



Australian Government
National Recovery and Resilience Agency

Corporate Plan

2021–22 to 2024–25



National Recovery and Resilience Agency





CONTENTS

| | |
|---|----|
| Message from the Coordinator-General | 4 |
| Statement of Preparation | 5 |
| About Us | 6 |
| Our Environment | 8 |
| Partners and Cooperation | 11 |
| Our Capability | 13 |
| Our People | 13 |
| Program Delivery and Evaluation | 15 |
| How we will deliver our purpose | 16 |
| Key Activities | 16 |
| Providing policy and strategic advice | 16 |
| Delivering Programs and Services | 18 |
| Engagement and Collaboration | 23 |
| Our performance | 27 |
| Key Activity 1: Providing policy and strategic advice | 28 |
| Key Activity 2: Delivering Programs and Services | 30 |
| Key Activity 3: Engagement and Collaboration | 32 |
| Risk Management and Oversight | 34 |
| Our approach to managing risk | 36 |
| Our key risks | 38 |

Message from the Coordinator-General

I'm pleased to present the National Recovery and Resilience Agency Corporate Plan for 2021 to 2025.

Whether a community has been through a flood, bushfire, cyclone, endless years of drought or some other major disaster like the COVID-19 pandemic, often more than one of these things at the same time or in quick succession – recovery in most cases is going to take time.

A National Agency that will stick around for this recovery, will draw on lessons from previous disasters, will ask 'what do you think is needed to help get you back on your feet?' and will champion preparedness for future disasters is something I have long advocated for strongly.

In response to a key recommendation from the Royal Commission into National Natural Disaster Arrangements, the National Recovery and Resilience Agency was established on 5 May 2021. This is a historic move by Prime Minister Scott Morrison and his government and I am pleased to see that the initiative enjoys bipartisan support.

The National Recovery and Resilience Agency brings together the former National Drought and North Queensland Flood Response and Recovery Agency, the National Bushfire Recovery Agency, disaster risk reduction and recovery functions previously situated in the Department of Home Affairs, and the Rural Financial Counselling Service Program.

From our origins immediately following the 2019 North Queensland monsoon trough, the principle of "locally led, locally understood, locally implemented" has guided our work. This continues as we coordinate and align Australia's national capability to strengthen resilience, better prepare for natural disasters, and recover from all hazards.

We have staff in every Australian state and territory. Our Recovery Support Officers operate from their Agency vehicles on the road, working closely with their local communities. This national network of 'regional Australians supporting regional Australia' remains a critical part of our operation. You cannot create government policy and services without knowing how they will play out on the ground, and without understanding the people they are intended to serve.

The National Recovery and Resilience Agency works hand-in-glove with state, territory and local governments, industry bodies and the not-for-profit sector, and is a key agent in strengthening communities' ability to minimise the impact of natural disasters and drought.

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

The National Recovery and Resilience Agency will drive efforts to minimise risk and the impact of future disasters.

The Insurance Council of Australia cites Productivity Commission figures that 97% of all disaster funding is spent on the clean-up and just 3% on mitigation, preparedness and resilience. We need to address this imbalance. It is simply not sustainable for the taxpayer and ratepayer to keep picking up the tab.

The science tells us that longer, hotter, drier summers and more extreme weather are here to stay. We can never flood, cyclone, drought or fire-proof the nation, but we can be better prepared and help local communities find a pathway to strengthening their resilience to future disasters.

'Resilience' means different things to different people depending where they live. People who

have had everything thrown at them across generations do not need a lecture on being more resilient. What they deserve is the support and encouragement to be better prepared, and every level of Government has a role to play, together in partnership with the local communities they serve.

‘Resilience’ must be the prism through which local communities plan and execute strategies that work for them and their particular circumstances. They best understand the risk, and working with Australian, state and territory government agencies and local government, they can ensure we are better prepared next time.

The Australian Government is throwing significant support behind local communities to help them to recover from, prepare for, and minimise the impact of natural disasters, droughts and other disasters. Over the coming years this Agency will oversee the roll-out of the Preparing Australia Program, the National Capability Package to help regional communities prepare for high-risk hazards, and manage the Australian government’s support for people impacted by lockdowns as the country responds to the ongoing COVID-19 pandemic.

We will also finalise the allocation of grants under the National Bushfire Recovery Fund for communities impacted by the 2019–20 Black Summer Bushfires, and will continue to progress the Australian Government’s support for communities recovering from the 2019 North Queensland Monsoon Trough.

