 2021 4:17 PM
To: s22
Cc: s22
s22
Subject: RE: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

Hi s22,

As requested, I have updated Performance Measure (PM) 3.4 in the annual performance statement, with the input from the Senior RSOs and LOs. In regards to the stats, I have separated them, mainly to highlight the merging of agencies. That said as we are one team, happy to combine the stats all into one.

Please review PM 3.4 content and advise any changes, before you send to s22 and s22 tomorrow.

All, thank you for your quick turnaround and input, it has been much appreciated.

Cheers,

s22

s22

Liaison Officer Queensland | Engagement Network
National Recovery and Resilience Agency

s22

s22 | w. www.recovery.gov.au
GPO Box 133 CANBERRA CITY ACT 2601



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From: s22

Sent: Tuesday, 13 July 2021 11:19 AM

To: s22

Cc: s22

Subject: FW: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

s22,

As discussed, I'm sorry to give you this hospital pass but appreciate your help in compiling our components of this annual report. My fault for dropping track over the last few hectic weeks of higher priority work.

Once you've had a quick look, please catch up with s22 who can provide the guidance we need. Don't kill yourself but do your best to have at least a rough draft by COB tomorrow (even if it has gaps that we need to clean up in coming days).

Quite difficult for us as this is clearly the annual targets set by the Drought and Flood agency so not familiar to us. But I'm hoping s22 might be able to assist where needed.

Thanks again mate for working through this at short notice.

s2

Regards,

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency
s22 | w. www.recovery.gov.au
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From: Risk and Governance <RiskandGovernance@recovery.gov.au>

Sent: Monday, 12 July 2021 5:28 PM

To: s22

Subject: FW: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

Hey s2

Just checking in on this one. How are you going with it?

Let me know if there is anything I can do to help.

s22

From: Risk and Governance <RiskandGovernance@recovery.gov.au>

Sent: Thursday, 1 July 2021 6:16 AM

To: s22

Cc: s22

s22

Risk and Governance

<RiskandGovernance@recovery.gov.au>; s22**Subject:** RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

Good morning colleagues

Thank you again for your help with the Performance Report from July 2020 to April 2021 and the draft 2020-21 Annual Performance Statement (APS). Both documents were received positively by the Executive and the Audit and Risk Committee.

In order to complete the APS for publishing in the Agency's Annual Report, we require the final numbers and analysis for the 2020-21 financial year.

By **9am Wednesday 14 July**, could you please:

- 1) Provide the final stats for your performance measures and targets from 1 July 2020 – 30 June 2021
 - *Remember – the stats should be reflective of the data sources and methodologies that were agreed to in the Agency's Performance Information framework. This will be used in the internal audit to assess the accuracy and reliability of the figures.*
- 2) Update the analysis with the complete performance story for 2020-21.
 - *The aim of the analysis is to discuss the factors that contributed to the Agency achieving its performance. It should provide an informative analysis beyond simply listing specific achievements and include any context in which we operated in throughout the year*
- 3) Provide any images or infographics that you would like included
 - *For infographics, please include a link to the source data to assist the graphic designer in developing these*

The current draft is attached and also available here: [2020-21 Annual Performance Statement - FINAL DRAFT](#)

The previous report and performance information is also attached for your reference.

The information should be cleared by the responsible Executive Director and provided to the Risk and Governance Team for a QA before we progress through the clearance process to the Coordinator-General.

Thank you again for your assistance and please reach out to myself or s22 if you have any questions.

Many thanks

s22

s22

Assistant Director | Risk and Governance | Corporate and Governance
National Recovery and Resilience Agency

s22

s22

| w. www.recovery.gov.au

121 Marcus Clarke Street Canberra ACT 2601 | PO Box 133 CANBERRA CITY ACT 2601

PLEASE NOTE: I work part time, Monday – Thursday



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s22

From: s22
Sent: Friday, 16 July 2021 3:01 PM
To: s22
Subject: FW: URGENT - FOR ESCALATION PLEASE _ Bushfire Recovery Grants Program [SEC=OFFICIAL]

OFFICIAL

FYSA

Regards,

s22

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Friday, 16 July 2021 2:12 PM
To: s22
Cc: s22
Subject: RE: URGENT - FOR ESCALATION PLEASE _ Bushfire Recovery Grants Program [SEC=OFFICIAL]

OFFICIAL

s22

Thanks for flagging.

Defensive talking points were developed yesterday in response to the public commentary by s22 and address the matters below.

There also remains a misunderstanding of the program given that applicants can submit projects up to \$10m in value and that the Tier 1 and Tier 2 allocations are notional.

The minister is aware of the concerns raised below noting that there are over one hundred LGAs associated with the program, in addition to those in the impacted LGAs referenced below.

Please call to discuss when you have a moment.

s22 | Deputy CEO and COO
National Recovery and Resilience Agency
Department of the Prime Minister and Cabinet

s22
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From: s22
Sent: Friday, July 16, 2021 10:53 AM
To: s22
Cc: s22
Subject: Fwd: URGENT - FOR ESCALATION PLEASE _ Bushfire Recovery Grants Program [SEC=OFFICIAL]

Morning s22 and s2

As per message left this morning, detail of concerns raised by East Gippsland re BSBG eligibility criteria below.

s22 - let me know if you want me to call s22 about this so he has visibility if he gets a call, though conscious you're both travelling to Darwin today.

s2 - not sure if we need to give the Ministers office a heads up?

s22

Sent from my iPhone

Begin forwarded message

OFFICIAL

Good morning s22 and s2 ,

Please see below email from s22 – s22

I have spoken to s22 and asked for the below email to give us early warning of the approach East Gippsland will take with this one – that is straight to s22 or s22 , and use Federal MP (s22) – who given previous form on these matters will raise directly with our Minister or even PM) and use the Minister herself.

This is not unexpected. East Gippsland have long thought that other less affected regions have been getting a disproportionate amount of funding and focus.

Requires executive level visibility.

Thanks

s22

s22

State Liaison Officer | Liaison Network
National Recovery and Resilience Agency

s22

s22

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From: s22

Sent: Thursday, 15 July 2021 12:20 PM

To: s22

Subject: FW: Bushfire Recovery Grants Program [SEC=OFFICIAL]

s22

Thanks for the discussion yesterday. As you are aware we have been advocating consistently that funding:

- Should be allocated based on need and impact
- Should not be a competitive program given the most impacted communities are those least able typically to prepare competitive applications and this increases anxiety in trauma impacted communities by competing with other impacted communities
- Should be available when communities are ready, not on predetermined timelines

This is consistent with community led recovery and avoiding further stress, anxiety and impact on affected communities. These points were reiterated by CRC chairs from Buchan, Sarsfield and Clifton Creek when they met with s22.

As I indicated we are very concerned with the approach adopted in the guidelines for the Bushfire Recovery Grants Program where East Gippsland Shire Council was placed on the same tier as other councils that have no direct fire impact. While not dismissing that such municipalities were impacted economically it is inappropriate and fundamentally incorrect to group these Councils with East Gippsland Shire Council in terms of the notional allocated of funding (or envelope) which the guidelines indicate is based on impact.

East Gippsland Shire had 1.1 million Ha burnt and lost more than 3 times the number of houses as the rest of the eight Victorian municipalities in Tier 1 put together. Only 3 of the 8 lost any houses and yet all are eligible for the same funding envelope of \$4.5 million. While this is not the only indicator of impact, it is a significant indicator and one that is critical in understanding impacts on communities. Further, this impact is on top of extended drought!

We will raise this with relevant decision makers seeking review of the basis for the funding allocation. Simply, a funding envelope of \$4.5 million for East Gippsland is both not sufficient and is not fair, equitable and evidence based, when considering the scale of the impact in East Gippsland compared to some of the other Tier 1 municipalities at least in Victoria.

I also understand the Commonwealth has not supported the deferral of Round 3 of the LER program. Are you able to confirm whether this is the case?


Again, I would reiterate the importance of s22 visiting East Gippsland and meeting with Council and other community representatives to best inform his role as Coordinator General.

Please feel free to give me a call.

Regards

s22

■ s22

 Please consider the environment before printing this e-mail.

From: s22
Sent: Thursday, 13 May 2021 1:22 PM
To: s22
Subject: RE: Bushfire Recovery Grants Program [SEC=OFFICIAL]

EXTERNAL EMAIL: This email has originated from outside of the East Gippsland Shire Council network. Do not click links or open attachments unless you recognise the sender and know the content is safe. Contact ICT ServiceDesk if you are unsure.

OFFICIAL

s22 . Thanks for the call Tuesday night and this follow up email. I acknowledge the angst my community engagement cancellation has caused, but as per previous emails there are sound reasons for this that is in everybody's interests. I am hoping the 21 May rescheduled meeting will alleviate some of the angst.

I really appreciate your inputs and advice below. They are all consistent with our understanding from previous and ongoing engagements with BRV, councils and communities. In particular, I acknowledge the "pace of communities" and "grant confusion/fatigue" pressures you describe and the suggestions around a "staged application process", "alternate co-funding sources" and of course, ensuring there is

support for communities with less capacity to have a fair chance to compete for funding.

I have passed this email on to those in the NRRRA who are leading the detailed design of the grants program and give you an assurance of its active consideration and my personal participation in this process. I also look forward to discussing this further with you and others on 21 May.

Thanks again s22 .

s22

s22

National Recovery and Resilience Agency

s22

| w. www.recovery.gov.au

10 National Circuit Barton ACT 2600 | PO Box 6500 CANBERRA ACT 2600

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From: s22

Sent: Wednesday, 12 May 2021 6:07 PM

To: s22

Subject: Bushfire Recovery Grants Program

s22

Thanks for the conversation last night. I have included below two sets of comments – some general comments, as well as some specific considerations given where I understand you are up to in the design of the programs.

Again, I am disappointed there was a need to cancel the engagement with the CRCs and I would strongly encourage you to engage with the CRCs on behalf of the community in relation to the design (but only to the extent that there is a realistic prospect of being able to take into account any feedback and make changes – ie. do not waste their time). I see that you have rescheduled for the 21 May – thankyou.

General comments

- Firstly, notwithstanding the comment below, East Gippsland really appreciates and values the commitment and investment by both State and Commonwealth Governments to support recovery in East Gippsland
- Second, recovery is a long journey and it is concerning that there is a focus on spending the allocated funding by a certain time without line of sight to the longer term funding for recovery that will be required. The recent Melb Uni research on the 2009 recovery recommends a 5 year framework and my own experience in Murrindindi was 10 years after the event there remained recovery needs we were seeking funding for (infrastructure, economic and wellbeing).

- Recovery is significantly delayed by COVID and this is more so in Victoria than in other states. That delay has impacted the communities capacity to engage in funding programs and the capacity to meet, develop plans and agree priorities. This does not appear to be reflect yet in funding program design (although I understand there is consideration occurring). Note there is a difference between Victoria and other states which needs to be taken into account
- Communities are feeling anxiety about missing out on funding as the announced funding is through grant programs that are in place now rather than when they have completed the plans.
- Further, communities are experiencing fatigue and confusion over the number of different funding programs, noting the time and effort required to prepare applications
- Collectively we are sending mixed messages
 - Spend the time on developing your recovery plans
 - Funding is available now, hurry up and make applications
- There is anxiety over competitive grant programs because there is not confidence that equity and need are being considered, and less impacted communities and organisations have greater capacity to prepare robust applications than the communities that need it most.
- The factors above mean that while communities appreciate the funding committed, the use of competitive programs is somewhat counterproductive to supporting communities in their recovery journey.
- The preference would be for programs that reflect “community led recovery” which means that funding is available based on need and when communities are ready for funding based on the development of well-developed recovery plans.
- I understand that an approach based on funding of projects identified in recovery plans was used in 2009.
- A number of our communities are doing the right thing, thinking carefully about priorities and design to give the best outcomes in the long term, and consulting widely with their communities. These communities should not be disadvantaged because they are not ready when the grant rounds are ready – especially since COVID 19 has delayed recovery.
- Wherever possible, we should all be building on existing programs rather than creating new programs where possible. Communities are already having difficulty navigating the range of grant programs, each with differing requirements. We should be trying to simplify the process for communities.

