



Australian Government

National Recovery and Resilience Agency

Annual Report 2021 – 22



Acknowledgement of Country

The National Recovery and Resilience Agency acknowledges the Traditional Owners of Country throughout Australia. We recognise the deep continuing connection Aboriginal and Torres Strait Islander peoples have to land, sea, culture and community. We pay our respects to the elders past, present and emerging.

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About this report

This report outlines the operations and performance of the National Recovery and Resilience Agency (the Agency) for the financial year ending 30 June 2022. It has been prepared in accordance with the provisions of section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and the Department of Finance Resource Management Guide Number 135.

The compliance index at appendix 5 lists the information required by the PGPA Act and PGPA Rule with the corresponding page number within this report.

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

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Senator the Hon Murray Watt
Minister for Emergency Management

PO Box 6100
Senate
Parliament House
CANBERRA ACT 2600

Dear Minister

As the accountable authority of the National Emergency Management Agency (NEMA) and the former accountable authority from 1 July 2022 for National Recovery and Resilience Agency (NRRRA), I am pleased to present to you the NRRRA's 2021-22 Annual Report (the report), as required under section 46(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Government established the NEMA as an Executive Agency under the PGPA Act on 1 September 2022. On its establishment, the NEMA brought together the former NRRRA and Emergency Management Australia. This Annual Report relates to the functions and activities of the former NRRRA entity only which ceased to exist on 31 August 2022.

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

In accordance with section 17A (2)(b) of the PGPA Rule, I certify that the NRRRA has for the 2021-22 reporting period:

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

Yours sincerely



Justine Saunders APM
Acting Coordinator-General
National Emergency Management Agency

28 September 2022

PART 1:

Coordinator- General's Review





2021-22 for the National Recovery and Resilience Agency (the Agency) was a year punctuated by increasing disasters and a commensurate increase in demand on the Agency to lead Commonwealth action and national efforts to improve natural disaster resilience and risk reduction, and support all hazards relief and recovery.

Throughout the year the Agency was called upon to respond to a series of natural disasters that stretched well beyond the 'traditional' high risk weather season of spring and summer, into autumn and well into winter. There were more than 50 natural disaster events including intense storms, floods, cyclones, bushfires, earthquakes, tornadoes plus the ongoing impacts of the COVID-19 pandemic.

Across these events, the Agency worked closely with our partners to support the ongoing recovery effort and to improve the Australian Government's response. It also provided significant support to individuals in 439 disaster affected Local Government Areas (LGAs) [*noting that some LGAs have been activated more than once*] as well as responding to new challenges faced as a result of the COVID-19 pandemic.

Our response focused on building capability and community engagement to develop and support local solutions to local problems.

This was underpinned by the national network of Regional Support Officers (RSOs) spread over 56 regions across the country. During disasters such as the Northern NSW and Queensland flooding events in February and March 2022, RSOs were deployed into emergency management structures and were able to provide local condition updates and damage reports so we had an early appreciation on what support might be required.

In addition to our relief and recovery efforts the Agency focused on reducing disaster risks and increasing the resilience of Australian communities through our strategic frameworks, reforms to the current funding arrangements and implementation of new grant programs.

The National Disaster Risk Reduction Framework and associated National Action Plans drove significant disaster risk reduction change across all sectors. Throughout 2021-22 progress has been made to implement the first National Action Plan and the Agency successfully led efforts to develop the second National Action Plan. A key theme that emerged from the Risk to Resilience Summit was *embedding disaster risk reduction needs to be everyone's business*. The Summit brought together stakeholders to consider the ideas and themes that had surfaced during the earlier consultation processes.

A key reform driven by the Agency in 2021-22 was the commencement of a review of the jointly funded Commonwealth-state Disaster Recovery Funding Arrangements (DRFA) to ensure a nationally consistent approach to disaster funding. Through the review, the Agency streamlined some processes to allow quicker responses to recovery funding for affected LGAs.

In addition, the Agency delivered programs and initiatives to support national recovery and resilience throughout the reporting period, including for major disaster events like the 2019-20 Black Summer Bushfires.

In 2021-22, \$390.9 million was approved for 524 projects under the Black Summer Bushfire Recovery grants program to support medium to long-term recovery for communities that enhance and strengthen their resilience that will lessen the impact of future disasters.

In response to the Northern NSW and Queensland flooding events the Australian Government committed \$11.2 million to the NSW Northern Rivers Resilience Initiative. This two year initiative, which commenced in 2021-22, is being undertaken by the Agency and the Commonwealth Scientific and Industrial Research Organisation (CSIRO), and aims to understand climate, catchment and hydrological drivers within the Northern Rivers region and how these drivers impact flooding. The Initiative will inform how the Australian Government invests across priority projects to ensure the region is more resilient to future disasters.

The Royal Commission into National Natural Disaster Arrangements highlighted the need to mitigate risks to low-lying coastal communities due to predicted sea level rises and more regular and intense storms. In response, \$50 million was announced for the new Coastal and Estuarine Risk Management Program to target projects such as grey infrastructure like seawalls, groynes, storm surge and tidal barrages in estuaries; as well as nature based solutions such as protecting coastal wetland ecosystems to reduce the risk of inundation and shoreline erosion.

Throughout all these natural disasters Australians have been dealing with the ongoing challenges of the COVID 19 pandemic as governments at all levels respond to the constantly changing environment. Our Agency has policy responsibility for the disaster payments for people whose work has been directly impacted. In 2021-22 the Australian Government paid over \$14.7 billion in both COVID 19 Disaster Payments and Pandemic Leave Disaster Payments. This helped ensure workers without paid sick leave or other means of income support, did not suffer financial hardship when following state or territory public health orders and risk spreading COVID-19 to others.

To continue these efforts, the Australian Government has brought together the former structures of the National Recovery and Resilience Agency and the Emergency Management Australia Group within the Department of Home Affairs, to establish the National Emergency Management Agency (NEMA) from 1 September 2022. NEMA will provide a strategic approach to crisis planning and response, working in collaboration with State, Territory and municipal governments, industry and civil society. NEMA will deliver a whole-of-nation, end-to-end approach to reducing disaster risk, and planning and preparing for, responding to and recovering from all hazards across the emergency management continuum.

The Australian Government will continue to do what it does best – helping local communities rebuild and recover while strengthening Australia against future disasters.

Justine Saunders APM

Acting Coordinator-General
National Emergency Management Agency

PART 2:

About us



Overview

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

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

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

The Agency was Australia's first Commonwealth disaster risk reduction and recovery entity. The establishment of a national disaster agency was a key recommendation in the *Royal Commission into National Natural Disaster Arrangements* (Royal Commission).

The Agency was part of the PM&C portfolio from 1 July 2021 to 30 June 2022.

From December 2019 to 2 July 2021, the Minister for Emergency Management, the Hon David Littleproud MP had ministerial responsibility for the Agency. From 2 July 2021 to 23 May 2022, the Minister for Emergency Management and National Recovery and Resilience, Senator the Hon Bridget McKenzie had ministerial responsibility for the Agency. From 1 June 2022, Senator the Hon Murray Watt, Minister for Emergency Management held ministerial responsibility for the Agency.

The Agency has an office in both Canberra and Brisbane as well as a national network of Recovery Support Officers (RSOs) across 56 regions in Australia.

Our Role and Function

The Agency was established to lead Commonwealth action and national efforts to improve natural disaster resilience and risk reduction, and support all hazards relief and recovery.

The Agency works across Commonwealth agencies, in partnership with state, territory and local government and with the not-for-profit and private sectors to drive a coordinated approach across the Natural Disaster Management and Recovery Continuum to achieve disaster resilience outcomes. Our work was informed by a locally led approach that assists individuals, businesses and communities recover from disasters and be better prepared in the future.

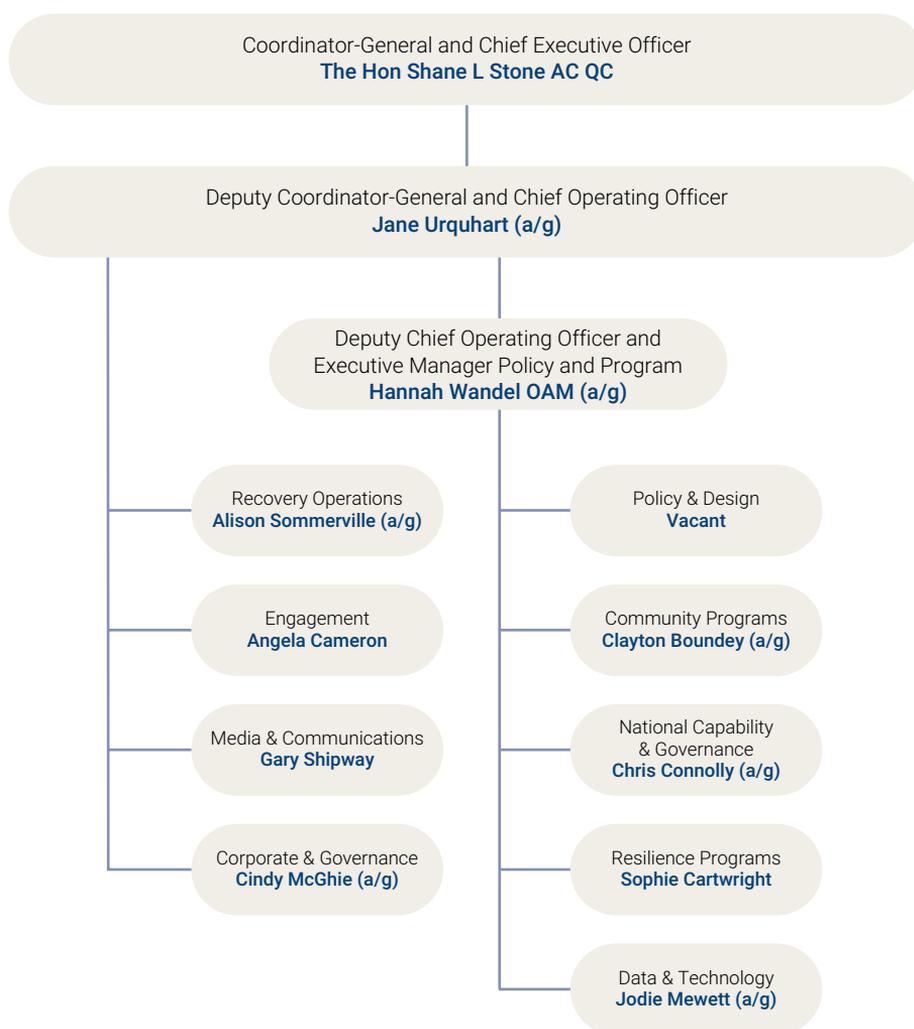
Accountable Authority

In 2021-22, the Accountable Authority for the Agency was the Hon Shane L Stone AC QC.

Structure

As at 30 June 2022, the organisational structure by group is shown in Figure 1.

FIGURE 1: ORGANISATIONAL STRUCTURE



PART 3:

Annual Performance Statements



Introductory Statement

I, Justine Saunders APM, as the accountable authority of the National Emergency Management Agency (NEMA) and the former accountable authority from 1 July 2022 for National Recovery and Resilience Agency (NRRRA), present the 2021–22 annual performance statement of the National Recovery and Resilience Agency (NRRRA) as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Government established the NEMA as an Executive Agency under the PGPA Act on 1 September 2022. On its establishment, the NEMA brought together the former NRRRA and Emergency Management Australia (which was set up as a group within Department of Home Affairs).

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



Justine Saunders APM

Acting Coordinator-General
National Emergency Management 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 *National Recovery and Resilience Agency Corporate Plan 2021-22 to 2024-25* and the Portfolio Budget Statements 2021-22 under Prime Minister and Cabinet. The relationship between these is shown below.

Purpose	NRRA Corporate Plan 2021 22 to 2024 25
We provide national leadership and strategic coordination in disaster recovery, resilience and risk reduction informed by a locally led approach that assists individuals, businesses and communities recover from disasters and be better prepared in the future.	
Outcome Statement	Portfolio Budget Statements 2021 22
To lead Commonwealth action and national efforts to improve preparedness for, reduce risks associated with, and support all-hazards relief and recovery from, disasters and emergencies of all kinds, including by providing strategic leadership, policy advice and program delivery, community outreach and stakeholder engagement.	
Programs	Portfolio Budget Statements 2021 22
Program 1.1 - Departmental The NRRA provides national leadership and strategic coordination for natural disaster resilience, risk reduction and preparedness, and all hazards disaster relief and recovery across all levels of government and sectors. It also works with all levels of government to enhance national recovery capability and preparedness and improve local resilience capacity. The NRRA engages with affected communities to support locally-led recovery and improve awareness and uptake of Commonwealth relief, recovery and reconstruction support. <i>(Key Activity 1, 2 and 3)</i>	Program 1.2 - Australian Government Disaster & Emergency Financial Support The NRRA administers the Disaster Recovery Funding Arrangements to provide timely and targeted payments and support to individuals and families affected by major disasters throughout Australia. This program also includes, but is not limited to, the Australian Government Disaster Recovery Payment and the Disaster Recovery Allowance and the Black Summer Bushfire Recovery Grants to support the ongoing short to medium-term recovery needs of those communities impacted by the 2019-20 bushfires. <i>(Key Activity 2)</i>

Programs Portfolio Budget Statements 2021 22

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

The NRRRA will design, oversee and administer natural disaster resilience, risk reduction and preparedness funding programs. This includes the Preparing Australia Package to improve long term resilience of Australian communities and households.

(Key Activity 2)

Program 1.4 - Rural Financial Counselling

The Rural Financial Counselling Service is an initiative administered by the NRRRA that provides free and independent financial counselling to eligible farmers, fishers, foresters and small related enterprises who are experiencing, or at risk of, financial hardship.

(Key Activity 2)

Program 1.5 - COVID-19 Support

The NRRRA has policy responsibility for, and in conjunction with the agency’s delivery partner Services Australia, administers the COVID-19 Disaster Payment and Pandemic Leave Disaster Payment to provide timely and targeted payments and support to eligible individuals affected by the COVID-19 pandemic.

(Key Activity 2)

Key Activities NRRRA Corporate Plan 2021 22 to 2024 25

Providing policy and strategic advice

We have a leadership role in developing and implementing recovery, resilience and risk reduction initiatives across all levels of government and in conjunction with communities.

Delivering Programs and Services

We lead and coordinate the delivery of Australian programs to support recovery and further strengthen the resilience of communities.

Engagement and Collaboration

We engage and collaborate directly with all levels of government, third parties and communities to inform a locally led approach towards recovery, resilience and risk reduction and make it easier to access Australian Government information and services relating to disasters.

CHANGES TO PERFORMANCE INFORMATION FROM PORTFOLIO BUDGET STATEMENTS TO CORPORATE PLAN

As a new Agency from 1 July 2021 the 2021-22 Corporate Plan reset the performance criteria and targets that were presented in the 2021-22 Portfolio Budget Statements. These changes are mapped below with the revised Corporate Plan performance information forming the basis for reporting our performance in this Annual Performance Statement.

Corporate Plan		PBS	
Outcome	Measure	Criteria	Target
Effective disaster risk reduction planning, coordination and capability enhances Australia’s ability to prepare for, and respond to disasters	1.1 Demonstrated progress against key initiatives within the National Disaster Risk Reduction Framework	Effective disaster risk reduction planning, coordination and capability enhances Australia’s ability to prepare for, and respond to disasters	Demonstrated progress against key initiatives within the National Disaster Risk Reduction Framework
	1.2 Regional Resilience Hub pilots work across all levels of government to test new and innovative ways to assist individuals, businesses and communities to more effectively prepare for and recover from disasters		Establish two Resilience Hub pilots to work across all levels of government to test new and innovative ways of achieving disaster risk reduction
	1.3 Improve the understanding of disaster risk reduction and preparedness through applied research, the development and dissemination of guidance material, support to vulnerability assessments and strategic planning.		

Corporate Plan		PBS	
Outcome	Measure	Criteria	Target
	1.4 Improve national disaster risk reduction and preparedness through the targeted delivery of education programs, information sharing and national forums to build awareness and enhance response capability.		
The Agency delivers timely, coordinated and robust advice to government to improve the circumstances of disaster and emergency effected communities	1.5 The Agency provides high quality, timely advice to relevant government agencies which assists in responding to conditions on the ground	NRRA delivers timely, coordinated and robust advice to government to improve the circumstances of disaster and emergency effected communities	NRRA provides high quality, timely advice to relevant government agencies which assists in responding to conditions on the ground
Australian Government assistance contributes to all hazards recovery and strengthens preparedness for future disasters	2.1 Advice regarding domestic disaster assistance requests is provided to Government within set timeframes	Effective all hazards coordination, response and recovery activities reduce the impact of threats on Australia and the Community	Advice regarding domestic disaster assistance requests is provided to Government within set timeframes
	2.2 Delivery of measures underpinning the Strategy for long-term recovery in those areas impacted by 2019 North Queensland monsoon event.	Affected communities utilise Australian Government assistance contributing to their recovery and strengthening their preparedness for disasters	Deliver on the Strategy for long-term recovery (the Strategy) for those areas impacted by 2019 North Queensland monsoon event.

PART 3: Annual Performance Statements

Corporate Plan		PBS	
Outcome	Measure	Criteria	Target
	2.6 Recipients of Australian Government disaster recovery, resilience and risk reduction assistance indicate that it has assisted their recovery and they are better prepared for future disasters.		Recipients of Australian Government disaster assistance indicate that it has assisted their recovery and they are better prepared for future disasters
	2.3 Grants are delivered within agreed timeframes for communities that were disaster-declared as a result of the 2019-20 Black Summer bushfires.		Grants are made available to communities that were disaster-declared as a result of the 2019-20 Black Summer bushfires
	2.4 The Preparing Australian Communities Program is implemented, with advice from the Australian Climate Service, to improve the long-term resilience of Australian communities at risk of future disasters.		The Preparing Australia Package is designed and will comprise two elements, Public risk reduction – Preparing Australian Communities Program and Private risk reduction – Preparing Australian Homes Program
	2.5 Positive uptake of Australian Government disaster recovery, resilience and risk reduction assistance.		

Corporate Plan		PBS	
Outcome	Measure	Criteria	Target
	2.7 The Agency supports the mental health of Australians impacted by disasters through the delivery of associated frameworks.		
Clients who engage with case managed counselling services make informed decisions, become financially self-reliant and their businesses are better prepared to deal with risks	2.8 Case managed counselling activities assisted in delivering specific outcomes for clients leaving the service.	Clients who engage with the service become financially self-reliant and their businesses are better prepared to deal with risks	Clients indicate that the service has assisted them to become more financially self-sufficient and better prepared to deal with risks
Increased community awareness of, and streamlined access to, Australian Government disaster assistance.	3.1 Recovery Connect simplifies and streamlines access to Australian Government information and services associated with disasters.	Increased community awareness of Australian Government disaster assistance.	Recovery Connect simplifies and streamlines access to Australian Government information and services associated with disasters.
	3.3 The Agency's engagement with individuals, businesses and communities raises awareness of available disaster assistance, including on strategies to be better prepared for future disasters.		Lead a whole-of-government approach to promotion and communication activities in disaster affected communities

PART 3: Annual Performance Statements

Corporate Plan		PBS	
Outcome	Measure	Criteria	Target
			NRRA effectively engages with affected communities and stakeholders on support and assistance available, including on strategies to be better prepared for future disasters
	3.2 The Online Recovery Map increases access to and transparency of data which assists communities in their recovery and to better prepare for future disasters		
Informed decision making through improved collaboration with key stakeholders contribute to better recovery and preparedness outcomes	3.4 Effective collaboration and engagement with Commonwealth, state and territory and industry partners, enhances Australia's ability to prepare for and respond to disasters.	NRRA contributes to better outcomes through improved collaboration with key stakeholders in the design and delivery of disaster assistance.	Effective collaboration with key stakeholders, in the design and delivery of assistance to individuals, businesses and communities impacted by disasters

Corporate Plan		PBS	
Outcome	Measure	Criteria	Target
	3.5 Effective coordination and engagement with International partners, contributes to international best practice for resilience and risk reduction, support our international obligations and contributes to Australia’s efforts to build capacity to prepare for and respond to disasters.		
	3.6 Improved data sharing capabilities provides partner agencies with information required to better design and deliver disaster assistance.		

Analysis of Performance

The National Recovery and Resilience Agency (the Agency) is responsible for national leadership and coordination of disaster risk reduction, resilience and all hazards recovery. Throughout 2021-22, the Agency made good progress in achieving its purpose by working across Commonwealth agencies, in partnership with state, territory and local governments, and with the not-for-profit and private sectors to drive a coordinated approach across the National Disaster Management and Recovery Continuum to achieve disaster resilience outcomes. The Agency also provided significant support to individuals in over 439 disaster affected Local Government Areas (LGAs) [noting that some LGAs have been activated more than once].

Many of the policies and programs we implement have long-term objectives and there is a time lag between implementation and observed outcomes. Accordingly, some performance measures extend beyond the current financial year, and, while we demonstrate that we are on track to meet the measure in the longer term, the measures are reported as partly achieved during the reporting period. In other cases, policies and programs are in the early stages of implementation.

Overall, the Agency achieved six (6) measures, partially achieved five (5) measures, six (6) measures are on track, one (1) measure not achieved and it was a baseline data collection year for one (1) measure as outlined in the Corporate Plan and PBS.

Many of the policies and programs we implement have long-term objectives and there is a time lag between implementation and observed outcomes.

	PM 1.1	PM 1.2	PM 1.3	PM 1.4	PM 1.5			
	PM 2.1	PM 2.2	PM 2.3	PM 2.4	PM 2.5	PM 2.6	PM 2.7	PM 2.8
	PM 3.1	PM 3.2	PM 3.3	PM 3.4	PM 3.5	PM 3.6		
Key	On Track The measure is on track with final assessment to be made in a future reporting period.							
	Partially Achieved Good progress has been made towards meeting the measure and/or we are on track to meet a measure that extends beyond the current financial year.							
	Not Achieved Limited progress has been made towards meeting the measure and/or a set target has not been met							
	Baseline This is the first year of data collection.							

The Government established the National Emergency Management Agency (NEMA) as an Executive Agency under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) on 1 September 2022. On its establishment, the NEMA brought together the responsibilities of both the Agency and Emergency Management Australia. Performance measure reporting will be captured in the NEMA's Annual Performance Statement for future reporting periods.

PROVIDING POLICY AND STRATEGIC ADVICE

The Agency has been well placed to provide recovery and resilience policy and strategic advice across a number of initiatives throughout the reporting period.