This Corporate Plan outlines how we will work with communities, all levels of government, industry and peak bodies to prepare ourselves for the next disaster, while ensuring that we support those recovering from the last.

Statement of Preparation

I, as the Accountable Authority of the National Recovery and Resilience Agency, present the 2021–22 National Recovery and Resilience Agency Corporate Plan, which covers the periods of 2021–22 to 2024–25, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.



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



About Us

The National Recovery and Resilience Agency (the Agency) was established in direct response to a key recommendation of the Royal Commission into National Natural Disaster Arrangements to lead Commonwealth action and national efforts to improve natural disaster resilience and risk reduction, and support all hazards relief and recovery.

Purpose

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.

We have demonstrated that the best people to decide how and what is needed to get through adversity and shape their future are those who live in the affected communities.

Our guiding principle puts communities at the centre of solution design and implementation:

Our Guiding Principle

“Locally led, locally understood and locally implemented”

Our work has a real impact on the lives of Australians, particularly those directly impacted by disasters both now and into the future. The Coordinator-General and Agency staff engage regularly and work closely with primary producers, local communities, charities, small business, industry organisations and all levels of government.

The Agency's values set out our standard of behaviour and what stakeholders can expect to see when they interact with the Agency:

Our Values

Work Together

- We have a 'boots on the ground' approach to understand what it's like firsthand in recovering from and preparing for disasters
- We make an effort to understand individual circumstances, and then share our insights with those responsible for providing support
- We are authentic and compassionate and aim to empower others
- We are a reliable and trusted partner, and work effectively across jurisdictions and with external parties
- We make evidence based decisions that are well informed by on-the-ground intelligence

Make a Difference

- We focus on making a difference, whether it be big or small
- We say what we do and we do what we say to get the best outcomes
- We make it easier to access information and services

Get Stuff Done

- We are courageous in our thinking and are not bogged down by traditional processes if there is a better way
- We are accessible, contactable and responsive
- We do our work safely and care about the wellbeing of our people



Our Environment

Natural hazards and extreme weather events are a feature of Australia's environment that have recently tested Australia's disaster resilience. As a nation, we are good at mopping up and cleaning up – communities come together and individuals step up to help each other through tough times. The real challenge is working to reduce the impacts of disasters, rather than just cleaning up after them.

The 2020 Royal Commission into National Natural Disaster Arrangements highlighted that climate change is increasing the frequency and intensity of natural disasters and this will continue into the future. The summer of 2019–20 was such an example, where many communities experienced concurrent and widespread events such as drought, heatwaves, bushfires, hailstorms, and flooding. The Royal Commission noted that natural disasters have changed in recent times, and it has become clear that the nation's disaster management arrangements must also change.

Internationally the Sendai Framework for Disaster Risk Reduction calls for urgent and critical action for countries to 'anticipate, plan for and reduce disaster risk in order to more effectively protect persons, communities and countries, their livelihoods, health, cultural heritage, socioeconomic assets and ecosystems'. In response, Australia has an increased focus on mitigation and risk reduction to reduce the social, economic and environmental impacts of large-scale disasters. There are also increased community expectations that governments at all levels will learn, and implement changes from their combined knowledge and ultimately reduce disaster risks, thus supporting more resilient communities and economies.