Specific feedback

- Ideally a non-competitive program, based on need and providing funding when communities are ready would be implemented but I understand that

unfortunately there may be constraints in delivering this. That said it is critical that the program is designed such that it does not result in further anxiety and other impacts to communities, particularly as they worry about missing out.

- Some communities have identified some recovery priorities and projects however these are unlikely to meet the traditional tests of being funding ready within the timeframe of commencement of the Commonwealth recovery grants program. While a preferred approach would involve funding being available when the community are ready, consideration could be given to enabling these projects to apply and to be assessed in terms of need etc and an allocation of funding made. If necessary, there could be the option to provide further information before funding is released. This could include allowing design etc as part of the project with most of the allocated funds are released once design is satisfactorily completed. I am happy to talk through with your team options to enable this, but the main point being a process that allows good ideas and projects that are not yet “shovel ready” to be considered.
- Program design should allow the opportunity for applicants to use the funding provided to leverage further contributions from other programs. Typically this can be addressed by providing sufficient time before the “must be spent by” date. An example is Victorian sport and recreation grants programs typically require a co-contribution. This is out of reach for many community groups but if a group was successful in the Commonwealth bushfire grants program they may be able to leverage this funding to access an additional sport and recreation grant.
- Ideally, the program design should address the competitive disadvantage experienced by our most impacted communities – e.g. you have seen first hand the nature of the Club Terrace community.
- I understand there is an intention to engage in relation to the support provided to communities to access the Commonwealth grants program and I would be happy to have further discussion about the support program when appropriate.

Regards

s22



s22

■ [East Gippsland Shire Council](#)

s

■ PO Box 1618, Bairnsdale, Vic 3875



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MY COUNCIL
My Community



Read the latest from us in our monthly newsletter



East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and the Bidawel people as the Traditional Custodians of the land that encompasses East Gippsland Shire. We pay our respects to all Aboriginal and Torres Strait Islander people living in East Gippsland, the Elders past and present.

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s22

From: s22
Sent: Friday, 16 July 2021 1:43 PM
To: s22
Subject: Power BI heat maps [SEC=OFFICIAL]

OFFICIAL

Hi s22,

I've been meaning to demonstrate some of the power BI work I've been doing with s22 for a while now. Here is the link if you want to have a look but happy to walk you through it and the thinking behind it if you're interested.

<https://app.powerbi.com/groups/me/apps/146ece20-a149-42f4-a72a-2f949e070da6/reports/95580150-9455-4a00-a51b-b8f8afb7a8a5/ReportSectiond34caa200c0481a10d95?ctid=8fef0e65-829e-4305-af45-8f84462ef8e8>

Bottom line concept is:

- We know in advance maybe 90% of the typical challenges and issues in communities as a result of everything from Fire, flood, drought and COVID. So we should proactively look to assess these things on an ongoing basis.
- Our challenge has been around how to aggregate all the subjective fortnightly reports we get from RSOs and others – just lots of words I reports and its inconsistent, not guided by a strong framework. So my idea has been to 'score' against this standard range of issues and show them in heat maps and other products. (as you'll see within the link)

My concept and initial basic design of power BI, but since massively improved with s22's skills. s22 and s22 are very keen on it so will probably start using it in anger in the month or so. So far what you see is mainly dummy data. I'm building a Microsoft form that will make it simple for RSOs to score and make comments on a number of typical issues. Already tested as functional, even off our iPhones.

One thing we are looking to improve is around summarising some of the data by emergency management region. Most of the screens right now summarise by 'economic regions' as an interim way until we receive that EMR dataset you've been working towards. But we'll also update the maps with this capability soon as well. In other words, show the heat map data by LGA as it is now, but then click a button to summarise by region.

Happy to discuss anytime. And when you have the dataset for EMRs, please forward to me, s22 or s22.

Cheers,

s2

Regards,

s22

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

s22 | w. www.recovery.gov.au

121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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s22

From: s22
Sent: Thursday, 15 July 2021 12:58 PM
To: s22
Subject: RE: BIO [SEC=OFFICIAL]
Attachments: Bio - s22.doc

OFFICIAL

No worries, I got caught up with my current role this morning and needed to make slight update to the attached Bio.

Cheers,

s22

Regards,

s22

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

s22 | w. www.recovery.gov.au

121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Thursday, 15 July 2021 12:42 PM
To: s22
Subject: RE: BIO [SEC=OFFICIAL]

OFFICIAL

Thank you so much Sir, All good.
And again, my apologies to be constantly annoying you!
Hameed

s22

Aide-de-Camp/Research Assistant to s22
Project Lead

Preparing for the Future: Key Organisational Lessons from the Afghanistan Campaign

s22

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From: s22
Sent: Thursday, 15 July 2021 12:33 PM
To: s22
Subject: Re: BIO [SEC=OFFICIAL]

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Sorry For delay s22, will send through shortly.

Sent from my iPhone

On 15 Jul 2021, at 12:23 pm, s22 wrote:

OFFICIAL

Good afternoon Sir,

Just wanting to ask if you could send your BIO please?

s22 intent is to send the ethics approval today and your BIO is the only outstanding document.

Thank you for your trouble and apologies for being annoying you!

Hameed

s22

Aide-de-Camp/Research Assistant to s22
Project Lead
Preparing for the Future: Key Organisational Lessons from the Afghanistan Campaign

s22

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s22

From: s22
Sent: Thursday, 15 July 2021 9:06 AM
To: s22
Subject: RE: Chat [SEC=OFFICIAL]

OFFICIAL

About 0940? I'm just going into a meeting now which should end 0930 ish

s2

Regards,

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency
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From: s22
Sent: Thursday, 15 July 2021 8:51 AM
To: s22
Subject: Chat [SEC=OFFICIAL]

OFFICIAL

Good morning s2

I hope you are well. Just wondering if you have time for a ten minute chat this morning sometime- let me know when suits?

Kind Regards

s2

s22

Assistant Director | Community Engagement Team
National Recovery and Resilience Agency

s22

s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | PO Box 133 CANBERRA CITY ACT 2601

I will soon stop being able to receive emails send to my old s22 email address. My new email address is s22. Please update your contacts and if replying to an email from me prior to 7-May 2021, please address it to s22”



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s22

From: s22
Sent: Friday, 16 July 2021 1:08 PM
To: s22
Subject: RE: CRM suggestions [SEC=OFFICIAL]

OFFICIAL

Totally agree s22 on both points. Will forward your first suggestion to s22 for some initial feedback as we were discussing something closely aligned to this the other day. Always frustrates me when we have info on our staff used for various systems and purposes, yet it's never accessible so we end up sending out regular requests for info already provided, building new lists/spreadsheets etc, all of which go stale and never to be trusted again....!! I was simply asking s22 to all me to show on a map all of our RSOs and be able to click on it and see email, phone numbers, location etc – as its already in there in the background. He indicated there was a way of doing this and your question is very similar so I'll send it through to him.

As for logging every little step in our interactions, also agree. Use it if it helps you but if not, just document the summary outcomes of any work we do with the public and move on.... The technical training might go into that capacity, which is ok. But I think we can/should temper that training with our business process expectations ---- just set the minimum we require (the summary bit). I think this is well within our remit to drive a more practical use of the system. Let's face it, there is minimal use of the system now so getting everyone using it for the basics will be a huge win.

s2

Regards,

s22

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National Recovery and Resilience Agency
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121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Friday, 16 July 2021 12:52 PM
To: s22
Subject: CRM suggestions [SEC=OFFICIAL]

OFFICIAL

Hi s2 and s22

Interesting issue around the RSO private information not captured centrally and s22 chasing multiple items name tags, business cards, credit cards etc..

Can I suggest that the CRM has a private or personnel information section, address, emergency contact, training certificates etc.. that then is accessible only by the RSO – and then limited authorities up L1 / L2 / HR at a L2 level? Whatever the protocol is.

I'll add this to my list of suggestions – by the way I've had feedback about expectation to log every call, email, conversation this intensive admin is not well-received

Kind regards

s22

Recovery Support Officer - Blue Mountains/Hawkesbury/Lithgow
Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



Njunaliin ngaralanga dharawalwulawala nguradhanhay ngaliya (Dharawal)

I acknowledge Aboriginal peoples as the first people and custodians of NSW

The National Recovery and Resilience Agency acknowledges the Traditional Owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their elders both past and present.

s22

From: s22
Sent: Friday, 16 July 2021 1:11 PM
To: s22
Subject: RE: CRM suggestions [SEC=OFFICIAL]

OFFICIAL

Thanks s22, I'll hold off sending if you're happy s22 is actively working that piece.

Cheers,

s2

Regards,

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency
s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Friday, 16 July 2021 1:00 PM
To: s22
Subject: RE: CRM suggestions [SEC=OFFICIAL]

OFFICIAL

Geday s22

Roger that on an individual's tab data set and this is something s22 is already working on – it would include all that detail you do in travel as well – mobile, sat phone, vehicle rego , PLB etc.

Roger that on the corporate branding stuff as I am assisting s22 with some pushing certain areas.

I didn't know about the phone call piece and how was this promulgated as your phone logs everything ?

Interesting

s22

From: s22
Sent: Friday, 16 July 2021 12:52 PM
To: s22
Subject: CRM suggestions [SEC=OFFICIAL]

OFFICIAL

Hi s2 and s22

Interesting issue around the RSO private information not captured centrally and s22 chasing multiple items name tags, business cards, credit cards etc..

Can I suggest that the CRM has a private or personnel information section, address, emergency contact, training certificates etc.. that then is accessible only by the RSO – and then limited authorities up L1 / L2 / HR at a L2 level? Whatever the protocol is.

I'll add this to my list of suggestions – by the way I've had feedback about expectation to log every call, email, conversation this intensive admin is not well-received

Kind regards

s22

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s22

From: s22
Sent: Friday, 16 July 2021 9:30 AM
To: s22
Subject: Re: Performance Planning measures [SEC=OFFICIAL]
Attachments: image003.png

Thanks s22, some good measures in there.

Cheers,
 s22

Sent from my iPhone

On 15 Jul 2021, at 5:05 pm, s22 wrote:

OFFICIAL

Hi s22

Some thoughts on how we measure our Performance. These may not be the RSO Network responsibility, but I'm including them to ensure that get captured by the Agency. Sorry it may be a little sparse.

Measure 2.2

- Facebook shares
- Twitter shares etc

- Announcements of DRFA funding assistance – media releases

Measure 3 – Collaboration of key stakeholders in the design and deliver of disaster assistance

- Participation in national Committees (Australia-New Zealand Emergency Management Committee)
- Representation of State Emergency Management Committees – I'm not sure if we are on these, and it might that s22 writes to Jurisdictional leads requesting we have observer status
 - Representation on State and Regional Recovery Committees, where established
- When appropriate, collaboration with disaster affected states in the design of Category D assistance measures under the DRFA

Measure 4 – Timely advice to Government

- Preparation of situation reports (obs reports – not sure what you call them) during disasters
 - Preparation of more formal advice (briefing notes/speeches etc) to the Minister/PM
 - Elected official briefings for representatives whose electorates are impacted by disasters

Cheers

s22

s22

NSW Liaison Officer | Liaison Network
 National Recovery and Resilience Agency

| s22 | w. www.recovery.gov.au

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s22

From: s22
Sent: Friday, 16 July 2021 3:40 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Cool. We can then look how that intersects with s22's previous National Team staffing model, which might have included some of those functions.

s2

Regards,

s22

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From: s22
Sent: Friday, 16 July 2021 3:35 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Knew you'd be all over it like a fat kid on a smartie mate.