The Agency lead work in cooperation with Commonwealth, state and territory partners to develop policies and procedures and engage in constructive conversations that were focused on reducing disaster risks and increasing the resilience of Australian communities. This includes implementing the National Disaster Risk Reduction Framework and associated National Action Plans. Throughout 2021-22 there has been progress made to deliver on the first National Action Plan released in May 2020 and to develop the second National Action Plan.

The Agency is also collaboratively delivering the National Capability Package (the NCP) to strengthen recovery and resilience capability at the local, regional and national levels. The NCP includes three initiatives that are currently being designed through a collaborative process with key stakeholders:

- The Regional Recovery Exercising Program provides a national resource to support recovery planning and capability development through regional exercising. The Recovery Exercising Toolkit (Toolkit) developed from this work supports all levels of government to embed the recovery phase of emergency management as an exercising priority, to strengthen collaboration and coordination across government, and sectors. It will be released in the second half of 2022.

- The National Recovery Training Program, is developing a targeted vocational training program to support the professionalisation of recovery functions and capabilities. The program will establish formal qualifications for recovery practitioners and help provide foundational training for people who support recovery from natural disasters.
- The development and pilot of two Regional Resilience Hubs (Hubs) which will host Commonwealth, state and local government officials and non-government stakeholders to build resilience and recovery capabilities in regional communities. The Hubs will act as coordination points to regularly draw all partners in a region together to share knowledge and experiences to strengthen local disaster management and mitigation capability. They will support the delivery of integrated and adaptive approaches that benefit an entire region, such as targeted exercising, delivering training and development across community sectors, and bringing expertise to the pilot Hub regions. The Hubs were to be established in 2021-22.

The establishment of the pilot Hubs did not occur as planned in this reporting period due to jurisdictions appropriately prioritising their responses to disaster events throughout the high risk weather season and supporting the recovery of the affected communities.

The Agency has also delivered timely, coordinated and robust advice to Government on two key reforms. The review of the jointly funded Commonwealth-state Disaster Recovery Funding Arrangements (DRFA) in response to recommendations from the former Council of Australian Governments (COAG) and the Royal Commission into National Natural Disaster Arrangements (the Royal Commission) to ensure a nationally consistent approach to disaster funding. Through this review, the Agency has streamlined some processes to allow quicker responses to recovery funding for affected LGAs.

The Agency provided secretariat support to the National Emergency Management Ministers' Meeting (NEMMM), the responsible body for driving and coordinating implementation of the Royal Commission's recommendations nationally, including the Priority Actions identified by the National Federation Reform Council.

Resilience occurs when all phases of the National Disaster Management Continuum work together and there is an integrated approach to disaster management. To assist with building this capability, the Agency's partnership with Australian Institute of Disaster Resilience (AIDR) and the Natural Hazards Research Australia (NHRA) has delivered professional development, networking and knowledge sharing throughout the reporting period. A significant deliverable was the Australian Disaster Resilience Handbook Collection which provides nationally agreed principles and guidance for good practice across a range of themes, including for example disaster risk and disaster resilience education for young people. This supports both jurisdictional and local implementation of national policy and strategy.

DELIVERING PROGRAMS AND SERVICES

The Agency delivered a number of programs and initiatives to support national recovery and resilience throughout the reporting period. In total, the Agency administered \$224 million of funding across its programs, as well as several demand driven programs. These programs while varied in their application all have a common outcome in mind – that the assistance contributes to all hazards recovery and strengthens preparedness for future disasters.

For communities impacted by the 2019 North and Far North Queensland Monsoon Trough the Agency continued to provide support through the delivery of measures underpinning the *After the flood: A strategy for long-term recovery*. It has approved \$85 million across six (6) programs focused on primary production recovery, economic development, recovery and resilience initiatives, improving telecommunication and energy infrastructure and increasing the resilience of regional children.

As part of the \$2.2 billion National Bushfire Recovery Fund the Agency has provided support to communities through the Local Economic Recovery (LER) program, Black Summer Bushfire Recovery (BSBR) program and the mental health initiatives.

The Black Summer Bushfire Recovery grants program approved \$390.9 million for 524 projects to communities directly impacted by the 2019-20 Black Summer bushfires to address remaining priority bushfire recovery and resilience needs. All 110 LGAs that were disaster declared as a result of the 2019-20 bushfires were covered by the program. This included areas in QLD, NSW, ACT, SA, TAS and VIC.

PART 3: Annual Performance Statements

In the reporting period, the first phase of the Preparing Australian Communities Program – Projects of Local Significance (Communities Local Program) was implemented with funding totalling \$150 million awarded to 158 successful projects.

The Disaster Risk Reduction Package also continued to support national, state and local initiatives aligned to the National Disaster Risk Reduction Framework with the aim of reducing existing and future disaster risks, and equipping decision-makers with the capabilities and information they need to do so. For more information, see Performance Spotlight – Disaster Risk Reduction Package on page 65.

The Agency is developing the first national mental health plan for emergency services workers as part of the Royal Commission recommendation 15.3 to support planning and delivery of mental health services following disasters. It is recognised that people working in this sector have higher rates of poor mental health and suicidality than the general population. This plan has been delayed but the Agency continues to work closely with our partners in this area to ensure continued support to first responders.

The Agency administers the Rural Financial Counselling Service (RFCS) which provides free and independent financial counselling to eligible farmers, fishers, foresters and small related enterprises who are experiencing, or at risk of, financial hardship. There are ten RFCS service providers in 12 regions across Australia who provided financial counselling services to 6,346 clients during the reporting period.

The RFCS network also administers the Regional Small Business Support Program pilot (RSBSP) to support small businesses employing fewer than 19 people in Modified Monash Model 2 to 7 regions. Small businesses affected by drought, the 2019-20 bushfires, COVID-19 and the 2022 flood event in Northern New South Wales and Southern Queensland are eligible for assistance under the pilot. During the reporting period the RSBSP assisted 1,430 regional small businesses.

The Agency also worked closely with our service delivery partners to deliver the now ceased COVID-19 Disaster Payment, as well as the Pandemic Leave Disaster Payment. Over \$14.7 billion has been delivered to support impacted workers. The Agency's work in this space helped ensure workers without paid sick leave or other means of income support, did not suffer financial hardship when following state or territory public health orders and risk spreading COVID-19 to others.

A major deliverable for the Agency was the Disaster Recovery Funding Arrangements (DRFA). In the reporting period, the DRFA was activated in response to forty-nine (49) natural disaster events, with 439 LGA activations for assistance [*noting that some LGAs have been activated more than once*]. Across these events, the Agency worked closely with our partners to support the ongoing recovery effort and ensure the correct targeting of assistance.

ENGAGEMENT AND COLLABORATION

The Agency's work is underpinned by a locally-led approach of a national network of Recovery Support Officers (RSOs) across 56 regions, who live and work in communities across Australia. The Agency is one of few Commonwealth agencies to embrace an on-the-ground network, and this has brought opportunities to leverage the network to promote and communicate other Commonwealth activities. In the reporting period, the RSOs delivered 163 sponsored and community outreach events providing a 'one stop shop' of resources to regional communities. These events provided an opportunity for the Agency to increase community awareness of Australian Government disaster assistance.

A key principle of the national network of RSOs is that officers are engaged locally and have a deep understanding of local issues and stakeholders, walking with communities before, during and after disaster events. During the February/March 2022 Northern NSW and QLD flood event, RSOs were deployed physically and virtually into local emergency management structures to liaise with local authorities and identify recovery needs.

This on-the-ground information is just one example of the Agency's information sources. Improved data and analytics was also critical to inform policy development and program design. The recent floods showed us that governments expect the Agency and Emergency Management Australia (EMA) to know real-time disaster impacts, consequences and vulnerabilities. To help support this, the Agency has worked with the jurisdictions to improve access to damage assessment for flood events in New South Wales and Queensland - data not previously accessible by the Agency.

The Agency supported and convened National Coordination Mechanism (NCM) meetings – including coordinating the Community Support NCM on 7 March 2022, attended by the then Minister for Emergency Management and the Coordinator General. The Agency held the Charities and Not-for-Profit Roundtable event on 15 June 2022, a key event to improve coordination of the sector, discuss long term disaster recovery and risk reduction policy issues, and support Royal Commission recommendation 21.3.

Additionally, the Agency worked with states and territories to progress shared agendas and several national recovery projects, principally with the Community Outcomes and Recovery Sub-committee (CORS) of the Australia and New Zealand Emergency Management Committee (ANZEMC). These projects are aimed at enhancing recovery capability, resource allocation, national coordination, consequence assessment, lessons management and expertise across the four recovery domains. Projects suffered a series of delays throughout the reporting period, due in part to COVID-19 related disturbances on the workforce, as well as a series of extreme weather events that diverted recovery resources throughout all jurisdictions. The Agency remains committed to completing the projects in collaboration with state and territory partners. Though delayed, the program of work was considerably advanced throughout the reporting period, with the completion of many of these projects anticipated over the next 12 months.

Once delivered, these initiatives directly contribute to recommendations from the Royal Commission into National Natural Disasters Arrangements as part of the Australian Government's broader response to ensure that national natural disaster arrangements are as effective as possible.

Performance Results

KEY ACTIVITY 1: PROVIDING POLICY AND STRATEGIC ADVICE

Effective disaster risk reduction planning, coordination and capability enhances Australia's ability to prepare for, and respond to disasters.

Performance Measure 1.1

Demonstrated progress against key initiatives identified in the National Disaster Risk Reduction Framework.



On Track

This performance measure is on track with the final result to be reported in 2023-24 financial year.

Source

2021-22 Portfolio Budget Statements (page 265) and 2021-22 Corporate Plan (page 28)

Methodology

An assessment of the progress of initiatives within the First National Action Plan (NAP) allocated to the Agency and progress to develop the Second NAP for the National Disaster Risk Reduction Framework (NDRRF).

Analysis

The Australian Government is driving a comprehensive program of measures, in partnership with states and territories focussing on reducing disaster risks and increasing the resilience of Australian communities, this includes the NDRRF, Disaster Risk Reduction Package and National Action Plans.

The NDRRF guides national efforts to proactively reduce disaster risk in order to minimise the loss and suffering caused by disasters. The Agency is the coordinating agency for the NDRRF and some of the support programs.



Released in April 2019 and endorsed by the COAG on 13 March 2020, the NDRRF establishes a 2030 vision, outlining a coordinated approach to reducing disaster risk; guiding national efforts to proactively reduce disaster risk in order to minimise the loss and suffering caused by disasters.

The NDRRF is supported by NAPs. The first NAP commenced in May 2020 and was a starting point to outline the consolidation of efforts from Commonwealth, State and Territory jurisdictions aligned to the NDRRF. The First NAP was established with no expectation of formal reporting, rather reporting would occur through a combination of either existing project reporting mechanism, State and Territory reporting of progress on the Disaster Risk Reduction Package National Partnership Agreements, and the Systemic Monitoring, Evaluation and Learning Framework.

From the First NAP, the Agency has responsibility for:

- NDRRF Systemic Measurement, Evaluation and Learning Framework.
- A work program with Australian Climate Service (ACS).
- Disaster Risk Reduction Package (refer page 63 to 65).
- Asia-Pacific Ministerial Conference on Disaster Risk Reduction (with Department of Foreign Affairs and Trade leading) (refer page 85 to 86).
- ANZEMC governance (refer page 82 to 84).

The Agency has successfully led efforts to develop a Second NAP. Significant consultation and co-design on the Second NAP occurred between March and June 2022, including through deep dives, online workshops and the *From Risk to Resilience Summit*. The Second NAP will accelerate and incentivise co-ordinated action across all sectors, to drive disaster risk reduction outcomes, and will be released after the reporting period.

The Agency is working with the ACS to establish a Systemic Monitoring, Evaluation and Learning System (SysMEL) for the NDRRF. The system is intended to operationalise the existing Monitoring, Evaluation and Learning Framework for the NDRRF which was endorsed by ANZEMC in 2021.

The system will comprise agreed ways to monitor, evaluate and learn from the strategic activities under the NDRRF and the associated NAPs, the key systems changes that they intend to enable and their contribution to the ultimate objective of a more resilient Australian society, environment and economy. Initial implementation phase of the SysMEL is expected in the second half of 2023.

Case Study

FROM RISK TO RESILIENCE SUMMIT

Attend the From Risk to Resilience Summit for the Second NAP

The Agency has been consulting widely to develop the Second NAP under the NDRRF. This will be a two-year plan that drives significant disaster risk reduction change across all sectors.

The NDRRF is the domestic implementation of the Sendai Framework for Disaster Risk Reduction from 2015-2030 and is also broadly aligned with the United Nations Sustainable Development Goals and the United Nations Framework Convention on Climate Change Paris Agreement.

The “From Risk to Resilience” Summit was held from 29-30 June 2022 in Sydney and brought together approximately 250 stakeholders to consider the ideas and themes that had surfaced during the earlier consultation processes.

Featuring representation from a broad range of sectors including community, disaster management, research, insurance, building and local government. Attendees heard an opening address from Senator the Hon Murray Watt, Minister for Emergency Management, on the Government’s commitment to disaster resilience, and details of how all governments, sectors and communities need to invest in disaster risk reduction. This was followed by speeches from leaders and key thinkers including academic and author, Dr Tyson Yunkaporta; Chief of the United Nations Disaster Risk Reduction Regional Office for Asia and the Pacific, Marco Toscano-Rivalta; and climate activist, Anjali Sharma.

Throughout the keynote speeches, panel discussions and group collaboration at the summit, a key theme emerged: embedding disaster risk reduction needs to be everyone’s business.





Performance Measure 1.2

Regional Resilience Hub pilots work across all levels of government to test new and innovative ways to assist individuals, businesses and communities to more effectively prepare for and recover from disasters

**Not
Achieved**

The two pilot Regional Resilience Hubs (pilot Hubs) were not established in this reporting period as planned.

Source

2021-22 Portfolio Budget Statements (page 265) and 2021-22 Corporate Plan (page 28)

Methodology

In 2021-22, two pilot Regional Resilience Hubs are established within the timeframes set by Government.



Analysis

The National Capability Package aims to strengthen recovery and resilience capability at the local, regional and national levels. It includes three new initiatives being designed by the Agency, including two pilot Regional Resilience Hubs (pilot Hubs) aiming to bring together all levels of government to support the development of regional disaster recovery and resilience capabilities. They aim to improve government coordination and reduce recovery investments by:

- Delivering integrated and adaptive approaches that benefit an entire region, such as targeted exercising, delivering training and development across community sectors, and bringing expertise to the pilot regions;
- Acting as a coordination point to regularly draw all partners in a region together to share knowledge and experience to strengthen local disaster management and mitigation capability; and
- Building relationships before, during and after disasters to enhance recovery and resilience outcomes.

Although the two pilot Hubs' locations are being negotiated with relevant jurisdictions they are yet to be announced. In this reporting period the Agency has:

- Taken into account a range of considerations, including history of events, damage and future vulnerability, to successfully identify the two pilot Hub locations; and
- facilitated ongoing collaborative discussions with the two relevant jurisdictions to identify opportunities for alignment of work to deliver positive regional outcomes.

The establishment of the pilot Hubs did not occur as planned in this reporting period due to jurisdictions appropriately prioritising their responses to disaster events throughout the high risk weather season and supporting the recovery of the affected communities.



Performance Measure 1.3

Improve the understanding of disaster risk reduction and preparedness through applied research, the development and dissemination of guidance material, support to vulnerability assessments and strategic planning.

Achieved

Source

2021-22 Corporate Plan (page 28)

Methodology

An assessment of the establishment and implementation of the Natural Hazards Research Australia (NHRA) 10-year research plan.

Analysis

NHRA was established on 1 July 2021 through the Natural Hazards and Disaster Resilience Research Centre adhoc Commonwealth Grant administered by the AusIndustry Hub in the Department of Industry, Science, and Resources (DISR). DISR, together with the Agency, hold joint responsibility for the grant program and will continue to work with NHRA to ensure it delivers on grant objectives.

Note: This performance measure also supports 1.4 which focuses on education and awareness to enhance national disaster risk reduction and preparedness.



DISR and the Agency have complementary expertise to deliver the Natural Hazards and Disaster Resilience Research Centre grant program: DISR has expertise in research, collaboration and commercialisation policy and program management; the Agency has policy expertise in disaster recovery, resilience and risk reduction.

The NHRA is currently in its establishment phase, and is operationalising its 10-year research plan. This plan will provide practical, world-leading research to inform how Australia moves towards zero preventable deaths, better prepare communities to deal with natural disasters, and develop technological solutions to mitigate risks. NHRA has established node offices in Sydney and Brisbane, with Melbourne to follow shortly. Node offices will ensure NHRA is accessible and relevant to stakeholders from all states and territories. Several research projects have been approved by NHRA’s Board and are at various stages of development.

- Translation of observed and modelled extreme bushfire behaviours to improve fire prediction and fire ground safety.
 - This project is **proposed**, and the research is intended to apply to the risk communication, operationalisation for bushfire situational awareness and fireground safety advice for fire crews.
- Predictions in public: understanding the design, communication and dissemination of predictive maps to the public.
 - This project is **in progress**, and the aim is to ensure predictive maps will support public protective action decision-making during a bushfire.
- Connecting Indigenous people and the emergency management sector – effective partnerships.
 - This project is **in progress**, and aims to stimulate further discussion on the mutual interests of Indigenous people and the wider public in developing more effective, cost-efficient emergency management.
- Community-led recovery: evidence, dimensions, and supports for Community Recovery Committees (CRCs).
 - This project is **in progress**, and seeks to build on the limited research that supports the formation, planning and engagement of CRCs.
- Identifying water sources for aerial firefighting.
 - This project is **proposed**, and aims to deliver a product that identifies aircraft-accessible water bodies and provides advice that supports situational awareness and decision-making in bushfire management.
- Understanding the resilience of lifelines for regional and remote communities.
 - This project is **in progress**, and explores how to reduce cascading, compounding and systemic climate change impacts on regional and remote communities.



Performance Measure 1.4

Improve national disaster risk reduction and preparedness through the targeted delivery of education programs, information sharing and national forums to build awareness and enhance response capability.

Achieved

Source

2021-22 Corporate Plan (page 28)

Methodology

An analysis of the outcomes from the Agency's funding the Australian Institute for Disaster Resilience (AIDR), including information sharing with governments, communities, researchers, education providers and the private sector, development of better practice doctrine and emergency management, supported by the AIDR Annual Stakeholder Survey

Note: This performance measure is informed by 1.3 research to improve the understanding of disaster risk reduction and preparedness.



Analysis

AIDR, a business unit of the Australasian Fire and Emergency Service Authorities Council (AFAC), delivers national capability and network events that improve national disaster risk reduction and preparedness through a contract with the Commonwealth Government, managed by the Agency. In 2021-22 the Agency provided \$6.868m (including GST) in funding to AIDR to collect, develop, curate and share knowledge to educate and promote good practice in disaster risk reduction and resilience on behalf of Government.

Key highlights in the reporting period include:

- AIDR released the Systemic Risk Handbook on 13 October 2021. The Systemic Risk Handbook guides practitioners on how to apply a systemic approach to disaster risk reduction. This Handbook has received acclaim internationally and AIDR presented its concepts as a Learning Lab event at the Global Platform for Disaster Risk Reduction on 26 May 2022.
- During the reporting period the Systemic Disaster Risk page on the AIDR Knowledge Hub has been visited by 7,472 individual users. Since its release on 13 October 2021 the Systemic Disaster Risk Handbook has been downloaded 2,085 times.
- AIDR managed the National Large Air Tanker Naming Competition and utilised AIDR networks to promote the competition. The competition received entries from school students in every Australian state and the winning name chosen for the aircraft was “The Phoenix”.
- Australian Government funding of \$2 million was provided to AFAC to develop a national education and engagement program for the Australian Warning System and coordinate delivery with the states and territories. This activity is outlined in more detail in the following case study.
- AIDR is delivering a series of workshops with stakeholders from the community, state and territory governments, local government and academia among other sectors, as well as deep dives and a Risk to Resilience Summit to assist the Agency to develop the Second NAP and the Sendai Framework Mid-Term Review, both due in the second half of 2022.
- On 6-7 October 2021, the Australian Disaster Resilience Conference was held virtually with more than 500 participants. The 2021 conference program was designed to generate national conversation about local impact and highlight leading thinking and practice for community engagement in disaster resilience and collaborative decision making to reduce risk.

PART 3: Annual Performance Statements

To assess outcomes from AIDR's activities, an Annual Stakeholder Survey was open from early August 2021 until the end of September 2021, with 616 respondents. The AIDR Stakeholder Survey found:

- Of the survey participants who were involved with AIDR networks or programs, 96% indicated they value their participation in the network or program.
- 76% of the survey respondents reported an increase in their understanding of how to reduce disaster risk because of AIDR's materials and/or professional development.
- 76% of the survey respondents reported an increase in their understanding of how to build disaster resilience because of AIDR's materials and/or professional development.
- Across the AIDR knowledge product range, the majority of survey respondents who had used the products found them useful. An average of 64% rating the product very useful across the products.

AIDR's 2020-21 Annual Report (released in November 2021) highlighted a number of achievements including:

- 18,152 individual downloads of AIDR Handbooks.
- 98% of Australian Disaster Resilience Conference delegates would recommend the event to others.
- 4,825 participants were engaged through professional development events.
- 1,728 new social media followers.
- 147 Handbook Working Group members engaged.

Case Study

AUSTRALIAN WARNING SYSTEM

On 3 October 2021, the Australian Government announced funding of \$2 million to the AFAC for a national education campaign to raise public awareness about the Australian Warning System (AWS) and coordinate delivery with the states and territories.

This funding was provided through the Disaster Risk Reduction Package.

The AWS enables consistent emergency warnings to be provided to communities impacted by bushfires and other natural hazards through three warning levels: Advice – Watch and Act – Emergency Warning. These warnings describe the impact and expected consequences for communities and includes advice on what people should do.

The “Know the Signs” education campaign was launched on 14 December 2021 to raise public awareness and understanding about the AWS. It will ensure that people know what to do when they see a warning level, no matter where they are.

AFAC developed a range of nationally consistent community education and engagement resources for use by the states and territories.

The education campaign initially appeared on social and digital channels, with resources designed to be adaptable for local agencies to best determine and target key audiences in their jurisdictions. These included:

- Social media content – videos, images, text.
- Education and engagement materials for use by fire brigades and SES units across Australia.
- Campaign materials including brochures, billboards and other visual aids.
- Advertisements for digital media platforms, and
- Cultural and Linguistic Diverse and Indigenous engagement resources.