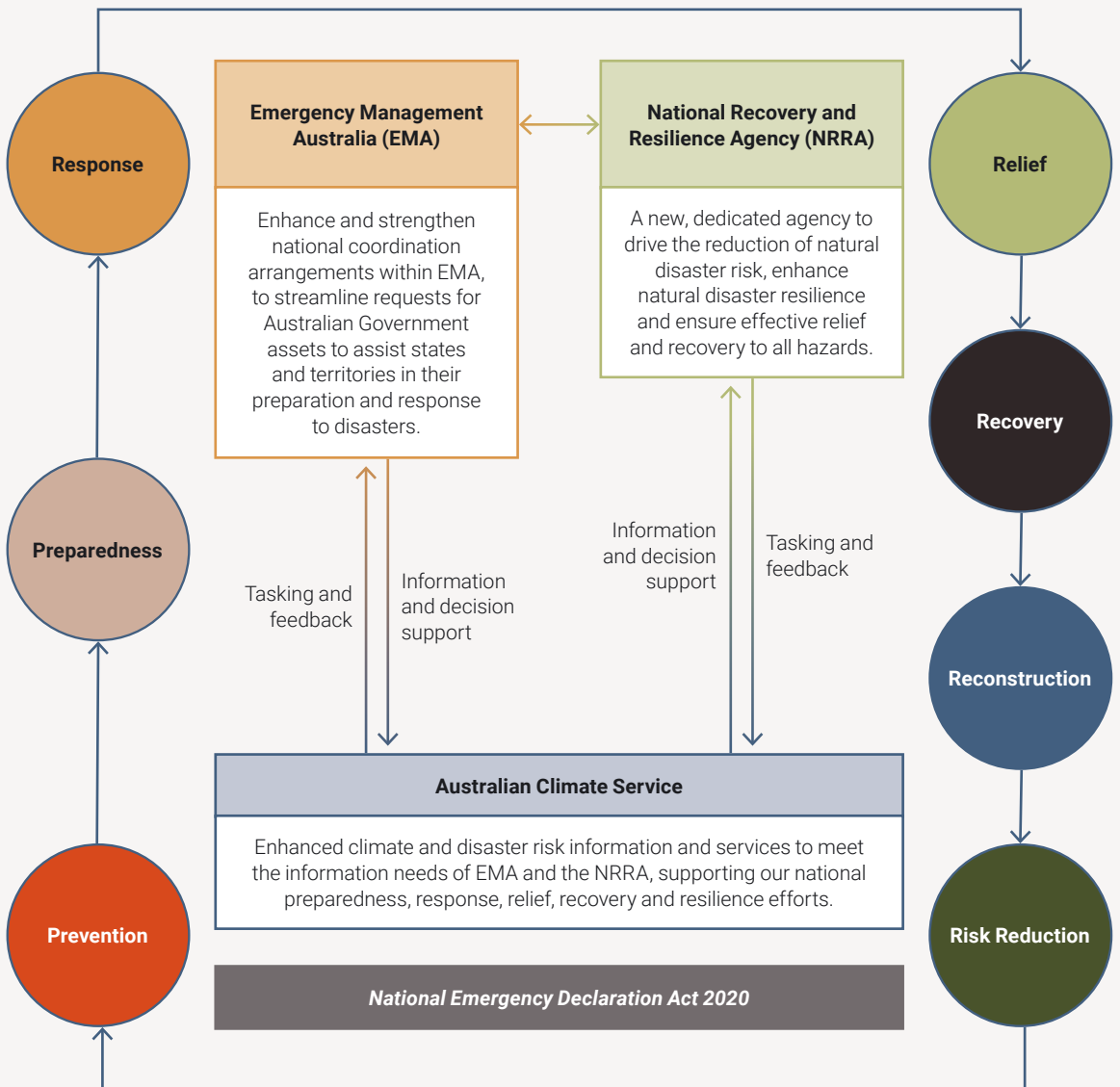
Making the nation more resilient to natural disasters calls for 'strategic imagination' and 'big country thinking' – a national response and national strategic leadership.

Our creation as a long standing agency for leading and coordinating all hazards recovery brings together the collective learnings and experiences of the former agencies responsible for responding to floods, bushfires, drought and the impacts of other disasters. We work across complex, cross-sectoral stakeholder relationships, extending beyond governments and communities to industry, business groups and the not-for-profits. Our work compliments the continuation of current disaster recovery arrangements that recognises the important role of the states and territories as well as local governments.

We support Emergency Management Australia, which leads national disaster response during the immediate relief phase after major disasters. The Agency is a key customer of the Australian Climate Service whose role is critical in supporting an evidenced based approach to policy design and program delivery. The Australian Government created the Australian Climate Service to help prepare for extreme events and a changing climate. It brings together climate and natural disaster information and expertise to better inform how we prepare for and respond to natural disasters.

The Government endorsed Australian Government Disaster Management and Recovery Continuum shows the current disaster management and recovery arrangements and how we work with our Australian Government partners through the stages of recovery and disaster management.

Australian Government National Disaster Management and Recovery Continuum



Our Environment

We live in a drought cycle and while the Department of Agriculture, Water and the Environment are the lead when it comes to overall coordination of the Australian Government's drought policy and programs, our staff in the regions remain focused on the needs of drought affected communities and are the primary point of contact on the ground.