The next avenues I am looking at is the administration, HR , reporting etc for so many RSO.

Case in point the PMC emails. s22 mentioned that his team and s2 (CIT) got about 6 emails requesting the time extension which adds to their workload just answering them when it could simple be one . The other side of this is that some RSO might voice their personal opinion which isn't the corporate engagement one leading to some confusion.

I am looking at two models – one Canberra / Brisbane centric (6 pax admin spt cell 9 EL 1 x 2 (WHS, TRG and HR, APS 6 x 3 9 Admin, travel, data and Aps 4/5 x 1)) and the other decentralised and regionally focused – APS 4/5 level. 7 pax (EI 1 x q supervisor 6 x APS 4/5 QLD x 2, NSW x 2, VIC /TAS x 1 and SA/WA & NT x 1)

Will drop it to you over the weekend

s22

From: s22
Sent: Friday, 16 July 2021 3:13 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Thanks mate, agreed. That's roughly how I'm thinking, but obviously a limit to how much I could stack any areas. But my current assessment is we should try to keep all existing RSOs, just get them to broaden their wings and share the load in a region with the others. I've built the underlying spreadsheet which will drive the maps which allocates every region to one or more RSOs, then furthermore allocates an RSO to every single LGA --- 'notional' allocation of course.....

s2

Regards,

s22

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National Recovery and Resilience Agency
s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Friday, 16 July 2021 3:03 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hey s2

I am sure you have taken this into account but as we look at say the NSW SES Zones and then subsectors some of these boundaries were developed in the 1960's and so population density has shifted.

I guess what I am saying is that these are good guides but once we know what and RSO is to do and achieve there might be a population number / limit to this workload and therefore a subdivision of tasks etc?

IN the case you discussed in Northern NSW due to severe weather impacts and population density this might mean a higher concentration of RSO.

Anyway just thought I would throw it in but I know you are all over it

s22

From: s22
Sent: Friday, 16 July 2021 2:15 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hey mate, had a look and calendars look pretty good. You have any further tweaks or more calendars in mind? Trips also looks ok to me.

Only thought around all calendar views is to have them available all together in one bunch down the bottom or top of the drop down. Could achieve this through naming with numbers or similar: eg. 1. Calendar – My Trips, 2. Calendar – All Trips. Same with events/activities/appointment calendars.

But I'm not overly fussed = what he's presented is already far more functional and meets our immediate needs I reckon.

s2

Regards,

s22

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From: s22
Sent: Friday, 16 July 2021 1:01 PM
To: s22
Cc: s22

s22

Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hey s22

I will chase the folks I sent it to to check and see if they have engaged

s22

From: s22

Sent: Friday, 16 July 2021 12:55 PM

To: s22

Cc: s22

Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hi everyone

Just checking in to see how everyone is going with the CRM testing and whether you need any assistance with anything.

Cheers,

s22

From: s22

Sent: Thursday, 15 July 2021 9:22 AM

To: s22

Cc: s22

Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hi all

The changes have been deployed in the UAT environment <https://recovery-uat.crm6.dynamics.com/> and would be great to have these tested ASAP. It should only take about 30 minutes all up.

Please complete the UAT log with your results, this is a shared document <https://share.internal.pmc.gov.au/recordid/DOC21-202278>

Thanks everyone!

s22

s22

Assistant Director | Data and ICT Branch
National Recovery and Resilience Agency

s22

| w. www.recovery.gov.au



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From: s22
Sent: Thursday, 15 July 2021 8:20 AM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Roger that mate standing by

From: s22
Sent: Wednesday, 14 July 2021 5:19 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hi s22, we were hoping to make these changes over the weekend, so they will be ready in the Live (Production) system come Monday.

Will you or your team have any time this week to have a look so we can get the ok to make these changes in Production over the weekend?

This won't be the last Release, but it'll be good to get feedback on what's changed, so we know that we've hit the brief, especially around the calendar and dashboard changes. There will definitely be more changes coming around trips for the next Release.

Thanks,
s22

s22 | Business Analyst

Shared Services Application Development | Information Services Branch

s22

For IT Support, log a job in Service Portal or email itservicedesk@pmc.gov.au
For urgent support, call the IT Service Desk on (02) 6271 6000



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From: s22
Sent: Wednesday, 14 July 2021 5:12 PM
To: s22
Cc: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hey s22

No worries I will see what CRM gurus we have to play in the sandbox next week.

s2 any thoughts? s22

s22

From: s22
Sent: Wednesday, 14 July 2021 4:22 PM
To: s22
Cc: s22
Subject: FW: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hi s22

As discussed a moment ago, below is a link to the release notes for the upcoming CRM release either on Friday or Sunday night that detail what functionality will be rolled out.

It would be great to have people from your team to assist in testing this functionality in the training environment (Sandbox) to make sure everything works as expected. s22 has also kindly created a UAT log (linked below) for us to use to record test results.

Please let me know who will be able to test from your team and s22 will give them access to the Sharehub folder.

Thanks for your help on this.

s22

s22

Assistant Director | Data and ICT Branch
National Recovery and Resilience Agency

s22

s22 | w. www.recovery.gov.au
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From: s22
Sent: Wednesday, 14 July 2021 3:45 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Howdy,

Here is the UAT log – I've left space for 4 testers to use the same form, but I can always copy and paste them all together.

Are you happy with these?

UAT: <https://share.internal.pmc.gov.au/recordid/DOC21-202278>

Release Notes: (to be read with the UAT script for context): <https://share.internal.pmc.gov.au/recordid/DOC21-202278>

Let me know who needs access and I'll make sure they can edit these in the ShareHub folder.

Thanks,

s22

s22 | Business Analyst
Shared Services Application Development | Information Services Branch
s22

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email itservicedesk@pmc.gov.au
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s22

From: s22
Sent: Friday, 16 July 2021 2:59 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Awesome!

Regards,

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

s22

121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Friday, 16 July 2021 2:18 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hey s2

No they look good mate and I think if we can get folks to input we might see some more tweaks but for me nothing major.

Just trying to get the pers tab data in so that all of that admin side of the house is done once and it auto fills – if the user needs to change data they can but no need to type everything each time

s22

From: s22
Sent: Friday, 16 July 2021 2:15 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hey mate, had a look and calendars look pretty good. You have any further tweaks or more calendars in mind? Trips also looks ok to me.

Only thought around all calendar views is to have them available all together in one bunch down the bottom or top of the drop down. Could achieve this through naming with numbers or similar: eg. 1. Calendar – My Trips, 2. Calendar – All Trips. Same with events/activities/appointment calendars.

But I'm not overly fussed = what he's presented is already far more functional and meets our immediate needs I reckon.

s2

Regards,

s2

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

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From: s2
Sent: Friday, 16 July 2021 1:01 PM
To: s2
Cc: s2
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hey s2

I will chase the folks I sent it to to check and see if they have engaged

s2

From: s2
Sent: Friday, 16 July 2021 12:55 PM
To: s2
Cc: s2

s22

Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hi everyone

Just checking in to see how everyone is going with the CRM testing and whether you need any assistance with anything.

Cheers,

s22

From: Hart, Maria

Sent: Thursday, 15 July 2021 9:22 AM

To: s22

Cc: s22

Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hi all

The changes have been deployed in the UAT environment <https://recovery-uat.crm6.dynamics.com/> and would be great to have these tested ASAP. It should only take about 30 minutes all up.

Please complete the UAT log with your results, this is a shared document <https://share.internal.pmc.gov.au/recordid/DOC21-202278>

Thanks everyone!

s22

s22

Assistant Director | Data and ICT Branch
National Recovery and Resilience Agency

s22

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From: s22
Sent: Thursday, 15 July 2021 8:20 AM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Roger that mate standing by

From: s22
Sent: Wednesday, 14 July 2021 5:19 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

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Thanks,
s22

Ryan Erlandsen | Business Analyst
Shared Services Application Development | Information Services Branch

s22

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From: s22
Sent: Wednesday, 14 July 2021 5:12 PM
To: s22

Cc: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hey s22

No worries I will see what CRM gurus we have to play in the sandbox next week.

Pav any thoughts? s22 ?

s22

From: s22
Sent: Wednesday, 14 July 2021 4:22 PM
To: s22
Cc: s22
Subject: FW: Recovery CRM upcoming release [SEC=OFFICIAL]

OFFICIAL

Hi s22

As discussed a moment ago, below is a link to the release notes for the upcoming CRM release either on Friday or Sunday night that detail what functionality will be rolled out.

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Please let me know who will be able to test from your team and s22 will give them access to the Sharehub folder.

Thanks for your help on this.

s22

s22

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From: s22
Sent: Wednesday, 14 July 2021 3:45 PM
To: s22
Subject: RE: Recovery CRM upcoming release [SEC=OFFICIAL]

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Howdy,

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s22 | Business Analyst

Shared Services Application Development | Information Services Branch

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s22

From: s22
Sent: Friday, 16 July 2021 4:08 PM
To: s22
Cc: s22
Subject: Re: Recovery CRM upcoming release [SEC=OFFICIAL]
Attachments: image007.png; image008.jpg; image009.jpg; image010.jpg; image011.jpg; image017.jpg

Happy from me thanks s22 . Looks good!

s2

Sent from my iPhone

On 16 Jul 2021, at 4:00 pm, s22 wrote:

OFFICIAL

Hi everyone

With the CRM release scheduled for Sunday night, are you happy for s22 (BA from my team) and I to sign off on this UAT so that the release can go ahead? We have gone through the UAT log and tested all new functionality and only found 1 minor thing.

Let me know if you are happy for us to sign off on your team's behalf.

Thank you,

s22

s22

Assistant Director | Data and ICT Branch
National Recovery and Resilience Agency

s22

s22

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| Business Analyst

Shared Services Application Development | Information Services Branch

s22

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To: s22

Cc: s22

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s22

s22

Assistant Director | Data and ICT Branch
National Recovery and Resilience Agency

s22

s22

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s22

| Business Analyst

Shared Services Application Development | Information Services Branch

s22

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s22

From: s22
Sent: Friday, 16 July 2021 4:29 PM
To: s22
Subject: RE: refresh of data [SEC=OFFICIAL]

OFFICIAL

Thanks s22, no problem at all. Let's work through it on Monday.

Have a good weekend,

s2

Regards,

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency
s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



The National Recovery and Resilience Agency acknowledges the Traditional Owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their elders both past and present.

From: s22
Sent: Friday, 16 July 2021 4:16 PM
To: s22
Subject: RE: refresh of data [SEC=OFFICIAL]

OFFICIAL

Hey s2,

Sorry I haven't been able to help too much today. Unfortunately, we had a lot of urgent work that needed to be done by the end of the week. I should have a lot more time next week to help out with this. Should I give you a call early next week and we can have another look through why you cannot access/refresh the model? Since you now have access to the folder I can't see why it wouldn't be working so I will have to check why there is another issue.

I think I figured out what the issue with why the data isn't loading is, but haven't had a chance to fix it yet. I noticed in the excel spreadsheet you also cannot filter to those new LGAs you added in (e.g. I couldn't find derby-west Kimberly in the filter options despite it being listed), so I think there must be an issue in Excel rather than Power BI. I will have a go at fixing the issue on Monday.

Thanks,

s22

Data Analytics Team | Data, Analytics and Transformation Branch
National Recovery and Resilience Agency

s22

s22 | w. www.recovery.gov.au

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From: s22

Sent: Friday, 16 July 2021 2:56 PM

To: s22

Subject: RE: refresh of data [SEC=OFFICIAL]

OFFICIAL

Looks like it brought in some more of the data, but far from everything. Maybe the transformation or power BI is not looking beyond a certain number of lines of data within the spreadsheet?

Sent you link to spreadsheet and you'll see lots of LGAs in SA, NT, WA etc that aren't showing yet.