Of the \$2 million awarded to AFAC, \$400,000 was used for the development of resources and \$1.6 million was disbursed to states and territories for implementation.

The Agency delivers timely, coordinated and robust advice to Government to improve the circumstances of disaster and emergency effected communities.

Performance Measure 1.5

The Agency provides high quality, timely advice to relevant government agencies which assists in responding to conditions on the ground.

On Track

This performance measure is on track with results to be reported in 2023-24 financial year.

Source

2021-22 Portfolio Budget Statements (page 263) and 2021-22 Corporate Plan (page 29)

Methodology

Key briefings and advice provided to Government within the requirement timeframes, including:

- Royal Commission into National Natural Disaster Arrangements
- Reforms of the Disaster Recovery Funding Arrangements (DRFA)

Analysis

Royal Commission into National Natural Disaster Arrangements

The Agency was committed, as part of the Australian Government's broader response, to ensuring that national natural disaster arrangements are as effective as possible. The establishment of this Agency on 1 July 2021 was a direct result of the implementation of an Australian Government directed recommendation (Recommendation 3.5).



The Agency provides secretariat support to the National Emergency Management Ministers' Meeting (NEMMM), the responsible body for driving and coordinating implementation of the Royal Commission's recommendations nationally. This includes the Priority Actions identified by the National Federation Reform Council (NFRC).

NEMMM reported to NFRC on 10 December 2021 that while no Tranche One Priority Actions had yet been completed, good progress had been made in 2021 and further progress is anticipated to occur in 2022.

The Agency also supported NEMMM to identify a second tranche of Priority Actions associated with the Royal Commission. At the request of the NEMMM, the Agency facilitated two workshops of senior officials appointed by the ANZEMC to identify priority Royal Commission recommendations for delivery and commencement of implementation ahead of the 2022-23 high risk weather season.

In addition, the Agency has supporting implementation of the Priority Actions through Project Management Planning (PMP) support. The Agency has provided Priority Action implementation leads with high level PMP templates to identify key deliverables, success measures, stakeholders, risk management and timelines. This will support effective monitoring by ANZEMC of implementation, and identify additional actions required to ensure completion of the Priority Actions.

This process will provide a shared understanding and consistent framework across jurisdictions on progress reporting for Priority Actions, both Tranche One and Tranche Two.

Reforms of the Disaster Recovery Funding Arrangements (DRFA)

During the reporting period, the Agency convened State and Territory Officials to progress the DRFA Review. Stakeholders agreed to prioritise the development of 'off-the-shelf' Category C and D packages and agreed on an approach to progress the development of nationally consistent Category A and B DRFA assistance measures.

The Agency subsequently worked with state and territory stakeholders to develop and agree 'off-the-shelf' guidelines for Recovery Grants for Primary Producers, Recovery Grants for Small Business and Non-Profits, and Enhanced Clean Up Assistance. The Guidelines for both packages will now be reviewed to incorporate lessons from the recent floods in NSW and Queensland and re-distributed to the DRFA Review Working Group for finalisation ahead of the 2022-2023 high risk weather season.

During the reporting period, the Agency convened State and Territory Officials to progress DRFA Review work on nationally consistent Category A and B measures. A national workshop on nationally consistent DRFA measures was held on 18 May 2022, with a second workshop scheduled for September 2022. This activity is outlined in more detail in the following case study.

Case Study

DRFA REVIEW

Streamlined DRFA Category C and D activation process

The streamlined process for activating DRFA Category C and D assistance continued to be trialled during the 2021-22 high risk weather season. The streamlined process provides a more consistent approach to state and territory requests for DRFA Category C and D funding. It ensures governments can respond more quickly and appropriately to address unmet recovery needs following severe disasters.

The process has successfully delivered a broad range of assistance following recent severe disasters, including the NSW Severe Weather and Flooding in February and March 2022. In response to this disaster over \$2.38 billion in Category C and D measures were approved.

This funding is being used for an Enhanced Clean-Up Package; a Property Assessment and Demolition Program; extraordinary Recovery Grants for small business, non-profit organisations and primary producers; \$1m recovery grants to local governments; the engagement of Community Recovery Officers; a Temporary Housing Recovery Package; Back to Home Grants; a Primary Industry Support Package; a Northern Rivers Business Support Package, including funding for anchor, medium and small businesses; Rural Landholder Grants; funding to improve roads and transport assets; funding for new Aboriginal Housing and to repair Aboriginal community infrastructure; funding to repair riparian sites and community owned assets; and funding for new flood levees.

Following the 2021-22 Financial Year, an evaluation and review of the streamlined process will be undertaken, with a view to formalising it within the DRFA, prior to the commencement of 2022-23 high risk weather season.



Governments can respond more quickly and appropriately to address unmet recovery needs

KEY ACTIVITY 2: DELIVERING PROGRAMS AND SERVICES

Australian Government assistance contributes to all hazards recovery and strengthens preparedness for future disasters

Performance Measure 2.1

Advice regarding domestic disaster assistance is provided to Government within the required timeframes.

**Partially
Achieved**

Source

2021-22 Portfolio Budget Statements (page 265) and 2021-22 Corporate Plan (page 30)

Methodology

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

- Within 48 hours of receiving sufficient information from the state or territory and relevant Commonwealth stakeholders to complete an assessment of a state or territory Disaster Recovery Funding Arrangements Category C and D request, and
- Within 48 hours of receiving sufficient impact data from the state or territory to inform a decision on whether the Commonwealth-only Australian Government Disaster Recovery Payment and/or Disaster Recovery Allowance should be activated.
- Within 5 days of receiving advice from Government, policy advice provided to delivery partner/s to deliver COVID-19 and Pandemic Payments.



Analysis

Disaster Recovery Funding Arrangements

The Disaster Recovery Funding Arrangements (DRFA) is a joint Australian Government-State cost sharing arrangement to alleviate the financial burden on the states and territories and facilitate the provision of relief and recovery assistance to disaster affected communities. The DRFA makes provisions for state governments to activate relief and recovery assistance immediately following a disaster without seeking approval from the Australian Government. States and territories may request additional assistance measures under Category C and D of the DRFA, following a severe event. The Agency provides advice to the Minister on these requests for assistance.

During the 2021-22, the Agency assessed a total of twenty (20) Category C and D requests over fifteen (15) events. The Agency advised the Australian Government of its assessment within 48 hours of receiving and verifying impact data in **85% of cases** (17 of the 20 requests).

In the three cases where the assessments took longer than 48 hours, the Agency provided advice within five business days for one assessment and within 10 business days for the remaining two assessments.

Category C/D Requests 2021-22





Australian Government Disaster Recovery Payment and Disaster Recovery Allowance

When a major disaster has had such a significant impact on individuals and families where additional assistance above the DRFA is needed, the Australian Government may also provide the Australian Government Disaster Recovery Payment (AGDRP) and/or the Disaster Recovery Allowance (DRA). The Agency has policy responsibility for these payments, providing advice to Government on whether to make them available. Payments are delivered by Services Australia.

During the reporting period, AGDRP and DRA were activated and extended multiple times for the flooding events across New South Wales and Queensland. The Agency advised the Australian Government of its completed assessment within 48 hours of verifying impact data or following a direct request from the Minister's office, in **100% of cases**.

COVID-19 and Pandemic Payments

Throughout the reporting period, the Agency also administered the COVID-19 Disaster Payment and Pandemic Leave Disaster Payment (PLDP), which were delivered by Services Australia.

The COVID-19 Disaster Payment was a lump sum payment to help workers unable to earn income due to a health order restricting the movement of people in a Commonwealth Hotspot. The payment is no longer available as it ceased once all states and territories reached 80% double vaccination rate.

The PLDP is a lump sum payment to provide support for people who cannot work or earn an income because they have to self-isolate or quarantine due to COVID-19, or care for someone who has to self-isolate or quarantine due to COVID-19. In the reporting period, the Agency provided policy advice to Services Australia within 5 days of receiving the policy direction from Government in **100% of cases**.



Performance Measure 2.2

Delivery of measures underpinning the Strategy for long-term recovery in those areas impacted by 2019 North Queensland monsoon event.



On Track

This performance measure is on track with the final result to be reported in 2022-23 financial year

Source

2021-22 Portfolio Budget Statements (page 263) and 2021-22 Corporate Plan (page 30)

Methodology

An assessment to determine whether the Strategy has effectively assisted in the region's recovery.

Analysis

After the flood: A strategy for long-term recovery (the Strategy) was prepared by the Agency and released in October 2020. The Strategy aims to guide investment in actions and is a blueprint for the region's future that can be used by anyone with a stake in its long-term prosperity.

Two Implementation Working Groups (IWGs), were established in November 2020 to support the implementation of the Strategy. With all grant programs successfully administered, the IWGs were deemed to be at their natural conclusion and formally disbanded on 15 June 2022. The IWG Members are now supporting the completion of an interim review into the effectiveness of the Strategy (due final quarter 2022).

PART 3: Annual Performance Statements

Over their tenure, five quarterly meetings were held in the North East and North West of Queensland respectively. The Steering Committee established to oversee and monitor the implementation and delivery of the grants program, met monthly during the reporting period with a total of 35 meetings held since inception in April 2019.

During the reporting period, all five grant rounds were fully implemented. Some of the projects funded to date by the grants programs include:

- Support of councils to augment operations and facilities during disaster recovery coordination;
- Repair and seal over 18,400m² of road damaged in the flood;
- Improved land management, pest control and restoration activities; and
- Resilience infrastructure, such as mobile signage and mobile towers.

Additional rounds of the Mitigating Disaster Risk (MDR), Recovery and Resilience Grants (RRG) and Economic Diversification Grants (EDG) programs were held in the first half of 2022 which closed on 21 February, 29 April and 20 May 2022 respectively. Queensland Reconstruction Authority is assessing applications for MDR, with the other grant applications being assessed by the Queensland Rural and Industry Development Authority - with announcements on the successful projects to be made in July 2022. The EDG program is outlined in more detail in the following case study.

In February 2022, the Agency provided a submission to Inspector General Emergency Management (Queensland) review into the effectiveness of recovery efforts following the February 2019 North and Far North Queensland monsoon event. Key lessons highlighted by the Agency in the submission included:

- Get into the impacted areas as soon as practical
- Ensure the Agency is structured to support timely and effective recovery
- Activate funding immediately
- Have programs informed by community needs
- Establish a range of mechanisms to facilitate community-led outcomes
- Have strong partnerships
- Ensure monitoring and evaluation established.

Case Study

ECONOMIC DIVERSIFICATION GRANTS

The North Queensland EDG program was made available in the 14 Local Government areas hardest hit by the 2019 North Queensland monsoon trough, and was designed to support projects that lead to more jobs and build greater economic resilience.

The Whitsunday Regional Council was successful in securing \$250,000 in 2021-22 towards opening up more air freight opportunities, allowing North Queensland producers in proximity to the Whitsunday Coast Airport access to new markets.

Tourism Whitsundays Chief Executive Officer Craig Turner said the program provided the opportunity to work with three levels of government to renovate existing infrastructure and how exciting it was to deliver the program.

“We applied for and got a grant to build a distribution centre for freight. The benefits around that are our community, our farmers, get their produce on the aircraft fresher and more conveniently” Mr Turner said.

By diversifying their business model Mr Turner said they are able to carry freight downstairs and passengers upstairs driving a new methodology of revenue.



Performance Measure 2.3

Grants are delivered within agreed timeframes for communities that were disaster-declared as a result of the 2019-20 Black Summer Bushfires.

On Track

This performance measure is on track with the final result to be reported in 2023-24 financial year

In this reporting period the Agency successfully designed and established the Black Summer Bushfire Recovery (BSBR) program.

Source

2021-22 Portfolio Budget Statements (page 266) and 2021-22 Corporate Plan (page 30)

Methodology

A review of the BSBR Grant Opportunity Guidelines expected timing against actual delivery of the listed activities was conducted.

Analysis

The BSBR Grants program was announced on 24 April 2021 as part of the \$2.2 billion National Bushfire Recovery Fund. The BSBR program builds on support already provided through a range of other bushfire recovery programs including the Local Economic Recovery (LER) program, funding to improve telecommunications networks and the funding for native wildlife and habitat recovery.



Eligible projects had to demonstrate recovery and/or resilience of communities impacted by the 2019-20 Black Summer bushfires, and have the support of the community they are aimed at helping. Examples of activities that have been funded include:

- Resilience capabilities, such as upgrades to fire-fighting capabilities, better access to water resources, cultural burning activities and improvements to telecommunications.
- Infrastructure improvements to playgrounds, parks, showgrounds, sporting facilities or community halls so that they are able to better serve as an evacuation point or staging ground in future disaster events.
- Industries that were heavily impacted such as tourism will benefit from new infrastructure and events to support their recovery.
- Social recovery through mental health programs or the development and upgrades to community places including sporting infrastructure.
- Research that will help us learn from what happened during the Black Summer bushfires to deliver better structured and informed activities in the future.

The BSBR Program opened for applications on 22 July 2021, and closed 6 October 2021. The BSBR Program was significantly oversubscribed with 1,180 applications received seeking more than \$1.1 billion in funding from a possible \$280 million available.

Applications were assessed by the Business Grants Hub (BGH) during October and November 2021. The Agency Assessment Committee then undertook a comprehensive assessment of all eligible applications. Timeframes for the approval of outcomes of the selection process were impacted by the Assessment Committee's extended deliberations. On 12 February 2022, 524 grants were announced totalling \$390.9 million. The negotiation and award of grant agreements by BGH progressed in March-April 2022. Notification of the outcomes of the assessment process was provided to all applicants in February 2022. 521 grant agreements were executed by the end of June 2022.



Performance Measure 2.4

The Preparing Australian Communities Program is implemented, with advice from the Australian Climate Service (ACS), to improve the long-term resilience of Australian communities at risk of future disasters.

Achieved

In this reporting period the Agency successfully designed and implemented the Preparing Australian Communities Program – Projects of Local Significance (Communities Local Program) (PACP Local) stream.

Source

2021-22 Portfolio Budget Statements (page 265) and 2021-22 Corporate Plan (page 30)

Methodology

An assessment of whether the Preparing Australian Communities Program was designed and established within agreed timeframes.



Analysis

On 5 May 2021, \$600 million over six years from 2021-22 to 2026-27 was announced for the Preparing Australian Communities Program (PACP), which focuses on disaster risk reduction and preparing for future natural hazards. PACP would nominally have three streams that target both public and private disaster risk:

- Preparing Australian Communities Program – Projects of Local Significance (Communities Local Program) (PACP Local).
- Preparing Australian Communities Program – Projects of National Significance (National Program).
- Preparing Australian Homes Program (Homes Program).

To develop PACP Local, the Agency undertook extensive consultation with a range of stakeholders including the ACS; Department of Industry, Science, Energy and Resources' BGH; central agencies; state, territory and local governments; industry and not-for-profit organisations.

Although all LGAs were eligible to apply, 160 LGAs were prioritised for Round One. This was due to the relative significance of their future exposure and vulnerability to the three targeted hazard types and the related magnitude of potential impacts due to climate change.

PACP Local applications opened on 10 December 2021 and closed on 6 January 2022, with about 350 applications received. On 7 April 2022 funding totalling \$150 million was awarded to 158 successful projects.

Consultation has been vital to ensure stakeholders' views are considered and incorporated into a locally led and implemented initiative that will improve the long-term resilience of Australian communities to natural hazards including bushfires, floods and tropical cyclones.



Performance Measure 2.5

Positive uptake of Australian Government disaster recovery, resilience and risk reduction assistance.

On Track

This performance measure is on track with the final results of each program and initiative to be reported on in future reporting periods.

Source

2021-22 Portfolio Budget Statements (page 266) and 2021-22 Corporate Plan (page 31)

Methodology

Analysis of program and administrative data as per the program's monitoring and evaluation plans.

Analysis

The Agency delivers programs and initiatives to support national recovery and resilience, including working with partner agencies and state and territory governments.

Restocking, Replanting and On-farm Infrastructure Grants (RRIG)

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



Applications under the RRIG program were to conclude as at 30 June 2022. Due to a significant underspend, the program has now been extended to 30 June 2023 allowing the Agency to work with QRIDA to address this issue.

Since the program opened on 1 May 2019, as at 30 June 2022 a total of 349 RRIG applications were approved to a value of \$83.45 million.

- The majority of the approved applications over the program to date are for cattle restocking, with 260 of the approved applications worth \$72.34 million.
- The next highest category (by value) of approved RRIG applications over the program to date was for Water and Irrigation Infrastructure totalling \$2.55 million.
- Over the program to date, McKinlay LGA has the highest number of approved applications with 70 approved applications worth \$21.98 million (26% of the approved applications by value).

In this reporting period a total of \$7.48 million has been approved across 45 applications under the RRIG program. Final results of this program will be reported on in the 2023-24 financial year.

Local Economic Recovery (LER) program

\$350 million in Local Economic Recovery (LER) program funding from the Australian Government has been made available to communities most heavily impacted by the 2019-20 Black Summer bushfires. Approximately \$143.8 million has been paid to grant recipients to date. The status of participating states is as follows:

- There is still one round of funding in Victoria, with funding to be agreed with the Commonwealth in July 2022.
- New South Wales is in discussions about whether to continue with its final round, which was scheduled to occur earlier this year.
- Queensland and South Australia finalised their LER funding in 2021 and are reporting to the Agency on the progress of their projects.

This activity is outlined in more detail in the case study over the page.

Final results of this program will be reported on in the 2023-24 financial year.

PART 3: Annual Performance Statements

In addition to the above grant programs, the Agency administers a number of demand driven disaster payments. These payments are made through our delivery partner Services Australia.

Disaster Recovery

The Australian Government Disaster Recovery Payment and Disaster Recovery Allowance provided direct support to individuals affected by natural disasters over 2021-22 (noting the below figures include claims for events that occurred in 2020-21. This is because the payment claim period was still open in 2021-22).

- Australian Government Disaster Recovery Payment: As at 30 June 2022, over \$1.71 billion had been paid out with over 1.5 million claims granted.
- Australian Government Disaster Recovery Payment supplementation: As at 30 June 2022, \$0.22 billion had been paid with 178,155 claims granted.
- Disaster Recovery Allowance: as at 30 June 2022, over \$0.15 billion had been paid out with 40,623 claims granted.

This is an ongoing program with ongoing annual reporting.

COVID-19 Assistance

The Pandemic Leave Disaster Payment and COVID-19 Disaster Payment provided direct support to individuals who were unable to go to work and earn an income due to the COVID-19 pandemic.

- Pandemic Leave Disaster Payment: As at 30 June 2022, over \$1.88 billion has been paid out with over 2.4 million claims granted.
- COVID-19 Disaster Payment: Over \$12.85 billion has been paid out to about 2.38 million affected workers in the ACT, NSW, NT, Qld, SA, Tas and Vic.

Case Study

LOCAL ECONOMIC RECOVERY

The Local Economic Recovery (LER) program made \$350 million available to communities most heavily impacted by the 2019-2020 Black Summer bushfires. The projects are co-funded by State Governments contributing an additional \$350 million to bring the total funding available to \$700 million. Activities are being delivered across a number of LGAs and bring employment and other benefits to bushfire affected communities, creating jobs, supporting community infrastructure, funding local support programs and attracting visitors and helping local industry, including the tourism sector.

One of these projects was the construction of the Tambo Crossing Community Facility. During the 2019-20 Eastern Victorian bushfires, Tambo Crossing became a staging area for up to 100 emergency response personnel, despite the lack of infrastructure. The fire threat, combined with the loss of electricity, communications and road closures highlighted the need for a dedicated multipurpose facility in the area.

The project was jointly funded (\$426,047 total funds) by the Australian Government and the Victorian Government, with Council providing in-kind support, and was a collaboration between Bushfire Recovery Victoria, East Gippsland Shire Council and the Tambo Crossing community.

Funding provided through the LER allowed East Gippsland Shire Council to use the skills of its in-house building team to deliver the facility, designed in collaboration with the Tambo Crossing community. The Tambo Crossing Community Facility was opened during National Volunteer Week on 20 May 2022. The new facility will bring communities together to meet, celebrate and connect in good times, house local Country Fire Authority (CFA) emergency response vehicles, and provide a coordination space and a base for support agencies both following an emergency and in the planning the community undertakes to ensure it is prepared for any future emergencies.



Performance Measure 2.6

Recipients of Australian Government disaster recovery, resilience and risk reduction assistance indicate that it has assisted their recovery and they are better prepared for future disasters.

**Partially
Achieved**

Source

2021-22 Portfolio Budget Statements (page 266) and 2021-22 Corporate Plan (page 31)

Methodology

The Agency engaged Orima Research to undertake an independent assessment to support evaluation of performance by obtaining and analysing relevant stakeholder feedback.

Following a review of the lessons learnt from the 2020-21 survey, the Agency undertook a targeted approach for the 2021-22 survey and specifically surveyed recipients under two programs, North Queensland Flood Grants Program and Disaster Risk Reduction Package.

These two programs were selected as a number of the projects funded under each initiative have been completed in the 2021-22 financial year, and therefore the impact and whether the programs provided assistance could be evaluated, as opposed to programs with ongoing initiatives.



18 out of 49 respondents provided feedback via an online survey about their experiences of grants received in relation to natural disasters. This represents an overall response rate of 37% (with 27% for Queensland stakeholders and 53% for stakeholders from another Australian state or territory).

Analysis

North Queensland Flood Grants Programs

To further support flood affected communities, as part of the 2020–21 Budget, the Australian Government announced a \$60 million package of funding repurposed from Restocking, Replanting and On-farm Infrastructure Grants (RRIG) to provide long-term support for five (5) new grants.

For this survey, the Agency surveyed four (4) of the five (5) programs (the Resilient Kids Grant program was not included as the funding was provided to an agency to deliver the program, not directly to recipients). The grants are administered by the Queensland Rural and Industry Development Authority (QRIDA) and Queensland Reconstruction Authority with the Agency responsible for oversight of the programs.

Disaster Risk Reduction Package

The aim of the Disaster Risk Reduction Package is to reduce the risk and impact of natural disasters on Australian communities, and increase their resilience, in line with the National Disaster Risk Reduction Framework.

The package will invest \$261 million over five years (2019-20 to 2023-24) for national, state and local risk reduction initiatives and is 50:50 cost-shared with state and territory governments.

The survey focused on state and local activities completed in 2021–22 under the National Partnership Agreement (NPA) on Disaster Risk Reduction, for which the Australian Government has provided \$62.64 million in total to states and territories for the three years to 2021–22. Annual performance reports are required from each state and territory to demonstrate alignment to agreed NPA objectives and provide assurance of quality program management.