Throughout 2021, and into the foreseeable future, the COVID-19 pandemic continues to evolve and have an impact on people's health, their ability to undertake their work and the economy. The impacts of the COVID-19 pandemic have also

exacerbated the impacts of recent disasters and the ability of the Agency to undertake on the ground engagement activities. Until movement restrictions are eased these challenges will continue.

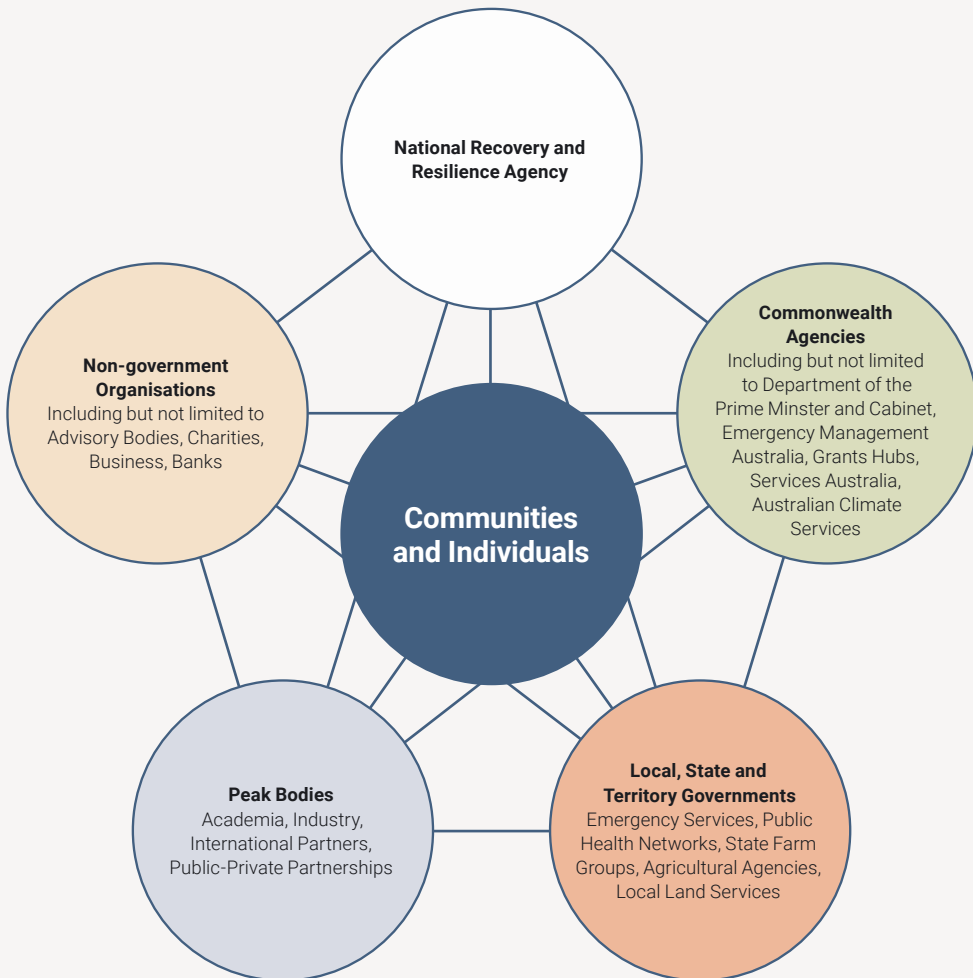
To address this, the Agency is utilising a variety of virtual means to remain in contact with stakeholders in disaster and drought affected regions to ensure they continue to be supported and to remind them that they haven't been forgotten.



Partners and Cooperation

Underpinning the Agency's contribution over the period of this Corporate Plan is the quality and strength of our relationships. The Agency will continue to work with our partners to achieve our purpose by:

- co-designing and collaborating to continually improve delivery throughout the recovery, resilience and risk reduction processes,
- involving local organisations and individuals who can support recovery, resilience and risk reduction in communities in planning and decision-making, and
- staying connected to individuals, communities and community-based groups, and businesses affected by disasters to ensure they are aware of support available to them and continue to improve resilience and risk reduction.





Our Capability

As we continue to mature as an Agency, we will maintain our core focus on strengthening our leadership capabilities, building a skilled workforce, growing our data and digital capabilities, continuously evaluating the impact we are having and meaningfully engaging with our stakeholders to better inform and direct our work. Our work will be underpinned by innovative technology solutions, which may also provide the opportunity for operational efficiencies in the way we undertake our work into the future.