Cheers,

s2

Regards,

s22

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

s22 | w. www.recovery.gov.au

121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Friday, 16 July 2021 2:04 PM
To: s22
Subject: RE: refresh of data [SEC=OFFICIAL]

OFFICIAL

Hey s22,

I tried refreshing again. Any luck now?

Thanks,

s22

Data Analytics Team | Data, Analytics and Transformation Branch
National Recovery and Resilience Agency
s22
s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | PO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Friday, 16 July 2021 1:25 PM
To: s22
Subject: RE: refresh of data [SEC=OFFICIAL]

OFFICIAL

Thanks s22 but the new data I put into the spreadsheet isn't reflecting in Power BI maps. Maybe check it out again?

s2

Regards,

s22
s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency
s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Friday, 16 July 2021 1:00 PM
To: s22
Subject: RE: refresh of data [SEC=OFFICIAL]

OFFICIAL

Hey s22,

The file should be refreshed now. Let me know if it didn't work correctly.

I will have a look into your second issue this afternoon and see if I can find out why it isn't working.

Thanks,

s22

Data Analytics Team | Data, Analytics and Transformation Branch
National Recovery and Resilience Agency

s22
s22 | w. www.recovery.gov.au

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From: s22
Sent: Friday, 16 July 2021 12:53 PM
To: s22
Subject: refresh of data [SEC=OFFICIAL]

OFFICIAL

Hi s22,

Still having trouble getting into Power BI to refresh my own data. Perhaps you could refresh for me? PBIX file 'Heat matrix MS'.

I added a lot of extra data to the underlying excel spreadsheet using the sharepoint link you sent. The file name is 'Heat matrix – Time Series' and again I'm unable to get the files in Power BI desktop to update and reflect those changes.

Thanks for any help or advice,

s2

Regards,

s22

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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Bodie D'ORAZIO

From: s22
Sent: Friday, 16 July 2021 11:45 AM
To: s22
Cc: s22
Subject: RE: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]
Attachments: 2020-21 Annual Performance Statement - FINAL DRAFT - Engagement LO and RSO input 15 Jul 21.docx

OFFICIAL

Hi Everyone, thanks very much for your excellent work on this at short notice. Much appreciated.

s2

Regards,

s22

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Thursday, 15 July 2021 4:17 PM
To: s22
Cc: s22
Subject: RE: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

Hi s2 ,

As requested, I have updated Performance Measure (PM) 3.4 in the annual performance statement, with the input from the Senior RSOs and LOs. In regards to the stats, I have separated them, mainly to highlight the merging of agencies. That said as we are one team, happy to combine the stats all into one.

Please review PM 3.4 content and advise any changes, before you send to s22 and s22 tomorrow.

All, thank you for your quick turnaround and input, it has been much appreciated.

Cheers,

s22

s22

Liaison Officer Queensland | Engagement Network
National Recovery and Resilience Agency

s22

s22 | w. www.recovery.gov.au
GPO Box 133 CANBERRA CITY ACT 2601



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From: s22

Sent: Tuesday, 13 July 2021 11:19 AM

To: s22

Cc: s22

s22

Subject: FW: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

s22,

As discussed, I'm sorry to give you this hospital pass but appreciate your help in compiling our components of this annual report. My fault for dropping track over the last few hectic weeks of higher priority work.

Once you've had a quick look, please catch up with s22 who can provide the guidance we need. Don't kill yourself but do your best to have at least a rough draft by COB tomorrow (even if it has gaps that we need to clean up in coming days).

Quite difficult for us as this is clearly the annual targets set by the Drought and Flood agency so not familiar to us. But I'm hoping s22 might be able to assist where needed.

Thanks again mate for working through this at short notice.

s2

Regards,

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency

s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: Risk and Governance <RiskandGovernance@recovery.gov.au>
Sent: Monday, 12 July 2021 5:28 PM
To: s22
Subject: FW: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

Hey s2

Just checking in on this one. How are you going with it?

Let me know if there is anything I can do to help.

s22

From: Risk and Governance <RiskandGovernance@recovery.gov.au>
Sent: Thursday, 1 July 2021 6:16 AM

To: s22

Cc: s22

Risk and Governance

<RiskandGovernance@recovery.gov.au>; s22

Subject: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

Good morning colleagues

Thank you again for your help with the Performance Report from July 2020 to April 2021 and the draft 2020-21 Annual Performance Statement (APS). Both documents were received positively by the Executive and the Audit and Risk Committee.

In order to complete the APS for publishing in the Agency's Annual Report, we require the final numbers and analysis for the 2020-21 financial year.

By **9am Wednesday 14 July**, could you please:

- 1) Provide the final stats for your performance measures and targets from 1 July 2020 – 30 June 2021
 - *Remember – the stats should be reflective of the data sources and methodologies that were agreed to in the Agency's Performance Information framework. This will be used in the internal audit to assess the accuracy and reliability of the figures.*
- 2) Update the analysis with the complete performance story for 2020-21.
 - *The aim of the analysis is to discuss the factors that contributed to the Agency achieving its performance. It should provide an informative analysis beyond simply listing specific achievements and include any context in which we operated in throughout the year*
- 3) Provide any images or infographics that you would like included
 - *For infographics, please include a link to the source data to assist the graphic designer in developing these*

The current draft is attached and also available here: [2020-21 Annual Performance Statement - FINAL DRAFT](#)

The previous report and performance information is also attached for your reference.

The information should be cleared by the responsible Executive Director and provided to the Risk and Governance Team for a QA before we progress through the clearance process to the Coordinator-General.

Thank you again for your assistance and please reach out to myself or s22 if you have any questions.

Many thanks

s22

s22

Assistant Director | Risk and Governance | Corporate and Governance
National Recovery and Resilience Agency

s22

s22 | w. www.recovery.gov.au

121 Marcus Clarke Street Canberra ACT 2601 | PO Box 133 CANBERRA CITY ACT 2601

PLEASE NOTE: I work part time, Monday – Thursday



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s22

From: s22
Sent: Friday, 16 July 2021 11:42 AM
To: s22
Subject: RE: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL
Awesome, will do.

s2

Regards,

s22

Captain, Royal Australian Navy
Deputy Coordinator | Liaison Network | Communications and Engagement National Recovery and Resilience Agency m.
s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601

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-----Original Message-----

From: s22
Sent: Friday, 16 July 2021 9:42 AM
To: s22
Subject: RE: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

Hi s2 ,

No problems, happy to help. s22 confirmed just 3.4 for us. She is chasing a case study with the media team and also providing examples as required. So if you are happy forward to her and I am sure she will advise if there are any more inputs required.

Cheers,

s22

-----Original Message-----

From: s22
Sent: Friday, 16 July 2021 9:39 AM
To: s22

Subject: Re: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

Looks really good mate, fantastic work! Is there a case study we need to chase? Also, confirm we only have to input to 3.4?

Cheers,

s2

Sent from my iPhone

> On 15 Jul 2021, at 4:16 pm, s22 wrote:

>

> OFFICIAL

> Hi s22,

>

> As requested, I have updated Performance Measure (PM) 3.4 in the annual performance statement, with the input from the Senior RSOs and LOs. In regards to the stats, I have separated them, mainly to highlight the merging of agencies. That said as we are one team, happy to combine the stats all into one.

>

> Please review PM 3.4 content and advise any changes, before you send to s22 and s22 tomorrow.

>

> All, thank you for your quick turnaround and input, it has been much appreciated.

>

> Cheers,

>

> s22

>

>

> s22

> Liaison Officer Queensland | Engagement Network National Recovery and Resilience Agency

>

> s22 |

> e.

> s22

> | w. www.recovery.gov.au<http://www.recovery.gov.au/>

> GPO Box 133 CANBERRA CITY ACT 2601

> [cid:image001.png@01D7419A.792DC250]

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> We pay our respects to them and their cultures and to their elders both past and present.

>

>

>

> From: s22

> Sent: Tuesday, 13 July 2021 11:19 AM

> To: s22

> Cc: s22

s22

s22



> Subject: FW: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report
> and Annual Performance Statement [SEC=OFFICIAL]

>

> OFFICIAL

> s22 ,

>

> As discussed, I'm sorry to give you this hospital pass but appreciate your help in compiling our components of this annual report. My fault for dropping track over the last few hectic weeks of higher priority work.

>

> Once you've had a quick look, please catch up with s22 who can provide the guidance we need. Don't kill yourself but do your best to have at least a rough draft by COB tomorrow (even if it has gaps that we need to clean up in coming days).

>

> Quite difficult for us as this is clearly the annual targets set by the Drought and Flood agency so not familiar to us. But I'm hoping s22 might be able to assist where needed.

>

> Thanks again mate for working through this at short notice.

>

>

> s2

>

> Regards,

>

> s22



> Deputy Coordinator | Liaison Network | Communications and Engagement

> National Recovery and Resilience Agency m. s22 | e.

> s22



> | w. www.recovery.gov.au<<http://www.recovery.gov.au/>>

> 121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY

> ACT 2601 [cid:image001.png@01D741CF.0F464C60]

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>

>

>

> From: Risk and Governance

> <RiskandGovernance@recovery.gov.au<[mailto:RiskandGovernance@recovery.g](mailto:RiskandGovernance@recovery.gov.au)

> ov.au>>

> Sent: Monday, 12 July 2021 5:28 PM

> To: s22



s22



>>

> Subject: FW: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report
> and Annual Performance Statement [SEC=OFFICIAL]

>

> OFFICIAL

> Hey s2

>

> Just checking in on this one. How are you going with it?

>

> Let me know if there is anything I can do to help.

>

> s22

>

> From: Risk and Governance

> <RiskandGovernance@recovery.gov.au<mailto:RiskandGovernance@recovery.g

> ov.au>>

> Sent: Thursday, 1 July 2021 6:16 AM

> To: s22

s22
[Redacted content]

> Risk and Governance

> <RiskandGovernance@recovery.gov.au<mailto:RiskandGovernance@recovery.g

> ov.au>>; s22

s22
[Redacted content]

> u>>

> Subject: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and

> Annual Performance Statement [SEC=OFFICIAL]

>

> OFFICIAL

> Good morning colleagues

>

> Thank you again for your help with the Performance Report from July 2020 to April 2021 and the draft 2020-21 Annual Performance Statement (APS). Both documents were received positively by the Executive and the Audit and Risk Committee.

>

- > In order to complete the APS for publishing in the Agency's Annual Report, we require the final numbers and analysis for the 2020-21 financial year.
- >
- > By 9am Wednesday 14 July, could you please:
- >
- > 1) Provide the final stats for your performance measures and targets from 1 July 2020 – 30 June 2021
- >
- > · Remember – the stats should be reflective of the data sources and methodologies that were agreed to in the Agency's Performance Information framework. This will be used in the internal audit to assess the accuracy and reliability of the figures.
- >
- > 2) Update the analysis with the complete performance story for 2020-21.
- >
- > · The aim of the analysis is to discuss the factors that contributed to the Agency achieving its performance. It should provide an informative analysis beyond simply listing specific achievements and include any context in which we operated in throughout the year
- >
- > 3) Provide any images or infographics that you would like included
- >
- > · For infographics, please include a link to the source data to assist the graphic designer in developing these
- >
- > The current draft is attached and also available here: 2020-21 Annual
- > Performance Statement - FINAL
- > DRAFT<<https://recov-share.internal.pmc.gov.au/teams/nrara/Advice/Performance%20Reporting/2020-21%20Annual%20Performance%20Statement/2020-21%20Annual%20Performance%20Statement%20-%20FINAL%20DRAFT.docx>>
- >
- > The previous report and performance information is also attached for your reference.
- >
- > The information should be cleared by the responsible Executive Director and provided to the Risk and Governance Team for a QA before we progress through the clearance process to the Coordinator-General.
- >
- > Thank you again for your assistance and please reach out to myself or s22 if you have any questions.
- >
- > Many thanks
- >
- > s22
- >
- > s22
- > Assistant Director | Risk and Governance | Corporate and Governance
- > National Recovery and Resilience Agency p. s22
- > s22
- > s22
- > au> | w. www.recovery.gov.au<<http://www.recovery.gov.au/>>
- > 121 Marcus Clarke Street Canberra ACT 2601 | PO Box 133 CANBERRA CITY
- > ACT 2601 PLEASE NOTE: I work part time, Monday – Thursday
- > [cid:image001.png@01D7459E.B1001180]
- > The National Recovery and Resilience Agency acknowledges the
- > Traditional Owners of country throughout Australia and their
- > continuing connection to land, sea and community. We pay our respects
- > to them and their cultures and to their elders both past and present
- >

s22

From: s22
Sent: Thursday, 15 July 2021 11:32 AM
To: s22
Subject: RE: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

Thanks mate, appreciate the update.

s2

Regards,

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency
s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Wednesday, 14 July 2021 4:45 PM
To: s22
Subject: RE: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

Hi s2 ,

Below is the current work in progress, of which s22 and I have been editing, with some input from s22 . I will see if I get further input tomorrow from the rest of the gang, but I just wanted to share a current version with you, fysa. Updated stats have been provided by s22 in the email below.