The Agency administers funding under the national component of the package through individual funding agreements based on the project. This activity is outlined in more detail in the case study on page 59.

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Survey results for both programs

Recipients of Australian Government disaster recovery, resilience and risk reduction assistance indicate that it has assisted their recovery and they are better prepared for future disasters.	Index score of 73% respondents held positive views of the funding's effectiveness against this measure
The funding's effectiveness in increasing preparedness for future disasters	Index score of 75% respondents held positive views of the funding's effectiveness against this measure
The funding's effectiveness in increasing resilience for future disasters	Index score of 69% respondents held moderately positive views of the funding's effectiveness against this measure
The funding's effectiveness in reducing risk for future disasters	Index score of 66% respondents held moderately positive views of the funding's effectiveness against this measure
The funding's effectiveness in assisting with disaster recovery	Index score of 83% respondents held highly positive views of the funding's effectiveness against this measure

Overall, the assessment feedback shows that stakeholders held positive views of the Agency's effectiveness in relation to this performance measure.

Performance spotlight

DISASTER RISK REDUCTION PACKAGE

The five year Disaster Risk Reduction Package continues to support national, state and local efforts to reduce the risk and impact of natural disasters.

In 2021/22, the Australian Government announced over \$15.5 million for a number of significant national disaster risk reduction initiatives, including development of the Bushfire Resilience Star Rating self-assessment app for homes in July 2021 and the 'Know the Signs' national education campaign to improve public understanding and action on emergency warnings in October 2021.

The Australian Government approved funding for a further 15 national risk reduction initiatives in March 2022, bringing the total amount allocated under the \$26.1 million national component of the package to \$19.9 million, demonstrating its positive uptake. A key example of the awarded projects is the Disaster Risk Information Portal, a new tool to be developed by Queensland in collaboration with Western Australia, Victoria and Tasmania which will assist state and local governments to manage disaster risks with improved information technology. Other projects include a national bushfire smoke forecasting system to reduce health risks, working with regional communities on nature-based approaches to flood resilience, and ensuring emergency management practices are inclusive of people with a disability.

Funding for state and territory governments under the National Partnership Agreement on Disaster Risk Reduction also bolstered state and local efforts to better understand and address the risk and impact of disasters on local communities and economies. Numerous emergency management bodies, local councils, not-for-profit and community organisations received grants through state and territory programs in 2021/22 to protect their communities and help them be better prepared for future disasters.

For example:

- funding to support flood studies, warning systems and upgrades to flood infrastructure across Queensland and Victoria
- in South Australia, projects are underway to increase the resilience of Culturally and Linguistic Diverse communities and others particularly at risk during emergencies
- in the Northern Territory, new mapping technology is helping to reduce bushfire risk around Darwin, and
- risk assessments and emergency management related strategies are reducing disaster risk and building resilience in other states.



Performance Measure 2.7

The Agency supports the mental health of Australians impacted by disasters through the delivery of associated frameworks.

Partially Achieved

While the First National Mental Health Plan for Emergency Services Workers was not finalised in this reporting period as planned, the Agency has made good progress and it is expected it will now be finalised in the next reporting period.

Source

2021-22 Corporate Plan (page 31)

Methodology

For 2021-22:

- the Agency has developed the First National Mental Health Plan for Emergency Services Workers 2022-25 by 1 July 2022
- National Disaster Mental Health and Wellbeing Framework by 1 July 2022 developed by National Mental Health Commission of Australia. To be implemented by the Agency once endorsed by jurisdictions.

Analysis

The National Disaster Mental Health and Wellbeing Framework (the Framework) was developed by the National Mental Health Commission and has been endorsed by all First Ministers.

The aim of the Framework is to improve how governments work together to best support people's mental health before, during and after disasters.



Work has continued on drafting of the First National Mental Health Plan (the Plan) for Emergency Services Workers. It is being finalised, and will be provided to ANZEMC and the National Emergency Management Ministers' Meeting (NEMMM) in the next reporting period.

In addition to delivering frameworks, the Agency supports the mental health of Australians through the delivery of various mental health programs. Through the National Bushfire Recovery Fund, \$11.5 million was provided to the Black Dog Institute and Fortem Australia to deliver trauma support care services, including for mental illness and Post traumatic stress disorder, to emergency services workers who responded to the 2019-20 Black Summer bushfires, and their immediate families. A further \$732,998 was provided to the Black Dog Institute to extend the existing service to the end of the current bushfire season, ensuring all referrals received to that date receive clinical treatment plans over the subsequent 12 weeks.

During the reporting period, Black Dog Institute provided the following:

- 57,898 unique visitors accessed information about the Bush Fire Support Service
- 6,918 users completed mental health assessments
- 979 telehealth sessions completed
- 12,018 unique visitors accessed the detailed online resource webpages
- 31 Primary Health Networks were invited to 22 mental health workshops, delivered to 301 GPs and Allied Health Professionals.

During the reporting period, Fortem Australia provided the following:

- 1,355 care-coordination and psychology sessions were provided to 222 unique clinical clients
- 616 wellbeing and resilience activities with 6,841 registrations and 3,102 unique participants across 88 Local Government Areas (LGAs).

Clients who engage with case managed counselling services make informed decisions, become financially self reliant and their businesses are better prepared to deal with risks

Performance Measure 2.8

Case managed counselling activities assisted in delivering specific outcomes for clients leaving the service.

**Partially
Achieved**

Source

2021-22 Portfolio Budget Statements (page 267) and 2021-22 Corporate Plan (page 31)

Methodology

Analysis of survey data collected through the Data Exchange and Annual Performance Review

Analysis

Rural Financial Counselling Service (RFCS)

Between 1 July 2021 and 30 June 2022 the RFCS provided free financial counselling to 6,346 farmers, fishing enterprises, forestry growers and harvesters, and agriculture-related small businesses experiencing, or at risk of, financial hardship. This is a slight increase on the 5,780 clients supported in the previous year under the program.



The RFCS supports clients to improve their financial literacy and transition out of financial crisis, improve their business' profitability and develop better decision making and risk preparedness.

Since the Agency assumed responsibility for the program, survey data is being collected through the Data Exchange (DEX). This has replaced the annual RFCS client survey.

The DEX reports a 97.4% overall positive outcome for 24.7% of total clients participating in the RFCS Program from 1 July 2021 to 30 June 2022. Clients were not required to complete the client satisfaction survey in 2021-22. However, from 1 July 2022 this will be a mandatory requirement for participants receiving services from the RFCS.

Annual formal performance discussions are held with the service providers between 1 October and 30 November and are informed by program data, client surveys and information provided in reports, and the results from assurance activities. Successful outcomes and areas for improvement will be documented. Annual Reports, due at the end of September each year, complete the annual appraisal process of the program. For this reason the first report will also be provided in the 2022-23 reporting period.

Regional Small Business Support Program pilot

The Drought Communities Small Business Support Program was extended on 25 November 2021 until 31 December 2022. It was also renamed the Regional Small Business Support Program to more accurately reflect its existing coverage to support small businesses impacted by the 2019-20 bushfires, COVID-19 and the recent flood event in Northern New South Wales and Southern Queensland.

The Program was delivered through the national RFCS Program service providers. The key support features that make it different from other government small business support programs are:

- free and independent case managed financial counselling to eligible small regional and rural businesses experiencing, or at risk of financial hardship; and
- access to the Professional Services Fund (PSF) for additional specialist services beyond the scope of counselling for example, training, marketing, specialist legal or taxation advice.

During the reporting period (1 July 2021 to 30 June 2022) the Program assisted 1,430 regional small businesses.

Funding for the pilot program ceases on 31 December 2022, and an evaluation by the Nous Group has been completed. The evaluation will inform advice to Government on the future of the pilot program.

KEY ACTIVITY 3: ENGAGEMENT AND COLLABORATION

Increased community awareness of, and streamlined access to, Australian Government disaster assistance

Performance Measure 3.1

Recovery Connect simplifies and streamlines access to Australian Government information and services associated with disasters.

Achieved

Source

2021-22 Portfolio Budget Statements (page 264) and 2021-22 Corporate Plan (page 32)

Methodology

Web analytics demonstrating a year on year increase in users and an increase in unique users during a disaster event.

Analysis

Recovery Connect is an online service finder connecting disaster-affected users (e.g. bushfire, cyclone, COVID-19, drought and flood) to find, apply and receive services based on their location and circumstances. It helps supports the Agency's commitment to improved coordination, collaboration and communication to assist citizens during all stages of their disaster life journey and to build resilience in the community.

The online tool provides publically-available information from Commonwealth, state and territory governments, non-government organisations, not-for-profit organisations and charities. During the reporting period, Recovery Connect was regularly updated to include additional information and services, including the most recent flooding event in NSW and SE QLD.



The information is as current as what is available on service providers' websites however the recent introduction of new functionality has allowed Agencies to be made aware of out-of-date information so that updates can be made as required. Enhancements have also allowed users to refine their search results to more accurately reflect their needs.

Recovery Connect is used as a resource for the Agency and Recovery Support Officers (RSOs) to share information about services specific to a community during their regional engagement.

For 2021-22, Recovery Connect has seen a significant increase in users coinciding with the 2021-22 disaster season with approximately 9,374 users on average accessing the website every week. 510,425 sessions have been conducted with 86.5% of users exiting from a service page indicating that have found a service that suits their requirements. Of note, 10% of sessions arrive to the Recovery Connect landing page, with 90% from other sources, e.g., external search engine, browsing history, or saved favourites. This indicates that users are generally searching for the type of assistance provided by Recovery Connect and finding the tool through their search.

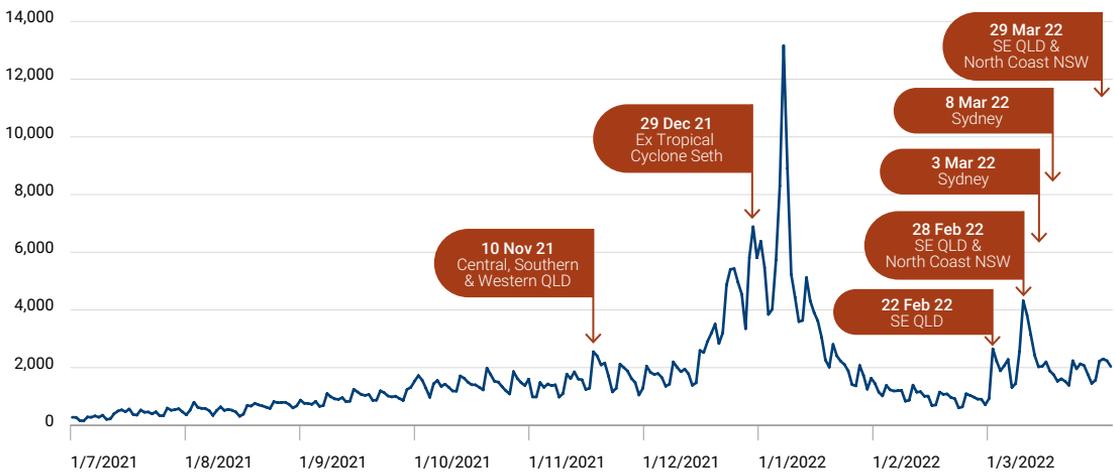
2020 21 Baseline Results	2021 22 Results
64,186 total users	487,471 total users
<ul style="list-style-type: none">• 51,006 new users• 13,180 returning users	<ul style="list-style-type: none">• 431,132 new users• 69,846 returning users

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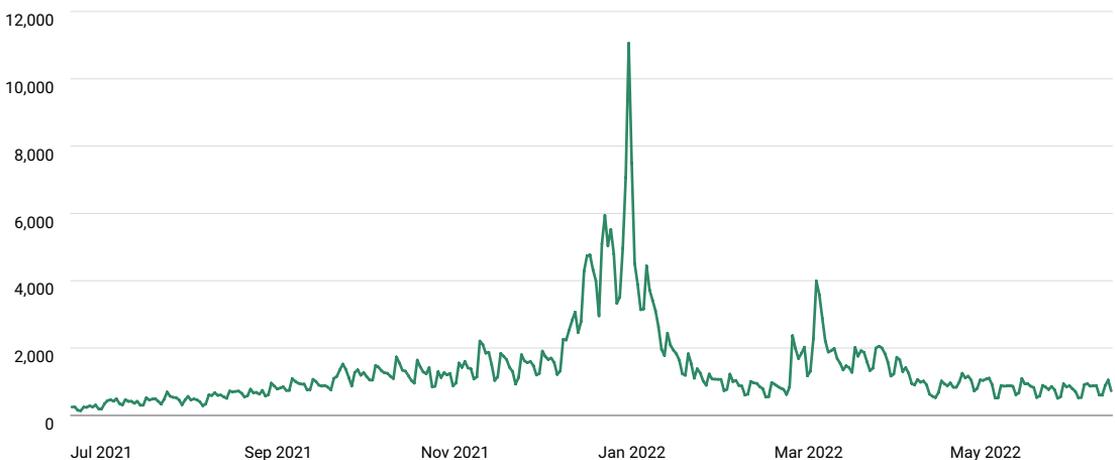


The graph below shows the increase in usage of Recovery Connect during times of disaster.

Recovery Connect – Daily User Sessions



Recovery Connect – Daily User Sessions





Performance Measure 3.2

The Online Recovery Map increases access to and transparency of data which assists communities in their recovery and to better prepare for future disasters

**Baseline
year for data
collection**

Source

2021-22 Corporate Plan (page 32)

Methodology

Web analytics demonstrating a year on year increase in users.

Analysis

The Online Recovery Map (Disaster support map) is on the Agency home page. This interactive map allows users to zoom into Local Government Areas (LGA) and display disaster recovery and grant program activities as well as community profiles for each LGA. Other support maps customised for specific disasters are included on the website, 'Get Support' pages.



Average monthly page views

July –November 2021:

- Average monthly public page view usage ~58,000

December 2021 – March 2022:

- Average monthly public page view usage ~70,000

April – June 2022:

- Average monthly public page view usage ~63,000

Map interactions

Metrics for web maps April – June 2022:

- Home page map interactions: 4,880
- Data page map interactions: 5,076

The Data and Technology team supported the Black Summer Bushfire Recovery (BSBR) program with online mapping and workshop application support. There were over 42,500 unique visits during the consultation period between July and August 2021.



Performance Measure 3.3

The Agency’s engagement with individuals, businesses and communities raises awareness of available disaster assistance, including on strategies to be better prepared for future disasters.

**Partially
Achieved**

Source

2021-22 Portfolio Budget Statements (page 264) and 2021-22 Corporate Plan (page 32).

Methodology

Customer survey and web analytics demonstrating a year on year increase in use of online communication and promotional activities and an evaluation of communication and engagement activities.

Analysis

On the Ground

The Recovery Support Officers (RSOs) work closely in communities across Australia with other Government agencies, such as the Rural Financial Counselling Service, AusIndustry, Services Australia and the many jurisdictional partners that have statutory responsibility for disaster response and recovery. The RSOs have networks and collaborate with non-government organisations (NGOs) and not-for-profit organisations to coordinate activities and assist with access to information about disaster assistance. The strength of the RSO Network is their engagement model, which is based on outreach and being present in communities to provide information in an informal, yet accessible way.

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The number of RSO regions has increased, informed by risk within communities as well as jurisdictional emergency management regions (see [RSO Webmap \(arcgis.com\)](https://arcgis.com)). Recruitment has been a rolling process to ensure that our RSOs are appropriately skilled and our commitment to raising awareness in communities is met.

Over the past 12 months, the RSOs have travelled extensively across Australia, within the constraints of COVID-19 travel restrictions, to engage with communities affected by drought and disasters, 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 communities and the Australian Government.

Through their engagements, the RSOs promote support measures available, whilst helping individuals with day-to-day support by providing advice and connecting people with support services. In measuring its performance the Agency has made the assumption that by undertaking these on the ground interactions awareness of available disaster assistance, including on strategies to be better prepared, is raised.

Sponsored and Drought Community Outreach Program events help to strengthen community social bonds and improve wellbeing, raise awareness of government support and create easier access to information for people dealing with the ongoing effects of drought and disaster. When RSOs are present, they have an opportunity to interact with community members and discuss what assistance is available. It also gives local community members the opportunity to connect with the Agency and to understand what it does and how the Australian Government may be able to assist.

Drought Community Outreach events are a partnership between the Agency and Rotary Australia World Community Service (Rotary) that bring together communities 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, are present in regional communities to assist farming households and small businesses.

The events offer face-to-face confidential conversations for 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. The Agency routinely provides this information to the Department of Agriculture, Fisheries and Forestry.

Another way the Agency ensures communities are aware of assistance available to be better prepared for droughts, floods and bushfires, now and into the future, is by sponsoring local events which bring people together and enhance the vibrancy and connectivity of regional and remote communities. A cornerstone of the 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 are part of the fabric of regional Australia, and provide opportunities for RSOs to engage with broad sectors of the community. These events help strengthen social bonds and improve wellbeing in places where distance, drought, bushfires and now COVID-19 have caused significant hardship and distress.

2020 21 Baseline Results	2021 22 Results
<p>For the period 1 July 2020 to 30 June 2021, RSOs:</p> <ul style="list-style-type: none"> • undertook 20,897 engagements • attended 853 events • engaged with 37,782 people • travelled 335,878 km 	<p>For the period 1 July 2021 to 30 June 2022, RSOs:</p> <ul style="list-style-type: none"> • undertook 25,655 engagements • attended 767 events • engaged with 75,102 people • travelled 517,135.7 km
<p>The Agency sponsored 49 events committing \$157,268 in funding in 2020–21.</p>	<p>The Agency sponsored 77 events committing \$536,452 in funding for community outreach events.</p>
<p>The Agency held 53 events across WA, SA, Tas, NSW, Qld and Vic, attended by 2,195 people, with 1,257 Rotary vouchers provided. On average, events were attended by 11 partner agencies.</p>	<p>The Agency supported 86 Drought Community Outreach Events across WA, SA, Tas, NSW, Qld and Vic, attended by 4,462 people, with 3,066 Rotary vouchers provided.</p>

Survey

The Agency invited (via an independent third party) 1,781 external stakeholders to undertake a survey on its engagement. Stakeholders included primary producers, private business, community groups, health services as well as individuals/families and government. Of these, 502 (28%) responded.

On average, responses were slightly too moderately positive and provide a good benchmark for assessing ongoing performance. Responses on average, demonstrate the Agency has raised awareness of disaster assistance and has been effective in increasing preparedness for future disasters.

The results of the survey are outlined in 'index points' (ip) which range from 0 to 100 and reflect the average of five point scale results (1=Strongly disagree to 5 Strongly Agree). The survey results are outlined in the table below.

	Result (index points)
	2022
Performance Measure 3.3	63ip
<p><i>Note: Performance Measure 3.3 is the average of the index scores of the measures set out below. This relates to the Agency's engagement with individuals, businesses and communities (note: not government stakeholders).</i></p>	
The NRRAs effectiveness is raising awareness of available disaster assistance	69ip
The NRRAs effectiveness in increasing preparedness for future disasters	57ip

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Online and Social Media

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

From the earliest days of the Agency, we've used social media to tell stories and share our work in the communities. The Agency's social media channels continue to promote key disaster support measures and tell the story of recovery and resilience to people both in Australia and globally. Facebook remains the primary social channel for the Agency, however it also has Twitter, LinkedIn and Instagram.

As at 30 June 2022 the Agency had 7,828 Facebook followers, which is a 31% increase for the reporting period. For the reporting period, the Agency's Facebook page reached approximately 6.6m people through paid and non-paid posts.

2020 21 Baseline Results	2021 22 Results
<p>At 30 June 2022 the Agency had 5,955* Facebook followers & reached 129,301 people</p> <p>* Note: NRRRA Facebook page was created in April 2021 by merging of the existing National Bushfire Recovery Agency & National Drought and North Queensland Flood Response and Recovery Agency pages</p>	<p>For the period 1 July 2021 to 30 June 2022:</p> <ul style="list-style-type: none">The Agency's Facebook channel had a 31% increase in followers for the reporting period (from 5,955 to approximately 7,828 followers).The Agency's Facebook posts reached 6.6 million people via organic and boosted posts (5.038% increase for the reporting period), and the page was visited 64,158 times.5.6 million people reached through Facebook channels during the Awareness campaign & 1.3 million people reached during the Flood Support campaign
<p>From 1 July 2020/99 to 5 May 2021:</p> <ul style="list-style-type: none">45,034 visits to the droughtandflood.gov.au. <p>From 5 May to 30 June 2021*:</p> <ul style="list-style-type: none">6,295 visits to the droughtandflood.gov.au9,777 visits to recovery.gov.au6,938 visits to bushfirerecovery.gov.au <p>* Note: The NRRRA website was launched in May 2021 and the National Bushfire Recovery Agency and the National Drought and North Queensland Flood Response and Recovery Agency websites were shut down in September 2021</p>	<p>For the period 1 July 2021 – 30 June 2022:</p> <ul style="list-style-type: none">266,686 new website users visited around 652,994 pages.People explored up to 1.75 pages per session and stayed on the site for an average 1m38s.180 media releases were prepared for distribution by the Minister, advising on disaster assistance, recovery support and funding of resilience initiatives.

Spotlight on 2022 Eastern Australia Floods

For the duration of the 2022 Eastern Australia Floods, the Agency shared digital content via these channels which communicated immediate support for those affected by the disaster. The suite of content focused on support measures enabled under the joint Australian Government State Disaster Recovery Funding Arrangements 2018.

The Agency has also proactively shared content from stakeholders such as the Queensland Reconstruction Authority, Bureau of Meteorology and Resilience NSW concerning weather warnings and localised support.

The Agency continued to interact with flood affected residents directly via Facebook Messenger. Many of these interactions related to people seeking flood support for their immediate situation as well as asking questions on behalf of individuals and/or communities in need. Immediately following the disaster, the Agency deployed a range of Recovery Support Officers to the area to continue communicating what disaster recovery support was available to those in need.

Performance snapshot:

DROUGHT COMMUNITY OUTREACH PROGRAM

As soon as COVID-19 restrictions were lifted, the Agency was back out on the road visiting rural and regional communities as part of the Drought Community Outreach Program.

Not only do these 'one-stop-shop' community outreach events bring the community together providing information and support from different services, they also allow the represented organisations to network with each other.

Whilst in Queensland in November 2021, the Agency partnered with Rotary Australia World Community Service (RAWCS) to deliver local events attended by Rural Aid, Drought Angels, Queensland Rural and Industry Development Authority, NBNC, Rural Financial Counselling Service, Salvation Army and Services Australia.

These events are appreciated by people who want to talk about support available, but also those who enjoy the social aspect.