Our People

Our people are critical to delivering on our purpose and key activities. Our values, with a strong community focus gives our staff a genuine connection with the communities and stakeholders we work with.

The health, safety and wellbeing of our staff is a key priority, along with those impacted by our work. Our safety focus helps to ensure that our diverse range of workplaces are healthy, safety-conscious and inclusive of all our people across our national footprint. A comprehensive set of policies, procedures and guidance has been developed and implemented to assist us to meet our duties under the *Work, Health and Safety Act 2011*, with a particular focus on identifying and eliminating, where possible, risks to the health and safety of our people. The implementation of a Work, Health and Safety (WHS) Committee and WHS policies and procedures, coupled with compliance monitoring, is critical to mitigate risks and to ensure a safe work environment for our staff.

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

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



Our Capability

Staff Profile

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

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



Program Delivery and Evaluation

Our ability to deliver high-quality advice to government and deliver our programs is critical to our effectiveness as an agency.

Getting delivery right means setting clear goals for our policies, programs and projects. It also means measuring progress towards achieving them to ensure we are having a positive impact on the recovery and resilience of communities.

By enhancing our subject matter expertise, engaging closely with our partners and taking an evidence-based approach, we build trust and credibility by providing the best advice available. We will continue to ensure our people are making data-driven decisions, underpinned by our monitoring and evaluation processes to facilitate timely, robust and influential policy and program delivery.

Our Evaluation Strategy will be developed in 2021–22 with the supporting work plan implemented over 2021–22 and the outlook period (2022–23 to 2024–25). The Strategy builds on our existing evaluation activities and will describe how we will plan and execute our monitoring and evaluation activities, supported with our Data Strategy to inform the Agency's information requirements.

The Evaluation Strategy will embed an outcomes-focused and continuous learning approach to monitoring the performance of what we do and how we do it. By monitoring and evaluating our programs, we continue to ensure that our investments are meeting the strategic needs of the Agency and real and meaningful outcomes are being delivered for individuals, businesses and communities.



How we will deliver our purpose

Purpose

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.

Key Activities

The key activities that we will deliver in 2021–22 and the outlook period (2022–23 to 2024–25) will significantly contribute to achieving our purpose.

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.

Providing policy and strategic advice

As the Royal Commission into National Natural Disaster Arrangements highlighted, Australia needs a national approach to natural disasters. The Agency is uniquely placed to address this requirement. This does not mean that the Australian Government seeks to ‘take over’ from state and territory governments, instead its focus will be on providing national leadership and coordination while acknowledging the respective roles of other jurisdictions.

By being on-the-ground with the affected communities to deliver assistance and support, and working alongside other delivery agencies, the Agency is well positioned to advise Government on how existing and new Australian Government policies and programs can best contribute to the recovery and preparedness efforts.

A selection of the Agency’s work that contributes to this key activity is set out below and in the section on our performance.

National Disaster Risk Reduction Framework

The National Disaster Risk Reduction Framework (the Framework) establishes a 2030 vision, goals and priorities broadly aligned to the Sendai Framework, Paris Agreement and the 2030 Sustainable Development Goals, and outlines foundational strategies for action to meet these across the five years from 2019. The Framework

will be reviewed and updated at the end of this five-year period to ensure its relevance and accuracy across the remaining years to 2030.

The Framework guides national, whole-of-society efforts to proactively reduce disaster risk in order to minimise the loss and suffering caused by disasters. The Framework focuses on reducing disaster risk as one key component of enabling resilient communities and economies nationally. Implementation of the Framework is supported through a five-year National Partnership Agreement with the states and territories to support local initiatives in line with the Framework and funding for nationally significant initiatives.

Our Agency develops an annual national action plan to implement the Framework which articulates the collective action needed to address systemic disaster risk. The first National Action Plan was released in December 2020 and demonstrated how existing collective efforts are coming together nationally to reduce disaster risks. The next National Action Plan will focus on promoting resilience investment and public-private partnerships with future plans to be developed in consultation with our stakeholders.

National Recovery Capability Package

The National Recovery Capability Package will support the uplift of recovery and resilience capability at the local, regional and national level. The Package includes three new initiatives to be implemented from 1 July 2021 to 30 June 2023 to further enhance and develop national recovery capability through:

- Development of a National Recovery Training Program to professionalise recovery functions at the local, regional and national levels. The training program will support the development of further recovery capability across all levels of government and across other sectors.
- Development of a Regional Recovery Exercising Program which will bring together all levels of government with non-government organisations and the community to prepare

for more integrated and better coordinated recovery from disasters.