I shall follow up with a finalised draft tomorrow afternoon, noting we have till Friday to send through to s22 .

Any questions, please give us a call/email.

Cheers,

s22

Performance Measure 3.4

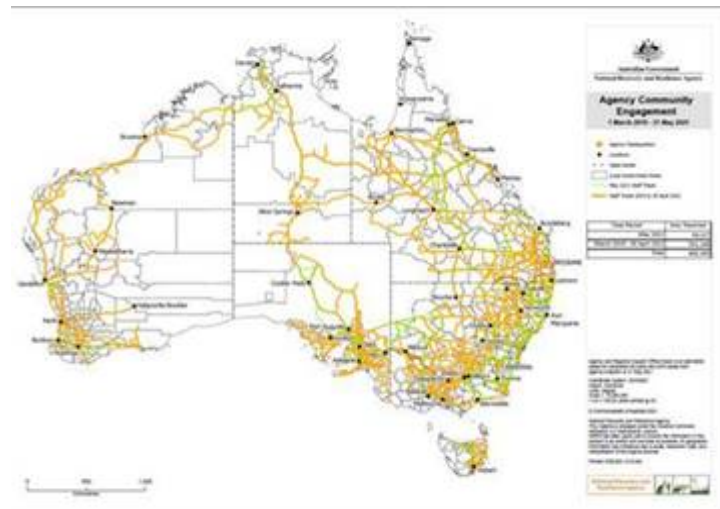
Analysis

The Regional Recovery Officers (RROs) 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. **Regional Recovery Officers have networks and collaborations with NGOs and not for profits.**

The Agency had 20 RROs employed up until 4 May 2021 to work directly with rural communities across Australia. With the establishment of the NRRA the regional network expanded to 36 with the inclusion of sixteen Regional Support Officers (RSOs) from the former National Bushfire Recovery Agency. Similar to the RROs the RSOs have worked closely with 2019/2020 bushfire affected communities around the nation, ensuring communities get the assistance they need across all levels of government. In addition, four State Liaison Officers transitioned from NBRA, where they sit in state government disaster recovery offices, and help coordinate support and information between the agency, state and local government agencies. As of the 5 May and with the combining of the two agencies, both RROs and RSOs were all renamed as RSOs.

The Coordinator-General, Agency staff and the Regional Support Officer network travelled extensively across Australia, within the constraints of COVID-19 travel restrictions, to talk with communities affected by drought and flood, 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. In 2020–21, the Agency and Regional Support Officer team {Placeholder for final statistics}. **During the reporting period, COVID-19 impacted community engagement. Where COVID restrictions have limited the ability to have face to face engagement RSOs have adapted their model and worked with a range of networks (such as local government resilience networks, farming groups and landcare) to raise awareness of programs.**

EXAMPLE IMAGE ONLY:



Two key approaches to informing people and providing services have been the Community Outreach Events and sponsorship of local activities. The Community Outreach Events bring agencies and charities to small regional communities to provide a one stop shop approach. Services are offered in the local community. The decentralised approach and recognition by Australian Government of their town and their local circumstance has been broadly appreciated. The agency has delivered and attended 847 events with 37,674 people engaged.

From 5 May to 30 Jun 21, RSOs in bushfire affected areas have been attending state and local events promoting bushfire support available, and helping in the day to day support of individuals, by providing advice and connecting people with support services. The agency has attended 123 events with 2316 people engaged.

One of the ways the Agency ensures are given the support they need to be better prepared for droughts and floods, now and into the future, is by Sponsoring Sponsorship of local events which has brought brings communities together and enhance the vibrancy and connectivity of regional and remote communities. A cornerstone of the Agency'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 and a comedy relief tour. Events and social gatherings are part of the fabric of regional and remote Australia. They help to strengthen social bonds and improve wellbeing in places where distance, drought, bushfires and now COVID-19 have caused significant hardship and distress.

Throughout 2020-21, the Agency sponsored 53 events with over \$194,019 of funding provided. Sponsorships and community events have had a positive impact on community awareness of assistance available. When Regional Support Officers are present, they have an opportunity to interact with community members and discuss what assistance is available. Overwhelmingly positive feedback has been received after events from community members on having Agency staff attend the events, which gives local community members the opportunity to connect with the Agency and to understand what the Agency does and how the Australian Government may be able to assist.

From: s22

Sent: Wednesday, 14 July 2021 9:29 AM

To: s22

Subject: RE: RFI - DUE 14 JULY 2021 - Final 2020-21 Performance Report and Annual Performance Statement [SEC=OFFICIAL]

OFFICIAL

Morning team

Here is the combined engagement statistics for the RRO network for all of May and June 2021 combined.

Row Labels	Sum of Media	Sum of number of people	Sum of number of events	Sum of number of engagements
NSW	1	1647	50	1446
NT	0	97	8	40
QLD	17	1836	31	223
SA	2	956	21	281
TAS	4	409	9	175
VIC	0	81	1	13
WA	0	298	1	279
Grand Total	24	5324	121	2457

This information has been pulled from the RRO Combined Stats file, which is accurate as of this morning with all engagements that have been received to date.

Used Pivot Table on tab 3.

Link to document on ShareHub: <https://recov-share.internal.pmc.gov.au/recordid/RDOC21-3790>

Hope that helps.

About to hit the road with s22 and s2 for another Community Outreach event today but please let me know if there's anything else I can do to help.

Have a lovely day everyone!

s22

s22

From: s22
Sent: Thursday, 15 July 2021 5:19 PM
To: s22
Subject: Re: s22 shared the folder "s2 " with you.
Attachments: AttachedImage; AttachedImage; AttachedImage; AttachedImage; AttachedImage

Thanks, that works now!

s22

Sent from my iPhone

On 15 Jul 2021, at 5:04 pm, s22 wrote:

s22 shared a folder with you

Here's the folder that s22 shared with you.

s22

This link only works for the direct recipients of this message.

Open

[Privacy Statement](#)

IMPORTANT: This message, and any attachments to it, contains information that is confidential and may also be the subject of legal professional or other privilege. If you are not the intended recipient of this message, you must not review, copy, disseminate or disclose its contents to any other party or take action in reliance of any material contained within it. If you have received this message in error, please notify the sender immediately by return email informing them of the mistake and delete all copies of the message from your computer system.

s22

From: s22
Sent: Friday, 16 July 2021 9:10 AM
To: s22
Subject: Re: RSO List [SEC=OFFICIAL]

Hi s22, could you please help s22 out? I'm in transit s22 so will be delayed getting to our lists.

Thanks,
s2

Sent from my iPhone

On 16 Jul 2021, at 8:53 am, s22 wrote:

OFFICIAL

Hi s22,
Hope you've been well 😊
I'm after a current RSO list, I was wondering if you could provide me one or point me in the right direction?
Thanks,
s22

s22

From: s22
Sent: Friday, 16 July 2021 1:50 PM
To: s22
Cc: s22
Subject: RE: VM access [SEC=OFFICIAL]

OFFICIAL

Thanks s22, much appreciated! We'll see if that helps me get access once the others are off. As you saw, just can't seem to access those files during the working day...

s2

Regards,

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency
s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



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From: s22
Sent: Friday, 16 July 2021 1:45 PM
To: s22
Cc: s22
Subject: RE: VM access [SEC=OFFICIAL]

OFFICIAL

Thanks – I've applied the change to VM-DEV-AE-BRA02, and will adjust it again on Monday.

Cheers,

s22

From: s22
Sent: Friday, 16 July 2021 1:27 PM
To: s22
Cc: s22
Subject: RE: VM access [SEC=OFFICIAL]

OFFICIAL

Thanks s22 , looks like I currently default to VM 02.

s22

Regards,

s22

Deputy Coordinator | Liaison Network | Communications and Engagement
National Recovery and Resilience Agency
s22 | w. www.recovery.gov.au
121 Marcus Clarke Street Canberra ACT 2601 | GPO Box 133 CANBERRA CITY ACT 2601



The National Recovery and Resilience Agency acknowledges the Traditional Owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their elders both past and present.

From: s22
Sent: Friday, 16 July 2021 1:25 PM
To: s22
Cc: s22
Subject: RE: VM access [SEC=OFFICIAL]

OFFICIAL

Hi s22 ,

I could disable the automated start/stop temporarily to let it run this weekend, and on Monday adjust the weekday schedule to shutdown at midnight for a fortnight – would just need you to confirm which of the BRA VMs you will be using.

Cheers,

s22

From: s22
Sent: Friday, 16 July 2021 12:38 PM
To: s22
Cc: s22
Subject: VM access [SEC=OFFICIAL]

OFFICIAL

Hi again s22 ,

I'm looking to do some after hours work on my power BI heat maps this weekend if possible. Any chance of organising that hours extension you suggested last week at this late notice? If not, perhaps arrange for next weekend and for evening hours until midnight over the next fortnight only?

Thanks,

s2

Regards,

s22

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s22

From: s22
Sent: Thursday, 15 July 2021 12:08 PM
To: s22
s22
Subject: Recovery [SEC=OFFICIAL]

OFFICIAL

Hi everyone,

As discussed, we've been working with s22 to further develop the mapping product that she's been running for a while. We've just worked to increase the number of 'layers' that can be brought into the picture. The RSO laydown depicted in this map is simply the reality of where we have people now, plus some of the proposed new positions that s22 had layed out before leaving. I stress that this does not necessarily represent the plan yet, but we'll be working to nail that down by the end of next week hopefully.

Here is the link:

<https://recovery.maps.arcgis.com/apps/webappviewer/index.html?id=e0ac633ebf7b47aac9d18330f650721>

I just wanted to share this tool to assist you in your own thinking and for situational awareness going forward. In particular I recommend you click on the link then use the various 'layers' on the left hand side as you need. I'd start be unclicking all layers except for RSO, EMR and perhaps LGA. Then maybe bring in the 'disaster history' heat map as needed. You may also want to start with just looking at the previous D&F regional boundaries and see how a shift to EMRs would affect the size of areas to be covered etc.

As mentioned, I'm working on the underlying spreadsheet that would help plot our proposed future changes to this RSO laydown, including the EL1s in our structure. As part of that work I'm proposing to standardise the RSO position names along the lines of 'NSW RSO 1, NSW RSO 2, QLD RSO 1, QLD RSO 2, etc, etc'. Each of these positions would be allocated to an EMR region (maybe 2 or 3 to a region in some cases, and at worst maybe one RSO to cover 2 or more regions – TBC). The map would then show the name of RSO (or indicate it's vacant). And we'd also be able to display the locality of the current incumbent.