One couple who live between Blackall and Barcaldine who had previously attended a Barcaldine event came to the Blackall event and said 'If you make the effort to come out and put the event on, the least we can do is come out and show our support'. They had previously signed up to all the available support but enjoyed catching up with community members and taking part in the barbeque provided by Rotary.

Farming community members who attended were pleasantly surprised to find they were eligible for a \$500 Rotary voucher (funded by the Australian Government's Drought Community Outreach Program) to spend locally. At these particular events, through the Rotary vouchers, \$40,000 was injected back into the community.

The Salvation Army said it was beneficial to be able to network with the other support services. 'Being in a shared space facilitated "togetherness" as we presented a united front, seeking the best for the communities we serve. It was so important for the people who visited to see that there are so many services wanting to support them. It made such a positive impression on them".



\$40,000 was injected back into the community

Informed decision making through improved collaboration with key stakeholders contribute to better recovery and preparedness outcomes.

Performance Measure 3.4

Effective collaboration and engagement with Commonwealth, state and territory and industry partners, enhances Australia's ability to prepare for and respond to disasters.

Achieved

Source

2021-22 Portfolio Budget Statements (page 264) and 2021-22 Corporate Plan (page 33)

Methodology

An assessment of cross-jurisdictional fora events held or hosted by the Agency. Forums include:

- National Emergency Management Ministers' Meeting (NEMMM),
- Australia New Zealand Emergency Management Committee (ANZEMC),
- ANZEMC Community Outcomes and Recovery Sub committee (CORS), and
- ANZEMC Mitigation and Risk Sub-committee (MARS)

Analysis

Collaboration and engagement with Commonwealth, state and territory and industry partners is conducted via various channels and mechanisms. At the national level, collaboration and engagement occurs formally via the disaster risk management and emergency management governance structure.



This governance structure includes:

- the National Emergency Management Ministers' Meeting (NEMMM), responsible for implementing and reporting on the recommendations of the *Royal Commission into National Natural Disaster Arrangements*;
- the Australia New Zealand Emergency Management Committee (ANZEMC), the peak committee responsible to the NEMMM which supports the NEMMM by implementing and reporting against agreed priorities, national strategies, plans, frameworks and other key documents;
- the Community Outcomes and Recovery Sub committee (CORS), which supports the ANZEMC by informing national community outcomes and recovery policies and capabilities, and delivering outputs, that strengthen Australia and New Zealand's preparedness for, and resilience to, natural and human caused events; and
- the Mitigation and Risk Sub-committee (MARS), which provides a forum for national development of mitigation and risk reduction strategy and policy.

The Agency provided high level secretariat and program management support for these committees. Secretariat and program management support for these forums enabled and facilitated collaboration and engagement from the relevant members, which informed policy consideration and the implementation of their various work programs to prepare for, and respond to, disasters.

From July 2021 – 30 June 2022:

- The NEMMM met twice – an extraordinary meeting was convened on 17 September 2021 and a meeting was held on 29 October 2021.
- The ANZEMC met on 14 September 2021 and also held one exercise and two workshops during this time period.
- The CORS met on 12 October 2021, and 11 May 2022. Through these fora, as well as regular project team meetings, the NRRR Program Management Office has worked closely with the CORS members to advance several projects that develop national recovery coordination and capability.
- The MaRS met on 4 May 2022. Following this meeting, MaRS members collaborated with the Commonwealth on the Second National Action Plan for the National Disaster Risk Reduction Framework.



There were a range of key outcomes achieved by the committees, including but not limited to progressing:

- the Review of National Natural Disaster Governance Arrangements to improve disaster management governance architecture (NEMMM).
- key Royal Commission recommendations, and endorsement of a cross-jurisdictional policy sprint to implement Priority Actions tasked by the National Federation Reform Council (ANZEMC).
- a National Recovery Framework, to support consistency and information sharing across all levels of government (CORS).
- the midterm review into Australia's progress under the Sendai Framework for Disaster Risk Reduction 2015-2030 (MaRS) to support Australia's international policy and reporting obligations.

The upcoming Review of National Natural Disaster Governance Arrangements will provide a greater understanding of the effectiveness of current arrangements to support collaboration and engagement with stakeholders, and also establish better governance mechanisms in support of this which is anticipated to commence outside the reporting period.



Performance Measure 3.5

Effective coordination and engagement with International partners, contributes to international best practice for resilience and risk reduction, support our international obligations and contributes to Australia's efforts to build capacity to prepare for and respond to disasters.

Achieved

Source

2021-22 Corporate Plan (page 33)

Methodology

Internal assessment from delegates participating in international events and feedback collected, both formally and informally from international stakeholders.

Analysis

The Agency has been working with international partners to develop best practice resilience and risk reduction. The Agency has engaged with and supported international partners and takes lessons learned to be applied domestically.

Key achievements included:

The Asia-Pacific Action Plan to implement the Sendai Framework was agreed at the Asia Pacific Partnership for Disaster Risk Reduction (APP-DRR) on 8-9 December 2021, and a follow up APP-DRR was held on 23 May 2022 on the sidelines of the Global Platform for Disaster Risk Reduction (GPDRR), hosted by the Australian Delegation and United Nations Office for Disaster Risk Reduction.

The Agency has been leading the national Mid-Term Review of the Sendai Framework for Disaster Risk Reduction, which takes stock of progress to date on disaster risk reduction nationally, and will set ambitions for the remainder of the lifespan of the Framework to 2030.

PART 3: Annual Performance Statements



The national Mid-Term Review was co-developed with stakeholders in jurisdictions, local government, the community, industry and academia, leveraging off the consultations for the National Action Plan. It will be delivered to the United Nations in September 2022 to inform the global Mid-Term Review which will be released by the United Nations in May 2023.

Sendai Framework annual reporting is up to date, however only four of seven jurisdictions have provided data to date, with efforts hampered by severe weather in the eastern states in early 2022.

Two members of the Agency joined the Australian Delegation at the GPDRR held in Bali from 23–27 May 2022. Throughout the week, in addition to the conference program, the delegation had bilateral, regional, and thematic side meetings. The Agency led the development of **Australia's Country Statement**, which reaffirmed our commitment to reducing disaster risks on the international stage. There was strong interest from participants in Australia's domestic experiences, particularly following recent flood and fire events. The delegation was able to share the background to the establishment of the Agency and insights that informed the development of Australia's Second National Action Plan and input into the Sendai Mid-Term. This included the importance of progressing incentives for public-private partnerships, the importance of data sharing and strategies for displaced persons.

The Australia-hosted Asia Pacific Ministerial Conference on DRR (Brisbane 19–22 September) will be an opportunity to strengthen the region's performance, including by sharing Australia's domestic experience.

Expanding on key findings from the national Mid-Term Review, Australia's intervention at the Ministerial Roundtable will highlight Australia's efforts to advance practical resilience action. The Agency also led the development of the Australia Host Stand. Content at the Stand will highlight innovative disaster risk reduction initiatives, and showcase Australia's disaster risk reduction story. Bilateral discussions from the Global Platform will be further progressed at this forum.

Throughout the year, the Agency also participated in other international meetings to share experiences and expertise in disaster response and resilience, including the Latin American Fire Forum and the Asia-Pacific Economic Cooperation (APEC) Emergency Preparedness Working Group. We have also had several bilateral engagements with countries including the United States, Greece, Taiwan, New Zealand and Timor Leste.

The Agency is leading an Australian country-level case study as part of the Organisation for Economic Co-operation and Development's (OECD) *Adapting the management of wildfires to a changing climate project*, which will document how wildfire management in Australia adapts – or needs to further adapt – to climate change, looking at how changing climatic conditions are affecting wildfire risk and management in the country. Through the project, the OECD seeks to collate the key evidence on past experience and emerging good practice to develop an international standard and comprehensive global wildfire risk assessment to broadly inform policy guidance for all OECD member countries and the international community at large. The final report is due to be delivered to the OECD in the second half of 2022.



Performance Measure 3.6

Improved data sharing capabilities provides partner agencies with information required to better design and deliver disaster assistance.

On Track

This performance measure is on track with the final result to be reported in 2022-23 financial year.

Source

2021-22 Corporate Plan (page 33)

Methodology

Initiatives are implemented in line with the Agency's Data Strategy roadmap

Analysis

The Agency is working with states and territories to improve data sharing and agree on a data sharing schedule to sit under the Intergovernmental Agreement on Data Sharing – this has seen access to damage assessment data not previously available to the Agency for the November floods in NSW, January floods in Queensland, and February/ March floods in NSW and Queensland.

New data sharing agreements agreed with Services Australia resulting in improved data being provided for COVID-19 and disaster payments down to the LGA level and enhanced reporting for the February/March floods.

PART 3: Annual Performance Statements

Initiation of an improved reporting framework for the Agency. This will help to streamline reporting arrangements with external stakeholders leading to a better understanding of expectations and reduced duplication of effort. This is being trialled with APS agencies through the flood package and the states and territories through the Coastal and Estuarine Risk Mitigation Program.

The Agency worked closely with EMA to help define the requirements of the Joint Common Operating Picture Dashboard at the National Situation Room.

The Agency is continuing to work with the ACS to address key data needs identified by the Agency. In particular, the February/March 2022 Floods highlighted the need for disaster footprints as a foundational dataset for all disaster analysis. The Agency is also investigating options for producing disaster footprints in-house to mitigate risk.



PART 4:

Management and Accountability



The Agency’s governance arrangements assist us to deliver on our purpose consistent with our legal, accountability and policy obligations.

Governance Committees

Our governance structure comprises four main bodies, which are supported by sub-committees where required. The relationships between the governance bodies is shown in Figure 2.

FIGURE 2: GOVERNANCE BODIES



Executive Group

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

Agency Operations Forum

The Agency Operations forum provides management oversight of the delivery of the Agency outcome, purpose and objectives, including the key risks to achieving these. It makes decisions on the Agency's day-to-day activities, cross cutting issues, hot topics, people and corporate matters. For key or significant decisions it may make recommendations to the Coordinator-General. Membership comprises the Chief Operating Officer (Chair), Executive Manager, Policy and Programs (Deputy Chair), Chief Financial Officer/Chief Risk Officer and all Senior Executives.

WHS Committee

Consistent with the requirements under the WHS Act, the functions of the WHS Committee are to:

- Facilitate co-operation between the Agency's management and workers in instigating, developing and carrying out measures designed to ensure workers health and safety at work
- Assist in developing standards, rules and procedures relating to health and safety that are to be followed or complied with at the workplace
- Monitor and review the governance of health and safety matters including mental health and the Agency's response to COVID-19
- Assist in the oversight of health and safety risk and hazard management, and
- Champion health and safety initiatives, recognise safety excellence and share initiatives.

Advisory Board

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

As at 30 June 2022, the members were: The Hon Shane Stone AC QC, The Hon Simon Crean; Ms Fairlie Delbridge; Mr David Galvin; Ms Tracey Hayes; Ms Natalie O'Connell; The Hon Terry Redman; Ms Fiona Simson; Mr John Tanner AM; Mr Joe Buffone (ex-officio); and Mr Andrew Metcalfe AO (ex-officio).

The Agency would like to acknowledge contributions of past Board members throughout the year: Cr Gavin Baskett; Dr Wendy Craik AM; Mr Don Heatley OAM; and the Hon. Bill Heffernan.

Audit and Risk Committee

The Agency’s Audit and Risk Committee, established in accordance with Section 45 of the PGPA Act, provides independent advice to the Coordinator-General on the Agency’s financial and performance reporting responsibilities, risk oversight and management, system of internal controls and governance arrangements.

The Committee’s charter is available on the website at <https://nema.gov.au/about-us/governance-and-reporting/committees-and-councils/audit-and-risk-committee>.

Throughout 2021-22, the Committee had four (4) formal meetings and one (1) special meeting, totalling five (5) meetings. The members, their experience and meeting attendance is outlined in Table 1.

TABLE 1: AUDIT AND RISK COMMITTEE MEMBERSHIP (2021–22)

Members name	Qualifications, knowledge, skills, or experience	Number of meetings attended	Total annual remuneration	Additional Information
Mr Lembit Suur (Chair)	<p>Mr Suur has led innovations in public sector governance design and practice, process improvement and efficiency, performance monitoring, reporting and accountability structures. He has extensive senior executive background in central government budgeting resourcing processes, and led the development and implementation of the PGPA Act. He has conducted recent reviews for various Australian governments and the Organisation for Economic Cooperation and Development. He is Chair of the Board Audit and Risk Committee of the Civil Aviation Safety Authority.</p> <p>Mr Suur holds Bachelor of Law and Bachelor of Arts (Hons) degrees from the University of Sydney, as well as postgraduate qualifications from the University of Sydney and Stanford University. He is a Graduate of the Australian Institute of Company Directors.</p>	5/5	\$22,120.29	N/A

PART 4: Management and Accountability

Members name	Qualifications, knowledge, skills, or experience	Number of meetings attended	Total annual remuneration	Additional Information
Ms Emma Robinson	<p>Ms Robinson is a beef producer from North Queensland, bringing extensive industry experience to the Committee. She is the founder of the Beef Collaboration Project, which aims to develop opportunities to create new value and sustainability through farmer collaboration. Ms Robinson was named the Queensland 2016 RIRDC Rural Women of the Year and in 2015 undertook a Winston Churchill Trust Fellowship to research farmer cooperatives and beef supply chain innovation in the UK, US and Canada. She is a current Director of AgriFutures Australia, a member of the AgriFutures Audit Committee, and is a former director of Beef CRC Limited, she also previously worked in the Queensland Department of Agriculture.</p> <p>Ms Robinson has formal qualifications in agricultural science and strategic foresight, and is a graduate of the Australian Institute of Company Directors.</p>	5/5	\$15,000.00	N/A

Members name	Qualifications, knowledge, skills, or experience	Number of meetings attended	Total annual remuneration	Additional Information
Mr Peter Conran AM	<p>Mr Conran was Director General of the Western Australian Department of the Premier and Cabinet until August 2016. He has over 30 years of policy and leadership experience within the Western Australian, Northern Territory and Commonwealth Governments and many senior leadership roles during his long public service career. In 2009, he was made a member of the Order of Australia for service to the executive arm of government, particularly through advisory roles and to strategic policy development and implementation, and to intergovernmental relations at both state and federal levels.</p> <p>Mr Conran qualified as a legal practitioner.</p>	4/4	\$12,000.00	Mr Conran left the Agency's Audit and Risk Committee on 9 May 2022

PART 4: Management and Accountability

Members name	Qualifications, knowledge, skills, or experience	Number of meetings attended	Total annual remuneration	Additional Information
Ms Samantha Montenegro	<p>Ms Montenegro has over 25 years' experience in public administration and consultancy work, with particular focus on governance, strategic risk management, finance and assurance. Ms Montenegro has held a variety of roles in a number of organisations as Chief Operating Officer, Chief Finance Officer, Chief Risk Officer and Chief Audit Officer, as well as serving as a member of a number of Audit and Risk Committees. She has established whole-of-government policy and project management frameworks, and managed significant contracts across insurance, advertising and other domains.</p> <p>Ms Montenegro holds a Bachelor of Commerce and Economics from the Australian National University, as well as Graduate Diplomas in Fraud, Governance, Risk, Accounting and Audit. Ms Montenegro also holds a Graduate Certificate of Disaster Risk Reduction, a program delivered through CIFAL Newcastle, a United Nations training centre with a focus on disaster resilience and sustained development hosted by University of Newcastle. Ms Montenegro is a Graduate of the Australian Institute of Company Directors and a Fellow of the Chartered Accountants Australia and New Zealand.</p>	4/5	\$0	As a member of the Australian Public Service, Ms Montenegro does not receive sitting fees from the Agency.

The total annual remuneration for table 1 is on an accrual basis as at 30 June 2022. The Agency's Audit and Risk Committee are considered consultants and are also included under Table 4

Risk Management

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

In this reporting period, the RMF was revised with the change to the Agency’s remit from 1 July 2021. This included a new Risk Strategy to articulate the risk appetite and tolerances for officials to use when making decisions about the day to day management of risks.

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

Our risk management includes identifying areas of strategic risk which, if realised, could affect our ability to achieve our purpose. We identified four strategic risks and a strategic opportunity which were actively monitored in 2021-22.

Strategic Opportunity

Bringing together our collective experiences provides an opportunity to improve recovery learnings over time and provide a long-term approach to the reduction of disaster risk.

Strategic Risks

We fail to effectively coordinate and collaborate with stakeholders to inform and support a locally led approach towards recovery, resilience and risk reduction.	We fail to understand the needs of disaster affected communities. These needs are broad, varied and change over time.	We fail to effectively monitor and evaluate all hazard recovery progress.	Commonwealth funding is not adequately administered, properly used (including potential for fraud) or transparent.
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Throughout the reporting period the Agency continued to promote a positive risk culture and build capability through regular communications from the Chief Risk Officer, facilitation of branch and team workshops to discuss specific risks and provide access to various forms of online training. As at 30 June 2022, 92% of staff had completed the mandatory training which provided the fundamentals of risk management and the Agency’s risk management policy, framework and processes.

Fraud

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

With the changes in the Agency's risk profile from 1 July 2021, the Fraud and Corruption Control Framework, the Fraud Policy Statement and the Fraud and Corruption Control Plan (FCCP) were revised and approved by the Coordinator-General. The Agency also undertook a fraud risk assessment which identified nine key fraud risks. These risks were monitored throughout the reporting period through the regular Enterprise Risk Report to the Executive and the Audit and Risk Committee.

The Agency has an established mechanism for reporting fraud on its external website including an online reporting form and a dedicated Reporting Fraud email address to provide an avenue of referral to the Agency's Fraud Manager. The Agency maintains a central register for reporting of fraud incidents. To further strengthen our fraud control arrangements in this reporting period the Agency engaged Deloitte to undertake fraud investigations when required.

The Agency has mandatory induction training for new staff, including an e-learning for fraud, followed by refresher training annually. Training is undertaken both online and face-to-face to meet the needs of individuals.

Significant non-compliance with Finance Law

During 2021-22, there were no significant instances of non-compliance with finance law reported.

Shared Services Arrangement

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



External Scrutiny

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

- judicial decisions
- decisions of administrative tribunals, or
- decisions by the Australian Information Commissioner.

Agency involvement in Parliamentary committee inquiries and reviews between 1 July 2021 and 30 June 2022 included:

Committee	Inquiry
Senate Finance and Public Administration References Committee	Inquiry into Lessons to be learned in relation to the Australian bushfire season 2019-20
Senate Foreign Affairs, Defence And Trade References Committee	Implications of climate change for Australia's national security
Senate Select Committee	Inquiry into the Effectiveness of the Australia Governments' Northern Agenda
Parliamentary Select Committee	Inquiry into the Establishment of the Australia Fund
NSW Select Committee	Response to Major Flooding across NSW in 2022
NSW Independent Flood Inquiry	An independent expert inquiry into the causes, response and recovery from the 2022 catastrophic flood event in NSW.
Joint Select Committee on the Australia Fund Establishment	Inquiry into and report on the establishment of a fund to support rural and manufacturing industries.
Inspector General Emergency Management (Queensland) review into the effectiveness of recovery efforts following the February 2019 North and Far North Queensland monsoon event	Assessment of the preparation, planning and procedures of state and local governments during the 2019 QLD monsoon event.

The Royal Commission into National Natural Disaster Arrangements

Implementing the *Royal Commission into National Natural Disaster Arrangements* (the Royal Commission) is a key priority of the Australian Government. The Royal Commission made 80 recommendations. 15 were directed to the Australian Government, 12 of which have been completed so far.

The implementation of outstanding recommendations has been tasked by the National Federation Reform Council to the National Emergency Management Ministers' Meeting (NEMMM) to progress, with a focus on priority actions. The Agency provided support to this work by supporting implementation of the Priority Actions through Project Management Planning (PMP) support and facilitating two workshops to identify the second tranche of priority actions for commencement of implementation ahead of the 2022-23 high risk weather season. Further information can be found in the Annual Performance Statement (Performance Measure 1.5).

External Audit

In 2021-22, the ANAO commenced the performance audit of the *Disaster Recovery Funding Arrangements* (DRFA). The audit will examine the effectiveness of the Agency's administration of the DRFA and expected to be tabled in Parliament in March 2023.

The Agency was not involved in any other external audit activity.

Environmental Impact

Under section 516A of the *Environmental Protection and Biodiversity Conservation (EPBC) Act*, Commonwealth organisations have a statutory requirement to report on their environmental performance. In 2021-22, the Agency continued to review how we contribute to ecologically sustainable development and how we can mitigate our impact on the environment including by:

- co-locating with other agencies, including the Agency's Canberra tenancy and in regional locations where appropriate
- reducing the reliance on paper by supporting electronic document management and collaboration
- prioritising the purchase of 100% recycled papers (over 90% of purchased paper for the period)
- using furniture and fitout suppliers with environmental certifications and systems, including the purchase of 95% recyclable workstation frames and task chairs made of 30% recycled materials that are 100% recyclable
- prioritising the reuse, repair and repurposing of existing furniture before purchasing new, and
- providing recycling facilities in breakout areas.

The Agency continues to strive to implement the principles of the EPBC Act in our daily operations to ensure we operate in an environmentally responsible manner.

Disability

The Agency established a Diversity and Inclusion Network to develop a Diversity and Inclusion Work Plan 2021-22 – 2023-24 (the Work Plan). While the Work Plan has not been finalised the Agency has identified key actions to support a more positive work environment that promotes equity and diversity, and the potential for better and more inclusive policy and program. The Agency has established policies to ensure staff with a disability have access to reasonable adjustments in the workplace, including access to flexible work arrangements. In the reporting period the Agency became an organisational member of the Australian Network on Disability. The Agency acknowledges that these initiatives are a start and continued effort is required to finalise the Work Plan and activities in future reporting periods. Disability reporting is included in the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at <http://www.apsc.gov.au>.

Australia's Disability Strategy 2021-2031 (the Strategy) is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. All levels of government have committed to deliver more comprehensive and visible reporting under the Strategy. A range of reports on progress of the Strategy's actions and outcome areas will be published and available at <https://www.disabilitygateway.gov.au/ads>.

The Agency is delivering outcomes that support Australia's Disability Strategy's commitment to improve outcomes for people with disability in disaster by ensuring its activities consider, and are inclusive of, the needs of people with disability. This includes initiatives that will ensure inclusive disaster preparedness and recovery processes that support the health and wellbeing of people with disability before, during and after disasters. For example:

- The Agency is co-delivering with the University of Sydney Centre for Disability Research and Policy a Disability Inclusive Disaster Risk Reduction (DIDRR) project. The Project aims to develop recommendations and resources to support local Emergency Management plans and ensure other key processes take into account the needs of people with disabilities. This will help deliver changes to local and regional capabilities and planning so that before, during and after emergencies, people with disability have the information and assistance needed to plan and prepare for an emergency, are supported in the event of evacuation or physical isolation, and are supported throughout the recovery process.
- In response to recommendation 21.3 from the Royal Commission the Agency, in partnership with the Australian Red Cross, convened a Charities Roundtable on 15 June 2022 which brought together charities, non-government and volunteer organisations to discuss issues and opportunities to improve coordination in disaster recovery and resilience. The outcomes were a commitment to more meetings and ongoing collaboration to tackle cross-cutting issues.
- The Agency is also consulting with a broad range of stakeholders to develop and co-design the Second National Action Plan to progress the priority areas of the National Disaster Risk Reduction Framework (refer Performance Measure 1.1 on Page 26-27). Through this consultation, the National Action Plan aims to ensure the voices of diverse community groups are represented, including people with disability.
- An evaluation of the National Bushfire Recovery Fund was progressed. Key questions asked was how people with a disability were impacted by the Black Summer bushfires and whether recovery support measures addressed their specific needs. The information collected will contribute to the evidence base utilised by the Agency to better understand the impact of natural disasters on people with disabilities and tailor future recovery and resilience support.

Freedom of Information

Under Part II of the *Freedom of Information (FOI) Act 1982*, the Agency is required to publish information to the public as part of the Information Publication Scheme. More information can be found on our website at <https://nema.gov.au/about-us/governance-and-reporting/information-publication-scheme>.

Financial Overview

Departmental

For the 2021-22 financial year, the Agency recorded an operating deficit after finance costs and depreciation and amortisation of \$1.8 million (a total comprehensive loss after asset revaluations of \$1.4 million).

The Agency was in a sound financial position as at the 30 June 2022, with financial assets of \$35.2 million, in excess of total liabilities of \$15.9 million. The Agency's equity position was net assets of \$23.2 million.

The operating deficit of \$1.8 million is attributed to slightly higher supplier costs with more than half of these costs associated with shared services arrangements with PM&C for corporate services and grant hub arrangements.

Administered

From 1 July 2021 administered disaster risk reduction and recovery functions transferred from the Department of Home Affairs and the Rural Financial Counselling function transferred from Department of Agriculture, Water and Environment as part of the Administrative Arrangements Order made on 28 June 2021. Administered expenses for 2021-22 (\$17,046.4 million) for these functions have increased significantly since the original budget relating to COVID-19 disaster recovery and pandemic leave payments. Additional measures for Building Australia's Resilience also contributed to higher than estimated expenses.

Net assets transferred from Home Affairs on 1 July 2021 was \$57.2 million with net assets at 30 June 2022 of \$553.8 million. This increase relates to cash and cash equivalents.

COVID-19 Pandemic

The Agency had policy responsibility for Australian Government payments including the COVID-19 Disaster Payment and the Pandemic Leave Disaster Payment (PLDP), both of which were delivered by Services Australia on the Agency's behalf. The COVID-19 Disaster Payment and PLDP provided timely, targeted support to eligible individuals affected by the COVID-19 pandemic.

The Agency's work in this space helped ensure workers without paid sick leave or other means of income support, did not suffer financial hardship when following state or territory public health orders and risk spreading COVID-19 to others.

COVID-19 Disaster Payment

The COVID-19 Disaster Payment was announced on 3 June 2021 and was a lump sum payment to help workers unable to earn income due to a health order restricting the movement of people in a Commonwealth Hotspot.

On 29 September 2021, the Government announced that once a state achieved the threshold of 70% of the population aged 16 years or older fully vaccinated (two doses of a COVID-19 vaccine), automatic renewal of the payment would cease, obliging recipients to reapply each week for the payment to confirm that they remained eligible.

When the 80 per cent fully vaccinated threshold was reached, the payment was to be stepped down over a two-week period, before ceasing. The payment ceased in December 2021.

For the 2021-22 financial year \$12.85 billion in COVID-19 Disaster Payments were made.

Pandemic Leave Disaster Payment

The PLDP is a lump sum payment to provide support for people who cannot work or earn an income because they have to self-isolate or quarantine due to COVID-19, or care for someone who has to self-isolate or quarantine due to COVID-19.

Like the COVID-19 Disaster Payment, legislative authority to make PLDP is provided through the Financial Framework (Supplementary Powers) Regulations 1997—the authority was added to these Regulations by the Financial Framework (Supplementary Powers) Amendment (Home Affairs Measures No. 4) Regulations 2020 and later amended to reflect changes to the payment. The PLDP is structured as a grant program. Eligibility criteria and the claims process are set out in grant guidelines and on the Services Australia website.

For the 2021-22 financial year \$1.88 billion in Pandemic Leave Disaster Payments were made.

Advertising and Market Research

Advertising campaigns

During 2021-22 the Agency conducted the following advertising campaigns:

- Awareness Media Campaign
- Engagement Campaign, and
- Flood Support Campaign.

Further information on these advertising campaigns is available in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available www.finance.gov.au.

Expenditure

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

TABLE 2: ADVERTISING AND MARKET RESEARCH (2021-22)

Firm	Service provided	Expenditure \$
Mediabrand Australia	Awareness Media Campaign.	\$248,734
	Engagement Campaign.	\$84,817
	Flood Support Campaign.	\$29,723
Bastion Insights Pty Ltd	Market research for first mental health national action plan for emergency services workers.	\$27,500
ThinkPlace Australia Pty Ltd	Market research - Facilitate collaboration and co-design workshops for first mental health national action plan for emergency services workers.	\$193,225
Ipsos Public Affairs Pty Ltd	Market research- development of a brand narrative for the Agency.	\$220,290

Procurement and Contract Management

In 2021–22, the Agency undertook procurement and purchasing activities in accordance with the principles set out in the Commonwealth Procurement Rules (CPRs).

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

The Agency applied the Indigenous Procurement Policy when undertaking procurement activity. In 2021–22, the Agency awarded 16 new contracts over \$10,000 to Indigenous businesses. This represented 13.3% of all agency contracts awarded with a value over \$10,000. The total estimated value of contracts the agency awarded to Indigenous businesses in 2021–22 was \$2.19 million, or 6.6% of the overall awarded contracts value.

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

Information on the value of reportable consultancy and non-consultancy contracts is available on the AusTender website (www.tenders.gov.au).

Small Business

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

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

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

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

Asset Management

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

Consultants

The Agency engaged consultants when specialist expertise was not held within the Agency or independent research, review or assessment was required. Decisions to engage consultants during 2021–22 were made in accordance with the PGPA Act and related regulations, including the CPRs and relevant internal policies.

During 2021–22, three new reportable consultancy contracts were entered into with total actual expenditure of \$0.65 million (GST inclusive ¹). In addition, two reportable consultancy contracts were ongoing from a previous period with total actual expenditure of \$0.04 million (GST inclusive).

TABLE 3: EXPENDITURE ON REPORTABLE CONSULTANCY CONTRACTS CURRENT REPORT PERIOD (2021–22)

	Number	Expenditure \$
New contracts entered into during the reporting period	3	\$652,671
Ongoing contracts entered into during a previous reporting period	2	\$39,984
Total	5	\$692,655

TABLE 4: ORGANISATIONS RECEIVING A SHARE OF REPORTABLE CONSULTANCY CONTRACT EXPENDITURE CURRENT REPORT PERIOD (2021–22)—TOP 5

Name of Organisation	Expenditure \$
Nous Group Pty Ltd (ABN 66 086 210 344)	\$467,093
Maddocks (ABN 63 478 951 337)	\$185,578
Eless Pty Ltd (ABN 11 634 241 544)	\$20,302
Emma Robinson (ABN 16 223 079 183)	\$19,682
Peter Conran (ABN 79 772 460 557)	\$17,972

1 NOTE: GST does not apply to payments to Audit and Risk Committee members.

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

Non-Consultancy Contracts

During 2021-22, 125 new reportable non-consultancy contracts were entered into with total actual expenditure of \$8.01 million (GST inclusive). In addition, 85 reportable non-consultancy contracts were ongoing from a previous period with total actual expenditure of \$12.12 million (GST inclusive).

TABLE 5: EXPENDITURE ON REPORTABLE NON-CONSULTANCY CONTRACTS CURRENT REPORT PERIOD (2021-22)

	Number	Expenditure \$
New contracts entered into during the reporting period	125	\$8,014,853
Ongoing contracts entered into during a previous reporting period	85	\$12,116,857
Total	210	\$20,131,710

TABLE 6: ORGANISATIONS RECEIVING A SHARE OF REPORTABLE NON-CONSULTANCY CONTRACT EXPENDITURE CURRENT REPORT PERIOD (2021-22)—TOP 5

Name of Organisation	Expenditure \$
Australasian Fire and Emergency Service Authorities Council (ABN 52 060 049 327)	\$3,660,000
Hudson Global Resources (Aust) Pty Ltd (ABN 21 002 888 762)	\$1,279,318
Evolve FM Pty Ltd (ABN 52 605 472 580)	\$1,037,972
Hays Specialist Recruitment (Australia) Pty Ltd (ABN 47 001 407 281)	\$835,542
ThinkPlace Australia Pty Ltd (ABN 56 625 156 845)	\$737,432

Grants

Information on grants awarded by the Agency during the period 1 July 2021 to 30 June 2022 is published on www.grants.gov.au.

Australian National Audit Office Access Clauses

During 2021–22, the Agency did not enter into any contracts with a value greater than \$100,000 that did not contain an ANAO access clause.

Exempt Contracts

No contracts in excess of \$10,000 (inclusive of GST) during 2021–22 were exempted by the Agency from being published on AusTender on the basis that they would disclose exempt matters under the *Freedom of Information Act 1982*.

Management of Human Resources

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

Employment Arrangements

The Agency has made a determination under s24(1) of the *Public Service Act 1999* (PS Act) to establish the terms and conditions of employment for non-SES employees of the Agency in conjunction with the *Australian Public Service Enterprise Award 2015*. SES officers are employed under the terms of individual determinations made under section 24(1) of the PS Act with the Agency.

No performance pay provisions were in operation for employees.

In addition to salary, the Agency provided a range of non-salary benefits including salary packaging, support for professional and personal development, access to flexible working arrangements and a range of paid leave entitlements.

Work Health and Safety

There was one incident deemed notifiable under section 38 of the Work Health and Safety Act 2011 (WHS Act) which related to a significant medical episode. No notices were issued under Part 10 of the WHS Act.

We have a strong commitment to the health and wellbeing of all staff, along with those impacted by our work. The Agency's Work Health and Safety Committee continued to operate, reviewing health and safety policies and procedures and considering key health and safety risks and issues identified by managers and workers. In particular, safe travel was a focus of the work of the Committee, with a number of Agency staff working and travelling in rural and remote areas as part of their duties.

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

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

In response to the COVID-19 pandemic, we ensured regular communications with all staff that included information and resources on staff wellbeing and the Employee Assistance Program services. The Agency continued to monitor the risks posed by the COVID-19 pandemic and adjust its risk controls accordingly in consultation with its workers.

Employee Performance Management and Development

The Agency was committed to the development of its staff and the building of high performance. Managers developed performance development plans with their employees to ensure employees had the opportunity to develop their skills further and increase job performance. This was underpinned by employees and managers having regular, ongoing and meaningful performance conversations. To support this the Agency had a performance management framework, which included resources and practical information to support effective employee performance, as well as providing advice and support for managers to empower timely resolution of performance concerns.

Performance management plans were supported through a range of learning and development opportunities, including online learning through LearnHub and LinkedIn Learning, support for employees to undertake formal study and achieve further qualifications and a range of job-specific training courses.

Ethical Standards

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

PART 5:

Financial Statements



STATEMENT BY THE COORDINATOR-GENERAL AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2022 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are prepared from properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

Signed



Justine Saunders
A/g Coordinator-General
26 September 2022

Signed



Cindy McGhie
A/g Chief Financial
Officer 26 September 2022

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Statement of Comprehensive Income

for the period ended 30 June 2022

	Notes	Actual 2022 \$'000	Actual 2021 \$'000	Original Budget ¹ 2022 \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	25,242	12,437	26,895
Suppliers	1.1B	31,436	16,525	23,155
Depreciation and amortisation	3.2A	2,684	1,067	3,197
Write-down and impairment of other assets	3.2A	-	199	-
Finance costs		15	10	57
Total expenses		59,377	30,238	53,304
Own-source income				
Own-source revenue				
Services received free of charge	1.2A	233	950	54
Other revenue		7	145	-
Total own-source revenue		240	1,095	54
Gains				
Other gains	1.2B	88	95	-
Total gains		88	95	-
Total own-source income		328	1,190	54
Net (cost of) services		(59,049)	(29,048)	(53,250)
APPROPRIATION FUNDING				
Revenue from Government	5.1A	57,211	36,156	51,375
Total Appropriation Funding		57,211	36,156	51,375
Surplus/(Deficit)		(1,838)	7,108	(1,875)
OTHER COMPREHENSIVE INCOME				
Changes in asset revaluation reserve		462	-	-
Total comprehensive income / (loss)		(1,376)	7,108	(1,875)

- The NRRRA's original Budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2021-22 Portfolio Budget Statements. The Budgeted financial statements have not been audited.

The above statement should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2022

	Notes	Actual 2022 \$'000	Actual 2021 \$'000	Original Budget ¹ 2022 \$'000
ASSETS				
Financial assets				
Cash and cash equivalents		1,496	154	125
Trade and other receivables	3.1A	33,726	26,798	11,478
Total financial assets		35,222	26,952	11,603
Non-financial assets				
Buildings	3.2A	1,571	713	6,721
Leasehold improvements	3.2A	642	338	-
Plant and equipment	3.2A	747	740	1,702
Computer software	3.2A	865	1,119	633
Supplier prepayments		63	52	62
Total non-financial assets		3,888	2,962	9,118
Total assets		39,110	29,914	20,721
LIABILITIES				
Payables				
Supplier payables	3.3A	7,677	5,651	737
Other payables	3.3B	660	397	113
Total payables		8,337	6,048	850
Interest bearing liabilities				
Leases	3.3C	1,793	1,081	5,288
Total interest bearing liabilities		1,793	1,081	5,288
Provisions				
Employee provisions	6.1A	5,798	2,091	614
Other provisions		-	-	87
Total provisions		5,798	2,091	701
Total liabilities		15,928	9,220	6,839
Net assets		23,182	20,694	13,882
EQUITY				
Retained surplus		15,476	17,314	7,365
Contributed equity		7,244	3,380	6,517
Asset revaluation reserve		462	-	-
Total equity		23,182	20,694	13,882

1. The NRRA's original Budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2021-22 Portfolio Budget Statements. The Budgeted financial statements have not been audited.

The above statement should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the period ended 30 June 2022

	Actual 2022 \$'000	Actual 2021 \$'000	Original Budget ¹ 2022 \$'000
RETAINED SURPLUS			
Opening balance	17,314	10,206	9,240
Surplus/(Deficit) for the period	(1,838)	7,108	(1,875)
Closing balance	15,476	17,314	7,365
CONTRIBUTED EQUITY			
Opening balance	3,380	2,901	3,101
Departmental capital budget	3,416	200	3,416
Restructuring ²	448	279	
Closing balance	7,244	3,380	6,517
ASSET REVALUATION RESERVE			
Other comprehensive income	462	-	-
Closing balance	462	-	-
Total equity	23,182	20,694	13,882

1. The NRRA's original Budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2021-22 Portfolio Budget Statements. The Budgeted financial statements have not been audited.
2. Restructuring in 2022 of \$0.448 million relates to net assets transferred from Department of Home Affairs. Further information on restructuring is included in Note 8.2A.

Accounting Policy

Equity injections

Amounts appropriated which are designated as equity injections for a year (less any formal reductions) and departmental capital budgets are recognised directly in contributed equity in that year.

Restructuring of administered arrangements

Net assets received from or relinquished to another government entity under a restructuring of administrative arrangements are adjusted at their book value directly against contributed equity.

The above statement should be read in conjunction with the accompanying notes.

Cash Flow Statement

for the period ended 30 June 2022

	Actual 2022 \$'000	Actual 2021 \$'000	Original Budget ¹ 2022 \$'000
OPERATING ACTIVITIES			
Cash received/(used)			
Appropriations	56,267	23,343	51,375
Net GST received	508	410	-
Other cash received	1,189	147	-
Total cash received	57,964	23,900	51,375
Cash used			
Employees	23,392	10,338	27,030
Suppliers	30,207	11,405	22,818
Finance costs	15	10	57
Section 74 receipts transferred to the OPA	1,164	1,568	148
Total cash used	54,778	23,321	50,053
Net cash from operating activities	3,186	579	1,322
INVESTING ACTIVITIES			
Cash used			
Purchase of assets	357	1,152	3,416
Net cash used by investing activities	(357)	(1,152)	(3,416)
FINANCING ACTIVITIES			
Cash received/(used)			
Contributed equity - departmental capital budget	428	1,152	3,416
Total cash received	428	1,152	3,416
Cash used			
Principal payments of lease liabilities	1,915	550	1,322
Total cash used	1,915	550	1,322
Net cash from / (used by) financing activities	(1,487)	602	2,094
Net increase in cash held	1,342	29	-
Cash and cash equivalents at the beginning of the reporting period	154	125	125
Cash and cash equivalents at the end of the reporting period	1,496	154	125

1. The NRRA's original Budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2021-22 Portfolio Budget Statements. The Budgeted financial statements have not been audited.

The above statement should be read in conjunction with the accompanying notes.

Budget Variance Commentary

The following provides an explanation of major variances between the original Budget as presented in the 2021-22 Portfolio Budget Statements and actual expenditure, net asset position and cash flows for 2021-22.

Variances are considered to be 'major' where it is considered important for the reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of performance of the agency.

Major variances and explanations	Affected line items
<p>Employees - In 2022 expenses were less than budgeted due to staff turnover and tight labour market impacting planned recruitment activities.</p> <p>Employee provisions are higher than anticipated relating to staff who have transferred from other Government entities during the financial year, and less leave taken due to COVID-19.</p>	<p><u>Statement of Comprehensive Income</u> Employee Benefits</p> <p><u>Cash Flow Statement</u> Employees</p> <p><u>Statement of Financial Position</u> Employee Provisions</p>
<p>Suppliers - In 2022 there has been a significant increase in suppliers relating to:</p> <ul style="list-style-type: none"> shared services costs due to the increased size of the agency and the cost of grant hub arrangements on assuming responsibility of administered arrangements; and additional contractor support to facilitate the increase in responsibilities of the NRRA and increase in natural disasters occurring during the period. 	<p><u>Statement of Comprehensive Income</u> Suppliers</p> <p><u>Statement of Financial Position</u> Supplier Payables</p> <p><u>Cash Flow Statement</u> Suppliers</p>
<p>Non-financial assets and lease arrangements – The impact of natural disasters delayed expected expansion of the network and opening of regional offices. This resulted in lower than expected financial impacts relating to lease arrangements not commencing and less assets purchased to support the operation of these offices.</p>	<p><u>Statement of Comprehensive Income</u> Depreciation and Amortisation</p> <p><u>Statement of Financial Position</u> Buildings Leasehold improvements Plant and Equipment Leases</p> <p><u>Cash Flow Statement</u> Purchase of assets Contributed equity - departmental capital budget Principal payments of lease liabilities</p>
<p>Appropriations – Additional appropriation received for Building Australia's Resilience.</p> <p>Appropriation receivable is higher than anticipated due to the timing differences associated with the payments of suppliers.</p>	<p><u>Statement of Comprehensive Income</u> Revenue from Government</p> <p><u>Statement of Financial Position</u> Trade and other receivables</p> <p><u>Cash Flow Statement</u> Appropriations</p>
<p>Restructuring - The transfer of assets and liabilities from the Emergency Management Australia transfer of functions from Home Affairs was not factored into the original budget.</p>	<p><u>Statement of Changes in Equity</u> Restructuring</p>
<p>Asset revaluation – An asset revaluation was processed in 2022 in accordance with the accounting standards, this was not budgeted.</p>	<p><u>Statement of Changes in Equity</u> Other comprehensive income – asset revaluation reserves</p>

This schedule should be read in conjunction with the accompanying notes.

Administered Schedule of Comprehensive Income for the period ended 30 June 2022

	Notes	Actual 2022 \$'000	Original Budget ¹ 2022 \$'000
NET COST OF SERVICES			
Expenses			
Suppliers	2.1A	3,944	9,109
Grants	2.1B	210,762	206,888
Personal benefits	2.1C	16,830,581	12,789
Interest		219	-
Write-down and impairment of other assets		878	-
Total expenses		17,046,384	228,786
Income			
Non-taxation revenue			
Interest	2.2A	1,416	1,097
Other revenue	2.2B	553,119	-
Total own-source revenue		554,535	1,097
Gains			
Other gains	2.2C	413	-
Total gains		413	-
Total own-source income		554,948	1,097
Net (cost of) services		(16,491,436)	(227,689)
Deficit		(16,491,436)	(227,689)
Total comprehensive loss		(16,491,436)	(227,689)

- The NRRA's original Budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2021-22 Portfolio Budget Statements. The Budgeted financial statements have not been audited.

This schedule should be read in conjunction with the accompanying notes.

Administered Schedule of Assets and Liabilities as at 30 June 2022

	Notes	Actual 2022 \$'000	Original Budget ¹ 2022 \$'000
ASSETS			
Financial assets			
Cash and cash equivalents		187,695	103
Trade and other receivables	4.1A	368,076	43,190
Total financial assets		555,771	43,293
Total assets		555,771	43,293
LIABILITIES			
Payables			
Supplier payables		1,945	-
Total payables		1,945	-
Total liabilities		1,945	-
Net assets		553,826	43,293

1. The NRRRA's original Budgeted financial statements that were first presented to Parliament in respect of the reporting period were the 2021-22 Portfolio Budget Statements. The Budgeted financial statements have not been audited.

This schedule should be read in conjunction with the accompanying notes.

Administered Reconciliation Schedule

for the period ended 30 June 2022

	Actual 2022 \$'000
Opening assets less liabilities as at 1 July	-
Net contribution by services	
Income	554,948
Expenses	(17,046,384)
Transfers (to)/from the Australian Government	
Appropriation transfers from Official Public Account	
Administered assets and liabilities appropriations	1,434
Annual appropriations	
Payments to entities other than corporate Commonwealth entities	2,421,816
Special appropriations (unlimited)	
Payments to entities other than corporate Commonwealth entities	14,749,437
Appropriation transfers to OPA	(184,560)
Restructuring	57,135
Closing assets less liabilities as at 30 June	553,826

Accounting Policy

Administered cash transfers to and from the Official Public Account

Revenue collected by the entity for use by the Government rather than the entity is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the entity on behalf of the Government and reported as such in the schedule of administered cash flows and the administered reconciliation schedule.