The underlying spreadsheet and map would also allow allocation down to LGA level so that there is clarity where two RSOs are working together in one region. It's not about rigid division of responsibility but as a starting point it would be good to assign everyone a primary 'patch'.

As discussed, we are also currently looking to replicate this mapping capability within CRM so we have a one stop shop for that awareness, but can then also bring in our various contacts and other information onto the map.

Please don't share the map any further at this stage because the positions depicted do not reflect any new plans for the structure and I don't want anyone getting upset or reading anything into it. The current map simply plots who we have now, plus some of the additional ones suggested by s22 before they departed. But I think it will help our further management discussions with s22 if I share this tool and allow those less familiar to start getting an idea of the regions vs current laydown.

s2

Regards,

s22

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s22

From: s22
Sent: Thursday, 15 July 2021 1:22 PM
To: s22
Subject: Request for help [SEC=OFFICIAL]
Attachments: Capture.PNG

OFFICIAL

Hi s22 ,

I just picked up on some weird display of data within my dashboard. See attached. Essentially, displays some scores like 12, 13, but my scoring system and the underlying spreadsheet it's linked to only goes up to a maximum of 9. Wondering what's going on? I checked out the spreadsheet and couldn't spot anything above the 9 so maybe one of the measures has a glitch in it. Never saw this before yesterday....

Cheers,

s2

Regards,

s22

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National Recovery and Resilience Agency



RSO Issue Tracking



Date

All

State

All

Economic Region, LGA

All

Category, Issue

All

Date	State	Economic Region	LGA	Category	Issue	Score	Comments
October 2020	SA	Not applicable	Adelaide Hills	Economic	Business	11	
October 2020	SA	Not applicable	Adelaide Hills	Economic	Forestry	11	
October 2020	SA	Not applicable	Adelaide Hills	Economic	Hobby/Lifestyle farmers	7	
October 2020	SA	Not applicable	Adelaide Hills	Economic	Hobby/Lifestyle farmers	9	Ineligibility for recovery grants applicable to primary producers continues to cause tension due to some clean up costs for shared interests/concerns, eg weed management, fencelines, unstable land impacting both
October 2020	SA	Not applicable	Adelaide Hills	Economic	LER or CP Fund	7	
October 2020	SA	Not applicable	Adelaide Hills	Economic	LER or CP Fund	6	Consultation process was not wide; projects may not be reflective of broad appeal; smaller value community projects may be overlooked
October 2020	SA	Not applicable	Adelaide Hills	Economic	Personal/Family Financial impacts	7	
October 2020	SA	Not applicable	Adelaide Hills	Economic	Primary Producer	13	
October 2020	SA	Not applicable	Adelaide Hills	Economic	Small Business	12	
October 2020	SA	Not applicable	Adelaide Hills	Economic	Tourism	7	
October 2020	SA	Not applicable	Adelaide Hills	Economic	Tourism	7	Managing customer movements and bushfires of the future to work in with fire danger ratings and warning systems causing some concern
November 2020	SA	Not applicable	Adelaide Hills	Economic	Business	11	
November 2020	SA	Not applicable	Adelaide Hills	Economic	Forestry	11	
November 2020	SA	Not applicable	Adelaide Hills	Economic	Hobby/Lifestyle farmers	7	
November 2020	SA	Not applicable	Adelaide Hills	Economic	Hobby/Lifestyle farmers	8	Ineligibility for recovery grants applicable to primary producers continues to cause tension due to some clean up costs for shared interests/concerns, eg weed management, fencelines, unstable land impacting both
November 2020	SA	Not applicable	Adelaide Hills	Economic	LER or CP Fund	7	
November 2020	SA	Not applicable	Adelaide Hills	Economic	LER or CP Fund	6	Consultation process was not wide; projects may not be reflective of broad appeal; smaller value community projects may be overlooked
November 2020	SA	Not applicable	Adelaide Hills	Economic	Personal/Family Financial impacts	13	





Australian Government
National Recovery and Resilience Agency



2020-21 Annual Performance Statement

FINAL DRAFT – JULY 2021



Introductory Statement

I, Shane Stone, as the accountable authority of the National Recovery and Resilience Agency, 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*.

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

The NRRRA 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 (P&MC)).

On 1 July, 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 P&MC 2020-21 Portfolio Budget Statements 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 National Drought and North Queensland Response and Recovery Agency's Corporate Plan 2020-21 – 2023-24 and the Portfolio Budget Statements 2020-21 (under PM&C).

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 *Public Governance, Performance and Accountability Act 2013*.

Signature

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. 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 – 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>	
To coordinate Commonwealth activities for the purpose of assisting areas affected by drought or the North and Far North Queensland Monsoon Trough (25 January – 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.			
Objectives		<i>Drought and Flood Agency Corporate Plan 2020-21 – 2023-24</i>	
Response and Recovery		Consult and Advise	
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.		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.	
Activities		<i>Drought and Flood Agency Corporate Plan 2020-21 – 2023-24</i>	
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.	Communicate with affected families, primary producers, businesses and communities to provide them with information on the support available, and preparedness strategies for the future.	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.	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.

Summary of Performance

Performance Measure	Result
<p>Performance Measure 1</p> <p>Affected communities utilise Australian Government assistance contributing to their recovery and strengthening their preparedness for the next drought or natural disaster.</p>	
<p>Performance Measure 2</p> <p>The Agency provides leadership in the coordination of Australian Government assistance to drought and North Queensland flood affected communities.</p>	
<p>Performance Measure 3</p> <p>Increased community awareness of Australian Government assistance for drought and North Queensland flood affected communities.</p>	
<p>Performance Measure 4</p> <p>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.</p>	
<p>Performance Measure 5</p> <p>The Agency delivers timely, coordinated and robust advice to government to improve the circumstances of drought and North Queensland flood affected communities</p>	

DRAFT

Performance Snapshot

Infographic to be developed with updated information

Results at 30 June 2020	As at 30 June 2021
\$780 million paid directly to individuals, businesses, communities, and local and state governments as part of the government's North Queensland flood recovery package.	
200 LGAs with established working relationships	
\$55.3 million RRIG grants granted	
Coordinated advice to government across 11 departments and/or agencies responsible for delivery of 25 drought measures that make up more than \$8 billion in drought support.	
2 AGMIN Working Groups on Drought; 2 Australian Government Standing Groups on Drought; and 1 Minister's Roundtable on Drought	
12 meetings of the Drought Communication and Engagement Cross-Government Group (hosting 4 of them)	
12 NQ NPA Steering Committee Meetings (held via teleconference)	
Over 720 engagements in drought-impacted areas across the Northern Territory, Queensland, New South Wales, Victoria and Tasmania	
15 RROs employed	
Visited 153 communities across Australia, travelling 70,521km travelled by agency and RRO staff	
14,093 visits to the website, with the top 10 drought and flood pages receiving a combined 48,065 unique page visits during this time.	
688 social media posts across Facebook, Twitter, Instagram and YouTube.	

Analysis of Performance

TBC

DRAFT

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.

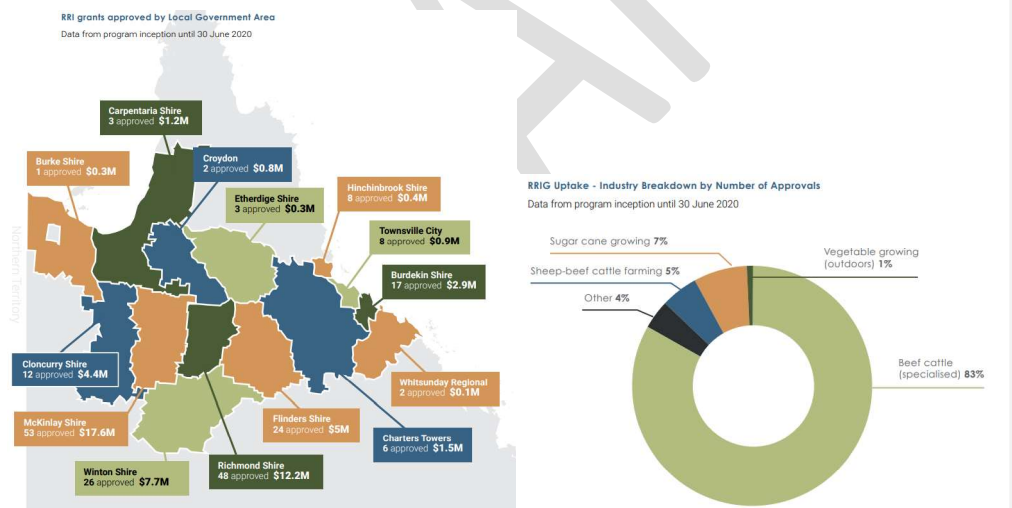
Target	Data Source and Methodology	Results
Target 1.1 Recipients of Australian Government flood assistance indicate that it has assisted their recovery and they are better prepared for future natural disasters.	Survey by a third party to evaluate whether assistance has contributed to recovery and strengthened preparedness.	TBC
	Program reports from delivery partners on the uptake of flood assistance.	From 1 July 2020 to 14 May 2021, 91 grants have been approved to a value of \$16.3 million.

Analysis

The \$300 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 Local Government Areas significantly impacted by the 2019 North Queensland Monsoon Trough.

As at 30 June 2020 a total of 214 grants were approved to a value of \$55.3 million.

EXAMPLE IMAGES ONLY:



Commented s22 : Flood Team
- Can we please have the underlying stats for these images?

The uptake of grants 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 which is further hampering recovery efforts. It also takes time for a community to recover from a catastrophic natural disaster.

The Agency chairs the RRIG Steering Committee with the Department of Agriculture, Water and the Environment, Queensland Department of Agriculture and Fisheries, and QRIDA. The information received from the Steering Committee confirms the compounding issues facing primary producers in the region and the importance of making funding available for producers to restock and replant when the time is right.

To support affected communities access the required assistance, the end date for the RRIG program has been extended to 30 June 2022.

The extension of the program will ensure primary producers are able to make strategic decisions related to restocking and replanting.

The Agency actively promotes the RRIG through social media campaigns, community engagement activities and on the ground feedback across the 14 flood-affected local government areas.

EXAMPLE IMAGE OF MEDIA CAMPAIGN:

North Queensland flood grants: Have you applied?



Friday, May 7, 2021
Queensland
News

Are you a primary producer impacted by the 2020 North Queensland monsoon trough?
Applications for the Restocking, Replanting and On-farm Infrastructure Grants (RRIG) have been extended to 30 June 2022 and flood impacted producers will now have until 31 March 2024 to use any approved funds.
The final drawdown date of 31 March 2024 has been set to ensure approved applicants have time to make informed business decisions and plan ahead. This means successful applicants will have almost 3 years from now to use their approved funds.
With this in mind, all potential applicants are encouraged to get their applications in sooner rather than later to ensure the money is there ready for them to drawdown as required up until the final draw-down date.
The co-contribution grants of up to \$400,000 are available to help with the cost of restocking, replanting lost or damaged crops or permanent plantings, or restocking or replanting lost or damaged on-farm infrastructure.

Commented s22 : Flood Team – can you please confirm which media campaign so we can source the right images?

To further support affected communities utilise assistance, as part of the 2020-21 Budget, Government announced a \$58 million package of repurposed funding to provide long-term support for new support measures to underpin the Strategy:

- Resilient Kids - \$2 million for preventative mental health programs for school-aged children
- Resilience and Recovery Grants - \$20m in 2 streams; Local Government to fund essential projects for their ongoing recovery from the flood event, and to better prepare them for future challenges; and competitive grants for projects aligned with the long-term strategy's priorities and have a public benefit
- Economic Diversification - \$9m in two 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 - \$15m in two 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 - \$12m 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.