This schedule should be read in conjunction with the accompanying notes.

Administered Cash Flow Statement

for the period ended 30 June 2022

	Actual 2022 \$'000
OPERATING ACTIVITIES	
Cash received	
GST received	10,342
Interest	390
Other operating cash received	228,810
Total cash received	239,542
Cash used	
Suppliers	2,816
Grants	222,769
Personal benefits	16,830,057
Other operating cash paid	-
Total cash used	17,055,642
Net cash from operating activities	(16,816,100)
INVESTING ACTIVITIES	
Cash received	
Repayments of advances and loans	17,059
Total cash received	17,059
Cash used	
Advances and loans made	1,391
Total cash used	1,391
Net cash used by investing activities	15,668
CASH FROM OFFICIAL PUBLIC ACCOUNT	
Appropriations	17,015,962
Total cash from the Official Public Account	17,015,962
CASH TO OFFICIAL PUBLIC ACCOUNT	
Cash to the Official Public Account	27,835
Total cash to the Official Public Account	27,835
Net increase in cash held	187,695
Cash and cash equivalents at the beginning of the reporting period	-
Cash and cash equivalents at the end of the reporting period	187,695

This schedule should be read in conjunction with the accompanying notes.

Administered - Budget Variance Commentary

The following provides an explanation of major variances between the original Budget as presented in the 2021-22 Portfolio Budget Statements and actual expenditure, net asset position and cash flows for 2021-22. A variance is considered major on the same basis as departmental.

Major variances and explanations	Affected line items
<p>Suppliers - Expected payments to suppliers in relation to the Preparing Australia Program were delayed as the execution of the program evolved.</p>	<p><u>Administered Schedule of Comprehensive Income</u> Suppliers</p> <p><u>Administered Schedule of Assets and Liabilities</u> Suppliers Payable</p>
<p>Australian Government Disaster Payments and Disaster Recovery Allowance - The severity of flooding events throughout the year, including the Northern Rivers Floods and South East Queensland Floods, resulted in increased personal benefit payments and supplementary grant payments. To support payment of disaster payments, Services Australia maintained a float throughout the year. The remaining balance of the float will be returned to the OPA in 2023.</p>	<p><u>Administered Schedule of Comprehensive Income</u> Grants Personal Benefits</p> <p><u>Administered Schedule of Assets and Liabilities</u> Cash and cash equivalents</p>
<p>COVID19 Disaster Payments (CDP) and Pandemic Leave Disaster Payments (PLDP) – Payments made to households relating to CDP and PLDP were not factored into the original budget resulting in a significant increase in personal benefit payments. Consistent with the extensive lockdowns across Australia and ongoing impacts of COVID19, increased payments were made throughout the year.</p> <p>To support these payments, Services Australia managed a float of funds relating to these payment arrangements.</p> <p>In addition, some payments were made where the state and territory governments agreed to fund the arrangements (relating to those areas not declared as hotspots), these contributions have been reported as other revenue.</p>	<p><u>Administered Schedule of Comprehensive Income</u> Personal benefits Other revenue</p> <p><u>Administered Schedule of Assets and Liabilities</u> Cash and cash equivalents Trade and other receivables</p>
<p>Disaster Recovery Loans – Loans to the state and territory governments were transferred as part of the Disaster Recovery Arrangements from the Department of Home Affairs. Additional loans were made during 2022, with discounting expense recorded representing the concessional nature of these loans.</p>	<p><u>Administered Schedule of Comprehensive Income</u> Interest expense Interest revenue Other gains</p> <p><u>Administered Schedule of Assets and Liabilities</u> Trade and other receivables</p>

This schedule should be read in conjunction with the accompanying notes.

Notes to and forming part of the financial statements

Overview

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

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

The entity conducts the following administered activities on behalf of the Government:

- Disaster & emergency financial support – the NRRA administers the Disaster Recovery Funding Arrangements to provide timely and targeted payments and support to individuals and families affected by major disasters throughout Australia;
- Resilience, preparedness and disaster risk reduction support – design, oversee and administer natural disaster resilience, risk reduction and preparedness funding programs including the Preparing Australia Package;
- Rural financial counselling – this service is an initiative administered by the NRRA that provides free and independent financial counselling to eligible farmers, fishers, foresters and small related enterprises who are experiencing, or are at risk of, financial hardship; and
- COVID-19 support – in conjunction with its delivery partner Services Australia, the NRRA administers the COVID-19 Disaster Payment and Pandemic Leave Disaster Payment.

Basis of Preparation

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

- the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements are for the reporting period 1 July 2021 to 30 June 2022, and have been prepared on an accrual and going concern basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value.

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

Taxation

The NRRA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

This schedule should be read in conjunction with the accompanying notes.

New Australian Accounting Standards

All new, revised or amended standards and interpretations that were issued prior to the sign-off date are applicable to the current reporting period and did not have a material effect on the NRRRA's financial statements.

AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* became effective from 1 July 2021 and replaces the reduced disclosure requirements (RDR) framework. The application of AASB 1060 involves some reduction in disclosure compared to the RDR with no impact on the reported financial position, financial performance and cash flows of the NRRRA.

Reporting of Administered activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Administered functions that transferred to the NRRRA from 1 July 2021 include:

- Disaster, Risk Reduction and Recovery functions from the Department of Home Affairs (Home Affairs) including:
 - Personal benefits, grants and concessional loans associated with the Disaster Recovery Funding Arrangements (DRFA) providing support to the state and territory governments; and
 - Personal benefits for Pandemic Leave Disaster Payment (PLDP) providing financial support for those directed to self-isolate or quarantine due to having COVID-19 or being a close contact of someone who does, and COVID-19 Disaster Payment (CDP) for those whose income was affected by state and territory government restrictions on movement or 'lockdowns' following COVID-19 outbreaks until states and territories reached 80 percent full vaccination of their population 16 years and older; and
- The Rural Financial Counselling Service function from the Department of Agriculture, Water and the Environment (DAWE) reported as grants expense. This function provides free financial counselling to farmers, fishing enterprises, forestry growers and harvesters, and small related businesses experiencing, or at risk of, financial hardship.

No comparative information is included in the financial statements or notes with net assets transferred reported in Note 8. Restructuring.

Events After the Reporting Date

Departmental and Administered

On 23 June 2022 an Administrative Arrangements Order (AAO) was made, transferring the NRRRA from the Portfolio of the Prime Minister and Cabinet to the Home Affairs Portfolio with an effective date of 1 July 2022.

Further to the AAO change above, on 1 July 2022 the Minister for Emergency Management announced that a recommendation would be presented to the Governor-General to create a new agency, bringing together the functions of NRRRA and the Emergency Management Australia Group from Home Affairs. The National Emergency Management Agency (NEMA) was established on 1 September 2022 as an Executive Agency under the *Public Service Act 1999*. On 2 September 2022 the NRRRA ceased to exist.

1. Departmental Financial Performance

1.1. Expenses

1.1A: Employee benefits

	Actual 2022 \$'000	Actual 2021 \$'000
Wages and salaries	19,034	9,334
Superannuation		
Defined contribution plans	2,229	1,088
Defined benefit plans	988	404
Leave entitlements	2,442	1,399
Other employee expenses ¹	549	212
Total	25,242	12,437

1. Other relates to remote locality assistance allowance and other allowances.

Accounting Policy

Accounting policies for employee related expenses are presented in note 6.1 Employee provisions.

1.1B: Suppliers

	Actual 2022 \$'000	Actual 2021 \$'000
Goods and services supplied or rendered		
Contractors, consultants and service providers ¹	12,364	3,197
Government shared services ²	9,822	2,101
Travel and staff related costs	3,441	2,030
Secondees	1,963	5,231
Sponsorship, research and advertising	1,216	313
Property, equipment and office costs	713	599
Information technology and communications	672	2,298
Audit services	369	54
Other	94	1
Total goods and services supplied or rendered	30,654	15,824
Goods supplied	634	173
Services rendered	30,020	15,651
Total goods and services supplied or rendered	30,654	15,824
Other suppliers		
Short-term leases	599	559
Workers compensation premium	183	142
Total other suppliers	782	701
Total suppliers	31,436	16,525

- Contractors and consultants have increased to support the increase in natural disasters occurring during the reporting period whilst the NRRA continues to recruit to a tight labour market.
- Government shared services includes corporate services provided by the Department of the Prime Minister and Cabinet and grant hub services provided by Department of Industry, Science, Energy and Resources. The increase in these costs relate to administered functions, including grant payments, transferring from 1 July 2021 and the increased size of the NRRA.

The NRRA has short-term lease commitments of \$0.13 million as at 30 June 2022 (30 June 2021: \$0.12 million). The above lease disclosures should be read in conjunction with 3.2A Property, Plant and Equipment and Intangibles and 3.3A Leases.

Accounting Policy

Short-term leases and leases of low-value assets

Accounting policies for short-term leases and leases of low-value assets are contained in 3.2A Property, Plant and Equipment and Intangibles and 3.3A Leases.

Finance costs

All borrowing costs are expensed as incurred.

1.2. Income

1.2A: Services received free of charge

	Actual 2022 \$'000	Actual 2021 \$'000
Secondments	102	896
Remuneration of auditors	131	54
Total	233	950

Accounting Policy

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

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another Government entity as a consequence of a restructuring of administrative arrangements (see 8.2 Restructuring).

1.2B: Other gains

	Actual 2022 \$'000	Actual 2021 \$'000
Gain on derecognition of leases	5	-
Assets received free of charge	77	-
Other gains	6	95
Total	88	95

Accounting Policy - Revenue from Government

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

2. Income and Expenses Administered on Behalf of Government

2.1. Administered – Expenses

2.1A: Suppliers

	Actual 2022 \$'000
Services supplied or rendered	
Program submissions and design	1,945
Training courses	2,000
Total services supplied or rendered	3,944

2.1B: Grants

	Actual 2022 \$'000
Private sector	
Grants to non-profit institutions	210,762
Total	210,762

Accounting Policy

The NRRA administers a number of grant and subsidy schemes on behalf of Government. Grant and subsidy liabilities are recognised to the extent that (i) the services required to be performed by the grantee have been performed or (ii) the grant eligibility criteria have been satisfied, but payments due have not been made. When Government enters into an agreement to make these grants and services but services have not been performed or criteria satisfied, this is considered a commitment.

2.1C: Personal benefits

	Actual 2022 \$'000
Personal Benefits - Direct ¹	16,830,581
Total	16,830,581

1. Personal benefits relate to Australian Government Disaster Recovery Payment (AGDRP), Disaster Recovery Allowance (DRA), Pandemic Disaster Leave Payments (PDL) and COVID-19 Disaster Payments (CDP).

Accounting Policy

Direct personal benefits comprise current transfers provided directly to individuals or households. Personal benefits are recognised when payments are made, or the NRRA has a present obligation either to a service provider or directly to recipients. Personal benefits do not require any economic benefit to flow back to Government.

2.2. Administered - Income

2.2A: Interest		Actual 2022
		\$'000
Interest from states and territories debt		390
Unwinding of concessional loan discount		1,026
Total		1,416

2.2B: Other revenue		Actual 2022
		\$'000
State contributions ¹		550,708
Other revenue		2,411
Total		553,119

1. State contributions relate to PDLP and CDP arrangements where states could elect to provide assistance to households in areas impacted by lockdowns that would not otherwise be eligible under the payment arrangements.

2.2C: Other gains		Actual 2022
		\$'000
Other gains		413
Total		413

Accounting Policy

Interest revenue is recognised using the effective interest method.

3. Departmental Financial Position

3.1. Financial Assets

3.1A: Trade and other receivables

	Actual	Actual
	2022	2021
	\$'000	\$'000
Appropriations receivable	31,658	26,562
GST	243	236
Trade receivables	1,825	-
Total	33,726	26,798

Credit terms for trade receivables were within 30 days (2020-21: 30 days).

The NRRRA has not recognised an impairment provision in 2022 due to the nature of these receivables.

Accounting Policy

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

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

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

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

Accounting Policy - Cash and Cash Equivalents

Cash is recognised at its nominal amount. Cash and cash equivalents is entirely comprised of demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

3.2. Non-Financial Assets

3.2A: Reconciliation of Property, Plant and Equipment and Intangibles

	Buildings \$'000	Leasehold Improvements \$'000	Plant and Equipment \$'000	Computer Software \$'000	Total \$'000
As at 1 July 2021					
Gross book value	1,030	441	1,169	1,212	3,852
Accumulated depreciation, amortisation and impairment	(317)	(103)	(429)	(93)	(942)
Total as at 1 July 2021	713	338	740	1,119	2,910
Additions					
Purchased	-	58	299	-	357
Right-of-use assets	2,706	-	293	-	2,999
Restructuring	-	-	71	-	71
Revaluations and impairments recognised in other comprehensive income	-	371	91	-	462
Depreciation and amortisation	-	(202)	(290)	(254)	(746)
Depreciation on right-of-use assets	(1,481)	-	(457)	-	(1,938)
Other movements ¹	-	77	-	-	77
Disposals right-of-use assets	(367)	-	-	-	(367)
Total as at 30 June 2022	1,571	642	747	865	3,825
Total as at 30 June 2022 represented by:					
Gross book value	3,215	646	1,448	1,212	6,521
Accumulated depreciation, amortisation and impairment	(1,644)	(4)	(701)	(347)	(2,696)
Total as at 30 June 2022	1,571	642	747	865	3,825
Carrying amount of right-of-use assets	1,571	-	179	-	1,750

1. Other movements relates to assets received free of charge in 2022.

The NRRRA has no significant contractual commitments for the acquisition of property, plant, equipment and intangible assets at 30 June 2022 (30 June 2021: nil).

Accounting policy

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

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring (see Note 8.2 Restructuring).

Asset Recognition Threshold

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

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

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

Lease Right of Use (ROU) Assets

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

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

Revaluations

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

The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets. An independent valuation of property, plant and equipment was undertaken as at 30 June 2022 by Jones Lang LaSalle (JLL) with a total revaluation increment of \$0.462 million recognised.

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

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

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

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

Depreciation and Amortisation

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

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future, reporting periods as appropriate. Useful lives were revised in 2021-22 to reflect the expected use and condition of assets as part of the valuation process (2020-21: nil).

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

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

	2021-22	2020-21
Buildings (leased)	Lease term, inclusive of extension options where management has assessed these are likely to be exercised	Lease term, inclusive of extension options where management has assessed these are likely to be exercised
Leasehold Improvements	The shorter of the expected lease term and 15 years	The shorter of the expected lease term and 15 years.
Motor Vehicles (leased)	Lease term, inclusive of extension options where management has assessed these are likely to be exercised	Lease term, inclusive of extension options where management has assessed these are likely to be exercised
Other Property, Plant and Equipment	3 years	3 years
Computer Software – Purchased	The shorter of 3 years or the licence term	The shorter of 3 years or the licence term
Computer Software – Internally Developed	3 years	3 years

Impairment

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

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

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

No indicators of impairment were identified for any classes of assets at 30 June 2022 (30 June 2021: nil).

Derecognition

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

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

No assets are expected to be sold or disposed of within the next 12 months (30 June 2021: nil).

3.3. Payables

3.3A: Supplier payables

	Actual 2022 \$'000	Actual 2021 \$'000
Supplier payables	7,677	5,651
Total	7,677	5,651

Supplier payables are usually settled within 20 calendar days.

3.3B: Other payables

Salary and wages	486	302
Superannuation	78	48
Other	96	47
Total	660	397

3.4. Interest Bearing Liabilities

3.3C: Leases

Lease liabilities ¹	1,793	1,081
Total	1,793	1,081

1. Total cash outflow for leases for the year ended 30 June 2022 is disclosed in the Cash Flow Statement under principal payments of lease liabilities and interest payments on lease liabilities.

Maturity analysis - contractual undiscounted cash flows

Within 1 year	1,659	844
Between 1 to 5 years	136	425
Total	1,795	1,269

The NRRRA in its capacity as lessee enters into arrangements for the provision of office accommodation and motor vehicles, based on normal market terms. Leases may contain price escalation clauses (that may be fixed or variable in nature), extension or renewal options and/or purchase options (for motor vehicles, which are have not been assessed as likely to be exercised) consistent with normal market practices. The above lease disclosures should be read in conjunction with 1.1B Suppliers and 3.2A Property, Plant and Equipment and Intangibles.

Accounting policy

For all new contracts entered into, the NRRRA considers whether the contract is, or contains, a lease. A lease is defined as a 'contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. Once it has been determined that a contract is, or contains, a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the NRRRA's incremental borrowing rate.

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

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

4. Assets and Liabilities Administered on Behalf of Government

4.1A: Trade and other receivables

	Actual 2022 \$'000
Advances and Loans	
State and territory Governments ¹	33,696
Other receivables	
GST	1,671
Recoveries of benefit payments	4,338
State contributions ²	331,054
Total trade and other receivables (gross)	370,759
Less impairment loss allowance ³	(2,683)
Total trade and other receivables (net)	368,076

1. Loans to state and territory governments are concessional in nature. The loan balance includes the following components:

- Loans transferred from Home Affairs of \$48.1 million (refer Note 8.2B).
- Discounting of new loans (the difference between the loan calculated at a market rate of interest and the interest rate charged as part of the loan agreement) is reported as interest expense in the Administered Schedule of Comprehensive Income.
- Interest revenue in note 2.2A includes interest received from the states and territories and unwinding of discount, with the original discounted amount recognised over the life of the loans.
- The remeasurement of loans based on the interest rate that applies from 1 July each year. In 2022 a gain is recognised in note 2.2C.

2. State contributions relate to PLDP and CDP (see Note 2.2B).

3. Impairment loss allowance relates to recoveries of personal benefits.

Accounting policy

Receivables that are statutory in nature are held at statutory value less amounts for impairment loss allowances. Contractual receivables with fixed or determinable payments and receipts are initially recognised at cost unless the transaction price differs from fair value in which case, initial recognition is at fair value. Any difference between cost and fair value is recognised as a loss in the statement of comprehensive income.

Accounting judgements and estimates

Valuation of loans receivable

A difference between cost and fair value is identified for loans provided with conditions that are more favourable than would otherwise be available in the market. Fair value is assessed as the discounted present value of future payments and receipts using the prevailing market rate.

Impairment of loans receivable

Impairment loss allowances are recognised for loans and receivables determined based on a twelve month ECL approach. Lifetime ECLs are estimated based on the portion of ECLs that result from possible default events on the loan within the twelve months after reporting date. Estimates are used to determine possible default events and the likelihood of these occurring. If there is a significant increase in credit risk since initial recognition, the impairment loss allowance is measured at an amount equal to lifetime ECLs. On transfer of loans from Department of Home Affairs, no loss allowance was provided.

5. Funding

5.1. Appropriations

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

5.1A: Annual appropriations ('recoverable GST exclusive')

Annual Appropriations for 2022

	Annual Adjustments to Appropriation		Total appropriation	Appropriation applied in 2022	Variance ²
	\$'000	\$'000		(current and prior years)	
	\$'000	\$'000	\$'000	\$'000	\$'000
Departmental					
Ordinary annual services	57,211	1,164	58,375	(54,925)	3,450
Capital budget ³	3,416	-	3,416	(428)	2,988
Total departmental	60,627	1,164	61,791	(55,353)	6,438
Administered					
Ordinary annual services					
Administered items ⁵	2,428,040	1,043,488	3,471,528	(2,050,899)	1,420,629
Other services					
New administered outcomes	228,786	66,000	294,786	(291,670)	3,116
Total administered	2,656,826	1,109,488	3,766,314	(2,342,569)	1,423,745

1. Adjustments to appropriations includes adjustments to current year annual appropriations for PGPA Act s 74 receipts. Administered includes Advances from the Finance Minister (AFM) of \$920 million for Administered items and \$66 million relating to New administered outcomes and s74 receipts of \$123.5 million.

2. The variance between appropriation applied and the total appropriation for the 2021-22 financial year relates to timing differences associated with the payments of suppliers.

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

4. The following entities spent money from the Consolidated Revenue Fund (CRF) on behalf of the NRRA:

- Department of the Prime Minister and Cabinet – Departmental shared services
- Services Australia – Administered personal benefits and grant payments
- Department of Industry, Science, Energy and Resources – Administered grant payments
- Department of Agriculture, Water and the Environment – Administered grant payments

5. Administered appropriations withheld under section 51 of the PGPA Act of \$620 million relate to ad-hoc COVID assistance. No amounts have been quarantined for administrative purposes. No amounts have been withheld or quarantined in Departmental.

Annual Appropriation for 2021

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

1. The National Recovery and Resilience Agency received the following adjustments to appropriations in 2020-21:

- \$6.271m PGPA Act Section 75 transfer relating the National Bushfire Recovery Agency function that was transferred on 5 May 2021, comprised of \$6.171m for ordinary annual services and \$0.100m of departmental capital budget.

- \$1.586m of PGPA Act Section 74 receipts retained by the Agency, that were transferred to the Official Public Account to adjust available appropriation.

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

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

5.1B: Unspent departmental annual appropriations

	Actual 2022 \$'000	Actual 2021 \$'000
Appropriation Act (No. 3) 2019-20 - Departmental Capital Budget (DCB)	1,055	1,483
Supply Act (No. 1) 2020-21- Operating	-	4,672
Supply Act (No. 1) 2020-21- Departmental Capital Budget (DCB)	59	59
Appropriation Act (No. 1) 2020-21 - Operating ¹	-	20,207
Appropriation Act (No. 1) 2020-21 - Departmental Capital Budget (DCB) ¹	141	141
Appropriation Act (No. 1) 2020-21 - Cash held by the Agency	-	154
Appropriation Act (No. 1) 2021-22 - Operating	21,151	-
Appropriation Act (No. 1) 2021-22 - Departmental Capital Budget (DCB)	3,416	-
Appropriation Act (No. 1) 2021-22 - Cash held by the Agency	1,496	-
Appropriation Act (No. 3) 2021-22 - Operating	5,836	-
Total	33,154	26,716

1. In 2020-21 the NRRA received a PGPA Act section 75 transfer of \$6.171 million in operating appropriation and \$0.1 million in Departmental Capital Budget from the Department of the Prime Minister and Cabinet relating to the National Bushfire Recovery Agency.