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 five grant programs, the Agency held free face-to-face grant application writing workshops in the north-east and north-west Queensland regions. The feedback from workshops was overwhelmingly positive with a number of participants submitting applications under the Agency's flood strategy grant programs. {The Agency will include in the next version of the APS a report on the number of participants that submitted an application and those who were successful}.

{QRA and QRIDA will provide reports on their respective grant programs once they close and the application process has been finalised. Available information will be incorporated into the next draft of the APS.}

Case Study
"After the Flood - Winton 18 months later"

TBC

Target	Data Source and Methodology	Results
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.	Survey by a third party to evaluate whether assistance has supported them through the current drought and contributed to future preparedness.	TBC
Analysis		
TBC		

Case Study
"Drought recovery in the Maranoa"

TBC

Target	Data Source and Methodology	Results
Target 1.3 Deliver the Drought Community Outreach Program.	Analysis of reporting from Drought Community Outreach Program events.	46 events have been held across WA, SA, TAS, NSW, QLD & VIC These have been attended by 2003 people, with 1149 Rotary vouchers given to community members
	Feedback from partner agencies involved in events and/or community members.	TBC

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, is 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 provide 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 distributes vouchers in the form of a debit card. This provides immediate financial assistance to affected individuals as well as supporting local businesses and communities by spending money in their communities.

Throughout the current reporting period COVID restrictions had a major impact on the Agency's ability to hold the large scale Community Outreach events, with no events held between July 2020 and October 2020.

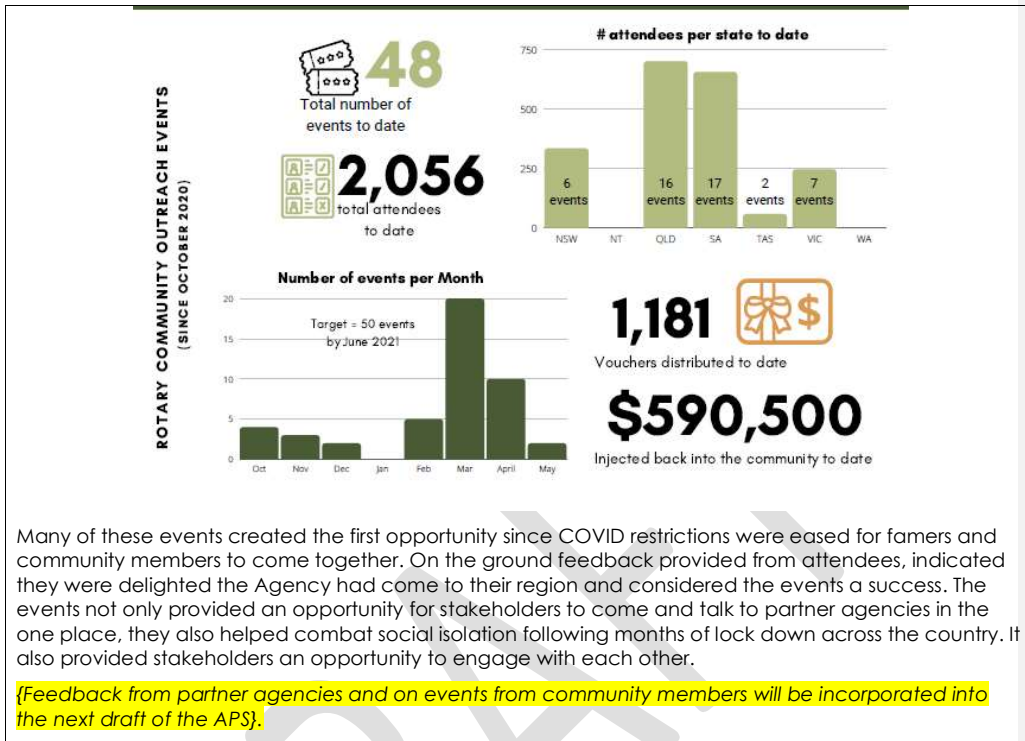
The Agency as a result changed the way events were held by reconsidering the size and location of events. These events became known as 'café conversations or 'one stop shops'. In total, 14 Café Conversations were held across two states, where the Agency engaged with 290 people, distributing 152 rotary cards. Each event also had at least 3 partner agencies in attendance, allowing communities to engage with multiple services from the one place.

In late October 2020, in conjunction with Rotary, the Agency commenced the rolled out small-scale Community Outreach Events in NSW. These events, in the Upper Hunter region attracted more than 335 farmers. 250 debit cards were distributed at the events meaning \$125,000 will be spent at local shops and businesses in those regions. When QLD's border restrictions eased in November 2020, the first three outreach events were held at Roma, St George and Goondiwindi, attracting more than 201 farmers and producers. 128 debit cards were distributed at the events meaning \$64,000 will be spent at local shops and businesses in those regions.

As restrictions eased, the Agency commenced events across Australia and as at 30 April 2021, 46 events have been held across WA, SA, TAS, NSW, QLD & VIC. These have been attended by 2003 people, with 1149 Rotary vouchers distributed to community members. This equates to over \$574,000 being injected back into these local communities.

EXAMPLE IMAGE ONLY:

Commented s22 – can we please have the stats in a spreadsheet for the image?



Performance Measure 2

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

Target	Data Source and Methodology	Results
Target 2.1 Lead and report on the implementation of Australian, State and Territory government obligations under the National Drought Agreement.	Progress and outcomes monitored through an Annual Report on the implementation of the National Drought Agreement which is provided to National Cabinet through the Agriculture Ministers' Forum (AGMIN) Drought Working Group.	The NDA Framework was required to be finalised in time to guide the development of the first annual NDA report, due for delivery on 30 June 2021. The Report Framework was delivered on 22 February 2021.
Analysis On 12 December 2018, the Council of Australian Governments agreed and signed a new National Drought Agreement (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 focusses 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. <i>The NDA Annual Report is due to Government by 30 June 2021. The Branch is working across government and with the jurisdictions to prepare the first annual report against the NDA reporting framework, for delivery by June 2021. Available information will be provided in the next draft of the APS.</i>		

Target	Data Source and Methodology	Results
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.	Annual Report submitted on time and accepted by Cabinet.	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 (the Plan) was released in November 2019, and aims 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 three pillars: <ol style="list-style-type: none"> 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. 		

Target	Data Source and Methodology	Results

The Agency 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 Agency's website on 14 October 2020, found the Government is meeting its 14 obligations under the Plan. Issues were identified under three 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.

Target	Data Source and Methodology	Results
<p>Target 2.3 Deliver on the Strategy for long-term recovery (the Strategy) for those areas impacted by 2019 North Queensland monsoon event.</p>	<p>Implementation Working Groups established and implementation plans that outline the priority activities, timeframes and funding sources to achieve the strategy's objectives are approved by June 2021, following which a monitoring and evaluation framework will be implemented.</p> <p>Case studies on the effectiveness of the implementation</p>	<p>The Agency has established two Implementation Working Groups – one for the North East, and one for the North West.</p> <p>Overarching implementation plans for each IWGs will be developed by July 2021.</p>

Commented s22 : Flood team – can we please discuss?

Analysis
<p>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.</p> <p>With extensive consultation with communities affected by the monsoon trough, the Agency published the 2019 Queensland Monsoon Trough <i>After the flood: a strategy for long-term recovery</i> (the Strategy). The Strategy has identified five strategic priority areas to guide investment to achieve the resilient future that individuals, communities and businesses in the region want.</p> <p>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.</p> <p>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.</p> <p>Originally, the IWGs were to develop an implementation plan for each activity. However, the IWGs have developed an overarching implementation plan, which identifies priorities from each meeting that are actioned during the quarter along with a reporting mechanisms back to the IWG on each action.</p> <p>Performance Snapshot</p> <p>IWG members identified that there was a gap in connectivity and telecommunications activities in the region. To address the issue, it was agreed that a connectivity forum be held in each region. It was also identified that the next meetings focus should be mental health and small business acumen in the region.</p>

Case Study
“Flood recovery: Rice and Sugar – complementary crops broadening the region’s economy”



TBC

DRAFT

Performance Measure 3

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

Target	Data Source and Methodology	Results
Target 3.1 Increase access to, use of, and functionality of the <i>National Drought Map</i> .	Website metrics and user feedback that demonstrate an upwards trend in access and usage year on year.	7,736 total users, with 7,519 New Users (97.2%) and 11,427 sessions viewed

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 National Drought Map (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. The Map was developed alongside Recovery Connect, which provides location-specific information to people in need so they can access charity and mental health assistance, government programs, and better understand support that is available.

During 2020-21, the NDM saw 7,736 total users, with 7,519 New Users (97.2%) and 11,427 sessions viewed. Based on the average session time of 3 minutes, a user would be viewing the information that is on the map, depending on the network connection (speed).

As part of the ongoing development and improvements to the NDM, the Agency in partnership with Data61 have undertaken 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.

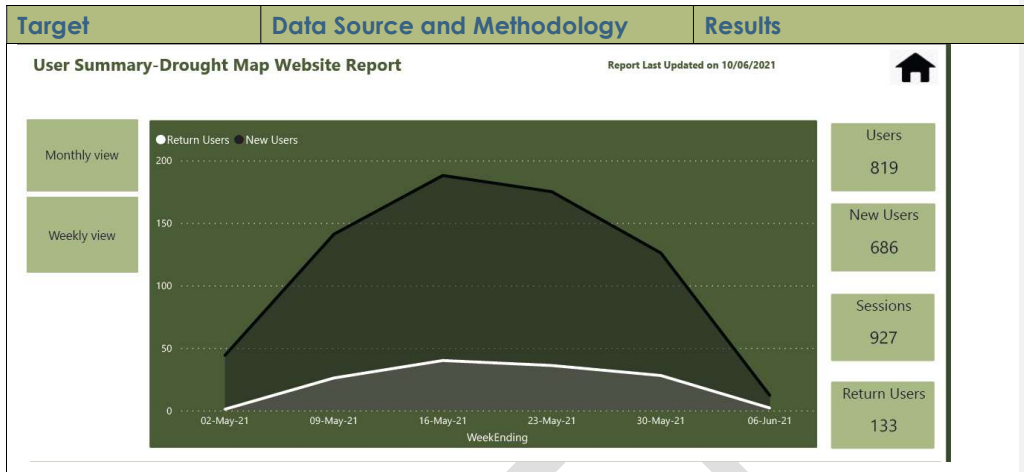
The first round of UX research occurred in April 2020, feedback included opportunities on making the Map less daunting, helping users find relevant information and improving data for greater relevance.

In response to the feedback, the Agency implemented a number of improvements throughout 2020-21 including help and guidance content was created 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 through 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 also under development, including enhanced print functionality.

Additional UX research is currently being undertaken by Data61 to assess the improvements that have been made that came out of the first UX research. The outcomes are expected by the end of June 2021 and will be included in the next version of the APS.

EXAMPLE IMAGE ONLY:

Commented s22 Data Team – can we please chat about the infographic?



Target	Data Source and Methodology	Results
<p>Target 3.2 Develop and implement <i>Recovery Connect</i> to simplify and streamline access to Australian Government information and services associated with drought and the 2019 North Queensland monsoon event.</p>	<p>Website metrics and user feedback to determine whether <i>Recovery Connect</i> is simplifying and streamlining access to services.</p>	<p>Flood page views: 17,099 New Users: 538; Returning Users: 8,546 Average time on page: 1:55 Drought page views from 24 Oct-20 to 30 April 2021: 3,499 New Users: 610; Returning Users: 992 Average time on page: 2:45</p>

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 location-based service finder connecting users to a one-stop-shop of government and charity services based on their address or device location. This tool complements the National Drought Map by providing a single source of information on available government programs and services.

From the outset the *Recovery Connect* tool has been designed to accommodate future disaster recovery assistance in conjunction with the former National Bushfire Recovery Agency and Emergency Management Australia, who now form part of the NRRRA.

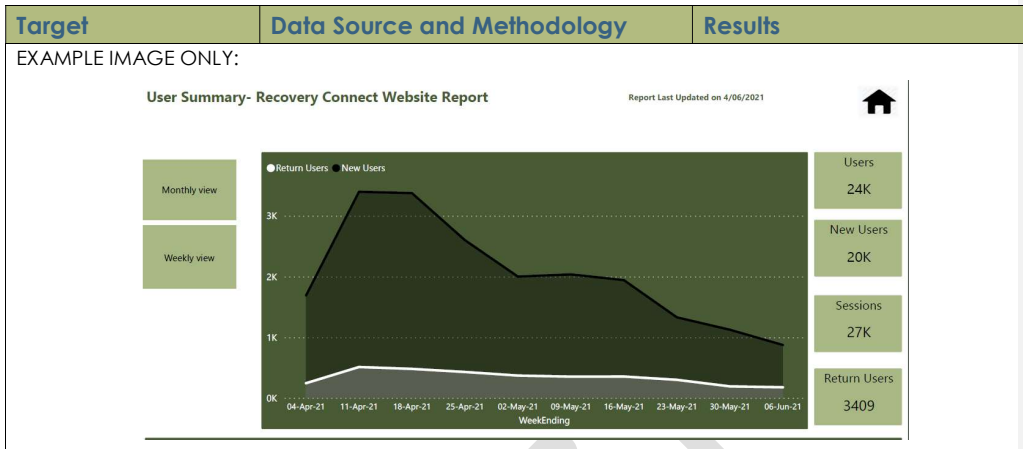
Flood content was released to *Recovery Connect* on 4 December 2020. The data provides the unique visits from its release date to the end of April. Based on the average session time, a person would be searching based on their location and filtering the search on disaster type and service type.

Further analysis on the impacts following the 2021 storms and floods and the use of Recovery Connect will be provided in draft of the APS.

Drought content was released June 2020, however there is limitations in the data from July to November due to different web service hosts. The data provides the unique visits from 24 October 2020 to the end of April.

The Agency continues to work with Services Australia to undertake user research testing of the new website enhancements to establish a baseline of user expectations.





Target	Data Source and Methodology	Results
<p>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.</p>	<p>Website and social media metrics to identify level of online engagement.</p> <p>Community survey to gauge the extent to which awareness was raised as a result of Agency communication activities</p>	<p>From 30 June 2021 to 30 March 2021:</p> <ul style="list-style-type: none"> 964 Facebook posts with 1970 followers; 12311 reactions, 2975 shares and 984 comments. 545 Instagram posts with 489 followers, with a reach of 2609

Analysis

From the earliest days of the Agency, we've used social media to tell stories and 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. We're closing in fast on 2000 Facebook followers, overwhelmingly regional, with more people joining every day. Their interaction with us is almost always positive. In the last month our posts have reached 62,000 people, with over 10% engagement in the form of comments, likes and shares. Our top rating videos have 2500-3500 views.

Some of our best performing posts were video case studies. For example, our post with the highest level of engagement in December, Straw run in SA: Farmers helping farmers, reached 7,734 people on Facebook and garnered 1,511 engagements (20%). This post was boosted on Facebook.

Posts involving lots of stakeholders also attracted a lot of engagement. The highest engagement level on Facebook in July 2020 was for a post about the Western Queensland Alliance of Councils. It received 983 views and 145 engagements (15%). This post was not boosted.

Visitors to our website each month continue to grow, now holding steady around 15,000 page views a month. Our website users come from all over the country, with regional areas well represented. We aim to bring hope to people who are struggling, by sharing ways they can access support and stories of people helping one another.

{Feedback from the community survey will be incorporated into the next draft of the APS}.

Case Study "TBC"

TBC

Target	Data Source and Methodology	Results
<p>Target 3.4 Regional 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.</p>	<p>Number of engagement activities and reach of the Regional Support Officers* (RSOs)</p> <p>Case studies demonstrating engagement activities of RSOS with community stakeholders</p>	<p>For the period July 2020 to June 2021 the Drought & Flood Regional Support Officers:</p> <ul style="list-style-type: none"> • 20,794 engagements • 847 events attended • 37,674 people engaged • 609,826 km travelled <p>For the period 5 May 2021 to June 2021 the NBRA Regional Support Officers:</p> <ul style="list-style-type: none"> • 546 engagements • 181 events • 2,864 people engaged

Analysis

The Regional Recovery Officers (RROs) 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. Regional Recovery Officers have networks and collaborations with Non Government Organisations (NGOs) and not for profits. A strength of the RROs is their engagement model, which is based on outreach and being available at community events (such as camp drafts) to provide information in an informal, yet accessible model.

The Agency had 20 RROs employed up until 4 May 2021 to work directly with rural communities across Australia. With the establishment of the NRRRA the regional network expanded to 40 with the inclusion of twenty Regional Support Officers (RSOs) from the former National Bushfire Recovery Agency. As of the 5 May and with the combining of the two agencies, both RROs and RSOs were all renamed as RSOs.

Similar to the RROs the RSOs have worked closely with local, state and NGOs to assist with 2019/2020 bushfire affected communities around the nation, ensuring communities receive the assistance they need across all levels of government. This extended to assisting with flood recovery operations following significant storms on the east coast of Australia in March. When NRRRA formed on the 5 May 2021, five flood Recovery Centres were still open, with NRRRA RSOs working in them to assist in providing information to the flood impacted communities. The last flood Recovery Centre closed at the end of June. The RSO network is supported by, four State Liaison Officers who transitioned from NBRA, where their position is embedded in state government disaster recovery offices, to help coordinate support and information between the Agency, state and local government agencies.

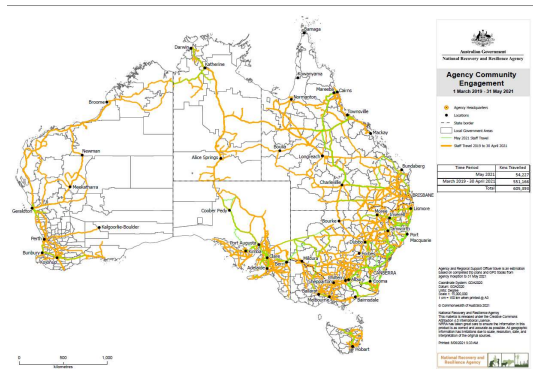
Over the past 12 months, the Coordinator-General, Agency staff and the RSOs have travelled extensively across Australia, within the constraints of COVID-19 travel restrictions, to talk with communities affected by drought and flood, listen to their views and experiences, provide information about existing



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.

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.

EXAMPLE IMAGE ONLY:



To ensure continued community engagement, a key approach to informing people and providing services has been the Community Outreach events and sponsorship of local activities. The Community Outreach events team has been able to coordinate drought and flood agencies and charities to host and sponsor events in regional communities to provide a 'one stop shop' approach, those mainly impacted by drought. The decentralised approach and recognition by Australian Government of their town and their local circumstance has been broadly appreciated. As of 30 June 21, the agency had delivered and attended 847 events with 37,674 people engaged.

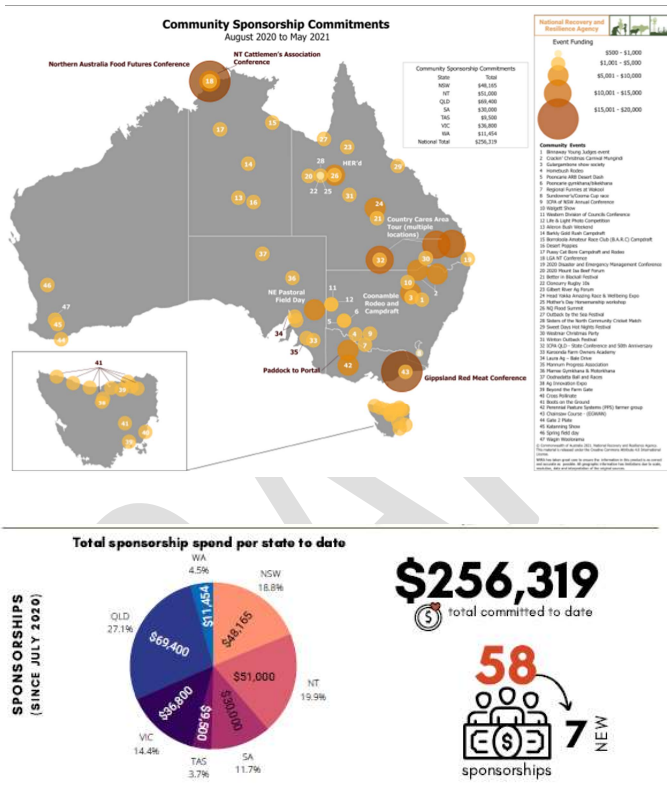
From 5 May to 30 June 21, RSOs in bushfire affected areas have also been attending state and local events, ensuring the promotion of bushfire support measures available, whilst helping in the day to day support of individuals, through providing advice and connecting people with support services. As of 30 June 21, the agency had attended 181 events with 2864 people engaged.

It is important to note, that the sponsorship of local events has brought communities together and enhanced the vibrancy and connectivity of regional and remote communities. A cornerstone of the Agency's success continues to be the level of engagement it has with the communities it supports. This has only become stronger since the combining of agencies into the NRRRA. Events such as agricultural shows, field days, camp drafts, workshops, and a comedy relief tour are all examples that highlight the engagement the Agency delivers. Events and social gatherings are part of the fabric of regional and disaster affected communities around Australia. It is important to strengthen these social bonds, to improve wellbeing in places where distance, drought, bushfires, floods and now COVID-19 have caused significant hardship and distress.

Throughout 2020-21, the Agency sponsored 53 events with over \$194,019 of funding provided. Sponsorships and community events have had a positive impact on community awareness of assistance available. When RSOs are present, community members have an opportunity to interact with the

Agency and discuss what assistance is available. Overwhelmingly positive feedback has been received after events from community members on having Agency staff attend local events, which gives local community members the opportunity to connect with the Agency and to understand what the Agency does and how the Australian Government may be able to assist.

EXAMPLE IMAGE ONLY:



Case Study
"Woolarama at Wagin, WA"

TBC

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	Data Source and Methodology	Results
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.	% of meetings held within agreed timeframes	100% of meetings have been held within agreed timeframes.
	Government and Charity participants satisfaction with events	TBC

Analysis

Throughout 2020-21, the Agency held:

- 2 Minister’s Roundtables on Drought (July 2020 and February 2021)
- 1 National Charities Roundtable (December 2020)
- 1 Charity Roundtables (April 2021)
- 6 Implementation Working Group (IWG) (NW and NE) (December 2020, March 2021, May 2021 and June 2021)
- 1 National Drought Forum (June 2021)
- 11 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).

Qualitative performance to be included in the next version of the APS.

Case Study “National Drought Forum”

s22



Story to follow

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	Data Source and Methodology	Results
Target 5.1 Quality and timeliness of advice received supports the Government to respond to conditions on the ground.	Key reports to Government are delivered within agreed timeframes. Agreed timeframes are determined by Government for each report.	65% of briefs have been delivered on time
	Monthly Brief to the Minister on Drought and Flood measures is delivered within agreed timeframes.	The Agency continually provides advice to Government through Ministerial Briefings and correspondence which have been submitted on time.

Analysis

The Drought and Flood Branches provide timely information to inform the Minister on drought policies, programs and climate outlooks, and on the progress of flood measures and strategy implementation.

Qualitative performance to be included in the next version of the APS.

Target	Data Source and Methodology	Results
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.	Delivery of submission to the Minister by 30 June 2021.	2020 Review of Australian Government Drought Response was submitted to Government in July 2020. Report on progress against the 2020 Review submitted via the Agency's 2021-22 budget submission and considered by the Expenditure Review Committee on 11 March 2021.

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 (the government) 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 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.