5.1C: Unspent administered annual appropriations

	Actual 2022 \$'000
Appropriation Act (No. 1) 2020-21 ¹	99
Appropriation Act (No. 4) 2020-21 ²	4,429
Appropriation Act (No. 1) 2021-22 (COVID assistance)	1,386,010
Appropriation Act (No. 2) 2021-22	4,550
Appropriation Act (No. 2) 2021-22 - Cash held by the Agency ³	35,430
Total	1,430,518

1. Includes PGPA Act s75 transfers from Home Affairs of \$0.751 million relating to the Disaster Recovery Function and Department of Agriculture, Water and the Environment of \$0.159 million relating to Rural Financial Counselling.
2. Includes a PGPA Act s75 transfer from Home Affairs of \$5.144 million. In addition, the NRRRA received a PGPA s75 transfer of \$0.719 million in Appropriation (Act 4) 2019-20 Administered Assets and Liabilities from Home Affairs that was drawn down in 2021-22.
3. This represents the portion of the administered cash and cash equivalents relating to annual appropriations. The remaining cash and cash equivalents relate to special appropriations and administered receipts.

5.1D: Special Appropriations

Authority	Type	Appropriation applied ¹ 2022 \$'000
Social Security (Administration) Act 1999 - s242	Unlimited Amount	1,856,492
s4 - COVID-19 Disaster Payment - COVID-19 Disaster Payment (Funding Arrangements) Act 2021	Unlimited Amount	12,847,222
Total		14,703,714

1. Services Australia spent money from the Consolidated Revenue Fund (CRF) on behalf of NRRRA paying personal benefits to households.

The following special appropriations had no transactions and budgets during the reporting period:

- Treasury Laws Amendment (North Queensland Flood Recovery) Act 2019 - Schedule 3, s1 loans to financial institutions.

5.2. Net cash appropriation arrangements

5.2A: Net cash appropriation arrangements

	Actual 2022 \$'000	Actual 2021 \$'000
Total comprehensive income (loss) - as per Statement of Comprehensive Income	(1,376)	7,108
Plus: depreciation/amortisation of assets funded through appropriations ¹	746	524
Plus: depreciation right-of-use assets ²	1,938	543
Less: lease principal repayments ²	(1,915)	(550)
Net cash operating surplus/(deficit)	(607)	7,625

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

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

6. People and Relationships

6.1. Employee provisions

6.1A: Employee provisions

	Actual 2022 \$'000	Actual 2021 \$'000
Annual leave	2,502	1,054
Long service leave	3,296	1,037
Total	5,798	2,091

The NRRA use the revised shorthand model developed and issued by the Department of Finance and Australian Government Actuary to value the provision for long service leave at 30 June 2022.

Accounting policy

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

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

Leave

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

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

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

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

Superannuation

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

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

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

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

The liability for superannuation recognised as at 30 June 2022 represents outstanding contributions.

6.2. Key Management Personnel Remuneration

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

The NRRA has determined the key management personnel comprise the Prime Minister, Portfolio Minister, the Coordinator General and the Chief Operating Officer (including any acting arrangements).

The NRRA only remunerates the Coordinator General, the Chief Operating Officer directly. The below table sets out their remuneration on an accrual basis, excluding the remuneration and other benefits of the Prime Minister and Portfolio Minister, whose remuneration are set by the Remuneration Tribunal and are not paid by the NRRA.

6.2A: Key management personnel

	Actual 2022 \$'000	Actual 2021 \$'000
Salary and other short-term benefits	945	861
Other long-term employee benefits	42	2
Post-employment benefits	101	91
Total	1,088	954

The total number of key management personnel that are included in the above table are three (2020-21: two). This includes an acting arrangement of the Chief Operating Officer in 2022.

6.3. Related Party Disclosures

Related party relationships

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

Transactions with related parties

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

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the Agency it has been determined that there are no related party transactions to be separately disclosed for 2021-22 (2020-21: nil).

7. Managing Uncertainties

7.1. Contingent Assets and Liabilities

Accounting policy

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

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

The NRRA is not aware of any quantifiable or unquantifiable contingent asset or liabilities as of the signing date that may have an impact on operations or the financial statements (30 June 2021: nil).

7.2. Financial Instruments

7.2A: Categories of financial instruments

Financial assets measured at amortised cost

	2022 \$'000	2021 \$'000
Cash and cash equivalents	1,496	154
Trade and other receivables	1,825	26,562
Total financial assets at amortised cost	3,321	26,716

Financial liabilities measured at amortised cost

Trade creditors and accruals	7,677	5,651
Total financial liabilities measured at amortised cost	7,677	5,651

7.2B: Categories of financial instruments

Financial assets measured at amortised cost

	2022 \$'000
Cash and cash equivalents	187,695
Trade and other receivables	33,696
Total financial assets at amortised cost	221,391

Financial liabilities measured at amortised cost

Trade creditors and accruals	1,945
Total financial liabilities measured at amortised cost	1,945

Accounting policy

Financial assets

In accordance with AASB 9 *Financial Instruments*, the entity classifies its financial assets in the following categories:

- financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to *lifetime expected credit losses* where risk has significantly increased, or an amount equal to *12-month expected credit losses* if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

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

Financial Liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Fair Value Through Profit or Loss

Financial liabilities at fair value through profit or loss are initially measured at fair value. Subsequent fair value adjustments are recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

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

8. Other Information

8.1. Current/Non-Current Distinction for Assets and Liabilities

8.1A: Current/non-current distinction for assets and liabilities

	Actual 2022 \$'000	Actual 2021 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	1,496	154
Trade and other receivables	33,726	26,798
Supplier prepayments	25	39
Total no more than 12 months	35,247	26,991
More than 12 months		
Buildings	1,571	713
Leasehold improvements	642	338
Plant and equipment	747	740
Computer software	865	1,119
Supplier prepayments	38	13
Total more than 12 months	3,863	2,923
Total assets	39,110	29,914
Liabilities expected to be settled in:		
No more than 12 months		
Other payables	660	397
Supplier payables	7,677	5,651
Leases	1,701	769
Employee provisions	2,768	873
Total no more than 12 months	12,806	7,690
More than 12 months		
Leases	92	312
Employee provisions	3,030	1,218
Total more than 12 months	3,122	1,530
Total liabilities	15,928	9,220

8.1A: Current/non-current distinction for assets and liabilities

	Actual 2022 \$'000
Assets expected to be recovered in:	
No more than 12 months	
Cash and cash equivalents	187,695
Trade and other receivables	350,467
Total no more than 12 months	538,162
More than 12 months	
Trade and other receivables	17,609
Total more than 12 months	17,609
Total assets	555,771
Liabilities expected to be settled in:	
No more than 12 months	
Supplier payables	1,945
Total no more than 12 months	1,945
Total liabilities	1,945

8.2. Restructuring

As part of the amendment to the Administrative Arrangements Order on the 28 June 2021, the departmental and administered Disaster Risk Reduction and Recovery functions transferred from the Department of Home Affairs. In addition, the Rural Financial Counselling function transferred from Department of Agriculture, Water and the Environment transferred as part of the Prime Minister's announcement in May 2021.

8.2A: Restructuring

	Department of Home Affairs - Disaster Risk Reduction and Recovery Functions	Department of the Prime Minister and Cabinet - National Bushfire Recovery Agency ¹
	Actual 2022 \$'000	Actual 2021 \$'000
FUNCTIONS ASSUMED		
Assets recognised		
Plant and equipment	71	116
Computer software	-	404
Prepayments	2,916	-
Total assets recognised	2,987	520
Liabilities recognised		
Leases	-	18
Accrued expenses	419	-
Employee provisions	2,120	223
Total liabilities recognised	2,539	241
Net assets/(liabilities) recognised²	448	279
Income recognised		
Recognised by the receiving entity	-	7,108
Recognised by the losing entity	-	15,292
Total income recognised	-	22,400
Expenses recognised		
Recognised by the receiving entity	7,142	7,442
Recognised by the losing entity	-	15,368
Total expenses recognised	7,142	22,810

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

2. The net assets assumed from all entities were \$0.448 million (2020-21: \$0.279 million). In respect of functions assumed, the net book values of assets and liabilities were transferred to the entity for no consideration.

	Department of Home Affairs - Disaster Risk Reduction and Recovery Functions	Department of Agriculture, Water and the Environment - Rural Financial Counselling Service
	Actual 2022 \$'000	Actual 2022 \$'000
FUNCTIONS ASSUMED		
Assets recognised		
Trade and other receivables	57,946	6
Total assets recognised	57,946	6
Liabilities recognised		
Supplier payables	751	66
Total liabilities recognised	751	66
Net assets/(liabilities) recognised¹	57,195	(60)
Income recognised		
Recognised by the receiving entity	554,948	-
Total income recognised	554,948	-
Expenses recognised		
Recognised by the receiving entity	17,011,663	34,721
Total expenses recognised	17,011,663	34,721

1. The net assets assumed from all entities were \$57.135 million (2020-21: nil). In respect of functions assumed, the net book values of assets and liabilities were transferred to the NRRA for no consideration.

APPENDIX 1:

Staff Data



APPENDIX 1: Staff Data

TABLE 7: ALL ONGOING EMPLOYEES CURRENT REPORT PERIOD (2021-22)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
NSW	3	-	3	8	-	8	-	-	-	11
Qld	8	-	8	10	-	10	-	-	-	18
SA	1	-	1	2	-	2	-	-	-	3
Tas	-	-	-	1	1	2	-	-	-	2
Vic	-	-	-	1	-	1	-	-	-	1
WA	-	-	-	4	-	4	-	-	-	4
ACT	33	1	34	59	11	70	-	-	-	104
NT	1	-	-	1	-	1	-	-	-	1
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	46	1	46	86	12	98	-	-	-	146

TABLE 8: ALL NON-ONGOING EMPLOYEES CURRENT REPORT PERIOD (2021-22)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
NSW	2	-	2	6	-	6	-	-	-	8
Qld	7	-	7	11	-	11	-	-	-	18
SA	1	-	1	-	-	-	-	-	-	1
Tas	-	-	-	-	-	-	-	-	-	-
Vic	2	-	-	1	-	1	-	-	-	3
WA	-	-	-	2	-	2	-	-	-	2
ACT	2	-	2	11	-	11	-	-	-	13
NT	1	-	1	-	-	-	-	-	-	1
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	15	-	15	31	-	31	-	-	-	46

TABLE 9: ALL ONGOING EMPLOYEES PREVIOUS REPORT PERIOD (2020-21)

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

TABLE 10: ALL NON-ONGOING EMPLOYEES PREVIOUS REPORT PERIOD (2020-21)

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

APPENDIX 1: Staff Data

TABLE 11: AUSTRALIAN PUBLIC SERVICE ACT ONGOING EMPLOYEES CURRENT REPORT PERIOD (2021-22)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
SES 3	1	-	1	-	-	-	-	-	-	1
SES 2	-	-	-	1	-	1	-	-	-	1
SES 1	1	-	1	4	-	4	-	-	-	5
EL 2	11	-	11	15	1	16	-	-	-	27
EL 1	16	-	16	29	4	33	-	-	-	49
APS 6	15	1	16	29	5	34	-	-	-	50
APS 5	2	-	2	8	2	10	1	-	1	13
APS 4	-	-	-	-	-	-	-	-	-	-
APS 3	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL	46	1	47	86	12	98	1	-	1	146

TABLE 12: AUSTRALIAN PUBLIC SERVICE ACT NON-ONGOING EMPLOYEES CURRENT REPORT PERIOD (2021-22)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
SES 3	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	-	-	-	-	-	-	-
EL 2	1	-	1	-	-	-	-	-	-	1
EL 1	1	-	1	8	-	8	-	-	-	9
APS 6	11	-	11	17	-	17	-	-	-	28
APS 5	-	-	-	1	-	1	-	-	-	1
APS 4	2	-	2	5	-	5	-	-	-	7
APS 3	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL	15	-	15	31	-	31	-	-	-	46

TABLE 13: AUSTRALIAN PUBLIC SERVICE ACT ONGOING EMPLOYEES PREVIOUS REPORT PERIOD (2020–21)

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

TABLE 14: AUSTRALIAN PUBLIC SERVICE ACT NON-ONGOING EMPLOYEES PREVIOUS REPORT PERIOD (2020–21)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total Male	Full time	Part time	Total Female	Full time	Part time	Total Indeterminate	
SES 3	-	-	-	-	-	-	-	-	-	-
SES 2	-	-	-	-	-	-	-	-	-	-
SES 1	-	-	-	-	-	-	-	-	-	-
EL 2	2	-	2	1	-	1	-	-	-	3
EL 1	2	-	2	7	-	7	-	-	-	9
APS 6	9	-	9	29	3	32	-	-	-	41
APS 5	-	-	-	1	-	1	-	-	-	1
APS 4	-	-	-	2	1	3	-	-	-	3
APS 3	-	-	-	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
TOTAL	13	-	13	40	4	44	-	-	-	57
TOTAL	7	1	8	14	2	16	-	-	-	24

APPENDIX 1: Staff Data

TABLE 15: AUSTRALIAN PUBLIC SERVICE ACT EMPLOYEES BY FULL TIME AND PART TIME STATUS CURRENT REPORT PERIOD (2021-22)

	Ongoing			Non Ongoing			Total
	Full time	Part time	Total Ongoing	Full time	Part time	Total Non Ongoing	
SES 3	1	-	1	-	-	-	1
SES 2	1	-	1	-	-	-	1
SES 1	5	-	5	-	-	-	5
EL 2	26	1	27	1	-	1	28
EL 1	45	4	49	9	-	9	58
APS 6	44	6	50	28	-	28	78
APS 5	11	2	13	1	-	1	14
APS 4	-	-	-	7	-	7	7
APS 3	-	-	-	-	-	-	-
APS 2	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL	133	13	146	46	-	46	192

TABLE 16: AUSTRALIAN PUBLIC SERVICE ACT EMPLOYEES BY FULL TIME AND PART TIME STATUS PREVIOUS REPORT PERIOD (2020-21)

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

TABLE 17: AUSTRALIAN PUBLIC SERVICE ACT EMPLOYMENT TYPE BY LOCATION CURRENT REPORT PERIOD (2021-22)

	Ongoing	Non Ongoing	Total
NSW	11	8	19
Qld	18	18	36
SA	3	1	4
Tas	2		2
Vic	1	3	4
WA	4	2	6
ACT	105	13	118
NT	2	1	3
External Territories			
Overseas	-	-	-
Total	146	46	192

TABLE 18: PGPA RULE SECTION 17AG(4)(B)(V) AUSTRALIAN PUBLIC SERVICE ACT EMPLOYMENT TYPE BY LOCATION PREVIOUS REPORT PERIOD (2020-21)

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

TABLE 19: AUSTRALIAN PUBLIC SERVICE ACT INDIGENOUS EMPLOYMENT CURRENT REPORT PERIOD (2021-22)

	Total
Ongoing	4
Non-Ongoing	1
Total	5

TABLE 20: AUSTRALIAN PUBLIC SERVICE ACT INDIGENOUS EMPLOYMENT PREVIOUS REPORT PERIOD (2020-21)

	Total
Ongoing	2
Non-Ongoing	-
Total	2

TABLE 21: AUSTRALIAN PUBLIC SERVICE ACT EMPLOYMENT ARRANGEMENTS CURRENT REPORT PERIOD (2021-22)

	SES	Non SES	Total
s24(1) determinations	7	185	192
Total	7	185	192

TABLE 22: AUSTRALIAN PUBLIC SERVICE ACT EMPLOYMENT ARRANGEMENTS PREVIOUS REPORT PERIOD (2020-21)

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

APPENDIX 1: Staff Data

TABLE 23: AUSTRALIAN PUBLIC SERVICE ACT EMPLOYMENT SALARY RANGES BY CLASSIFICATION LEVEL (MINIMUM/MAXIMUM) CURRENT REPORT PERIOD (2021-22)

	Minimum Salary	Maximum Salary
SES 3	\$358,069	\$404,621
SES 2	\$268,459	\$297,697
SES 1	\$203,221	\$236,764
EL 2	\$127,492	\$160,689
EL 1	\$109,536	\$133,515
APS 6	\$85,236	\$104,927
APS 5	\$77,063	\$82,387
APS 4	\$69,796	\$74,645
<i>Minimum/Maximum range</i>	\$69,796	\$404,621

TABLE 24: AUSTRALIAN PUBLIC SERVICE ACT EMPLOYMENT SALARY RANGES BY CLASSIFICATION LEVEL (MINIMUM/MAXIMUM) PREVIOUS REPORT PERIOD (2020-21)

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

Executive Remuneration

TABLE 25: INFORMATION ABOUT REMUNERATION FOR KEY MANAGEMENT PERSONNEL

Name	Position title	Short term benefits (\$)			Post employment benefits (\$)	Other long term benefits		Termination benefits (\$)	Total remuneration (\$)
		Base salary	Bonuses	Other benefits and allowances		Long service leave	Other long term benefits		
URQUHART, Jane	Acting Deputy CEO, COO	42,774	-	582	6,405	902	-	-	50,663
PADOVAN, Nico	Deputy CEO, COO	344,913	-	874	56,916	17,069	-	-	419,772
STONE, Shane	Coordinator-General	543,052	-	12,415	37,639	23,745	-	-	616,851

TABLE 26: INFORMATION ABOUT REMUNERATION FOR SENIOR EXECUTIVES

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

APPENDIX 1: Staff Data

Total remuneration bands	Number of senior executives	Short term benefits				Post employment benefits	Other long term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances	Average super-annuation contributions		Average long service leave	Average other long term benefits		
		(\$)			(\$)	(\$)	(\$)	(\$)	(\$)	
\$270,001-\$295,000										
\$295,001-\$320,000										
\$320,001-\$345,000										
\$345,001-\$370,000										
\$370,001-\$395,000										
\$395,001-\$420,000										
\$420,001-\$445,000										
\$445,001-\$470,000										
\$470,001-\$495,000										
\$495,001- ...										

Information about remuneration for other highly paid staff
 There were no highly paid staff for the reporting period.

APPENDIX 2:

Acronyms and abbreviations



Acronyms and Abbreviations

AC	Companion of the Order of Australia	CPRs	Commonwealth Procurement Rules
A/G	Acting	CRCS	Community Recovery Committees
ABN	Australian Business Number	CRM	Customer Relationship Management
ACS	Australian Climate Service	CSIRO	Commonwealth Scientific and industrial Research Organisation
AFAC	Australasian Fire and Emergency Service Authorities Council	DAWE	Department of Agriculture, Water and the Environment
AGDRP	Australian Government may also provide the Australian Government Disaster Recovery Payment	DCOP	Drought Community Outreach Program
AGMIN	Agriculture Minister’s Meeting	DEX	Data Exchange
AIDR	Australian Institute of Disaster Resilience	DIDRR	Disability Inclusive Disaster Risk Reduction
ANAO	Australian National Audit Office	DISR	Department of Industry, Science, and Resources
ANZEMC	Australia and New Zealand Emergency Management Committee	DRA	Disaster Recovery Allowance
APEC	Asia-Pacific Economic Cooperation	DRFA	Disaster Recovery Funding Arrangements
APM	Australian Police Medal	DSS	Department of Social Services
APP-DRR	Asia Pacific Partnership for Disaster Risk Reduction	EAP	Employee Assistance Program
APS	Australian Public Service	EDG	Economic Diversification Grants
APSC	Australian Public Service Commission	EL	Executive Level
BGH	Business Grant Hub	EMA	Emergency Management Australia
BSBR	Black Summer Bushfire Recovery	EPBC Act	Environmental Protection and Biodiversity Conservation (EPBC) Act
CEO	Chief Executive Officer	FCCP	Fraud and Corruption Control Plan
CFA	Country Fire Authority	FHA	Farm Household Allowance
CMF	Citizen Military Forces	FOI	Freedom of Information
CMT	Crisis Management Team	GPDRR	Global Platform for Disaster Risk Reduction
COAG	Council of Australian Governments	GST	Goods and Services Tax
COO	Chief Operating Officer		
CORS	Community Outcomes and Recovery Sub-committee		

ICT	Information and Communications Technology	PDMS	Parliamentary Document Management System
IWG	Implementation Working Group	PGPA Act	<i>Public Governance Performance and Accountability Act 2013</i>
LER	Local Economic Recovery	PGPA Rule	Public Governance, Performance and Accountability Rule 2014
LGA	Local Government Area	PLDP	Pandemic Leave Disaster Payment
MARS	ANZEMC Mitigation and Risk Subcommittee	PM&C	Department of Prime Minister and Cabinet
MDR	Mitigating Disaster Risk	PMP	Project Management Planning
MP	Member of Parliament	PS Act	<i>Public Service Act 1999</i>
NAP	National Action Plan	PSF	Professional Services Fund
NBRA	National Bushfire Recovery Agency	QC	Queen's Counsel
NBRF	National Bushfire Recovery Fund	QRA	Queensland Reconstruction Authority
NCM	National Coordination Mechanism	QRIDA	Queensland Rural and Industrial Development Authority
NCP	National Capability Package	RFCS	Rural Financial Counselling Service
NDA	National Drought Agreement	RIC	Regional Investment Corporate
NDM	National Drought Map	RIRDC	Rural Industries Research & Development Corporation
NDRRF	National Disaster Risk Reduction Framework	RMF	Risk Management Framework
NEMA	National Emergency Response Agency	RRG	Recovery and Resilience Grants
NEMMM	National Emergency Management Ministers' Meeting	RRIG	Restocking, Replanting, Infrastructure Grants
NFRC	National Federation Reform Council	RSBSP	Regional Small Business Support Program pilot
NGO	Non-Government Organisation	RSO	Recovery Support Officer
NHRA	Natural Hazards Research Australia	SES	Senior Executive Service
NPA	National Partnership Agreement	SME	Small and Medium Enterprises
NRRA	National Recovery and Resilience Agency	the Hon	The Honourable
OAM	Medal of the Order of Australia	UX	User Experience
OECD	Organisation for Economic Co-operation and Development's	WHS	Workplace Health and Safety
PACP	Preparing Australian Communities Program	WHS Act	<i>Work Health and Safety Act 2011</i>

APPENDIX 3:

List of Tables and Figures



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APPENDIX 5:

List of requirements



PGPA Rule Reference	Part of Report	Description	Requirement
17BE	Contents of annual report		
17BE(a)	8	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	8	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	8	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	8	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	NA	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	NA	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	NA	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	10-83	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	NA	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	8	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	9	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory

APPENDIX 5: List of requirements

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(ka)	146-151	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	8	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	85-86	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	NA	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	8	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	NA	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(r)	NA	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	NA	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	NA	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	87-90	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	Mandatory
17BE(ta)	153	Information about executive remuneration	Mandatory

National
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