- Piloting Regional Resilience Hubs with Commonwealth, state and local government officials and non-government stakeholders to co-design and build resilience and recovery capabilities in regional communities. The Hubs provide an opportunity to develop regional capability to strengthen natural disaster resilience and recover and deliver better coordinated joint outcomes for all levels of government and the community. Development of the Hubs will be done in collaboration with jurisdictions and other stakeholders to ensure the Hub design and functions are suitable, targeted and relevant to each location.

Best Practice Information

To capitalise on our collective knowledge, the Agency will establish best practice resilience to encourage and advocate for transformative change across the Australian Government's disaster risk management continuum will encourage and advocate for transformative change across the Australian Government's disaster risk management continuum. This includes providing guidance and embedding resilience into governance arrangements, policies, programs and practices to assess and prioritise disaster risk; review current measures and their effectiveness to reduce risk; as well as and build capacity of our staff and key decision makers to understand and manage systemic risk.

Royal Commission into National Natural Disaster Arrangements

The Government is committed to ensuring that our national natural disaster arrangements are as effective as possible in protecting people, property and the environment. The actions taken in response to the Royal Commission aim to deliver cohesive and national reforms to national natural disaster arrangements to ensure Australia is better prepared for, and to reduce the risk of, future disasters.

How we will deliver our purpose

The Royal Commission's final report was tabled in Parliament on 30 October 2020 and included 80 recommendations, all but one of which were accepted by the Government.

The Agency is responsible for tracking implementation of progress against the recommendations. 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.

Knowledge and Information

Key to our work is our engagement with the research and academic sector to generate and share the information and knowledge needed for best practice decision making and practical action for effective and sustainable disaster risk reduction. This includes managing the work programs for the Australian Institute for Disaster Resilience (AIDR) and Natural Disaster Research Australia (NHRA) aimed at supporting the work of the Agency.

Delivering Programs and Services

The Agency designs policies and delivers programs in the areas of disaster recovery, resilience and risk reduction.

A selection of the Agency's work in this area is set out below and in the section on our performance.

Disaster Resilience and Risk Reduction Programs

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

On 5 May 2021, the Prime Minister announced the Preparing Australia Program, which will help Australia better prepare for future disasters. The program is intended to address areas of private and public disaster risk and help regions, communities and industry to lessen the impact of future natural hazards.



In partnership with the Queensland Government, we will deliver the North Queensland Strata Title Resilience Pilot Program – a cyclone and related flood risk reduction program for residential and mixed use residential strata title properties to test the impact on insurance premiums. The program aims to leverage results of the North Queensland Strata Title Inspection Program, another joint initiative between the Commonwealth and Queensland Governments.

The Emergency Response Fund Act commenced on 12 December 2019, establishing the Emergency Response Fund (ERF) as a dedicated Australian Government investment fund. The Emergency Response Fund makes available up to \$200 million annually; comprising up to \$50 million for pre-disaster resilience initiatives and up to \$150 million for emergency response and recovery, when existing funding cannot meet the scale of response required. The ERF may fund a range of measures, including: additional recovery grants; economic aid packages; natural disaster resilience development or recovery support for communities and industry.

For 2020–21 the pre-disaster resilience component of the ERF is supporting 22 priority flood mitigation infrastructure projects nationwide, through the National Flood Mitigation Infrastructure Program (NFMIP). The NFMIP targets high priority flood mitigation infrastructure activities, supporting community mitigation of priority flood risks aimed at reducing the often devastating impacts of flooding events. The NFMIP is expected to both reduce future eligible expenditure under the Disaster Recovery Funding Arrangements 2018 and positively impact flood mitigation infrastructure insurability.

Disaster Recovery Funding

Under the Disaster Recovery Funding Arrangements (DRFA), the Australian Government provides funding to states and territories to assist with the costs of providing agreed relief

and recovery activities to disaster affected communities. The DRFA has two main objectives:

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

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

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

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

The Agency is also reviewing the AGDRP, along with the DRFA, to establish whether the payments are fit for purpose in assisting Australians who are affected by a major disaster. The review will help to ensure that the Commonwealth has the correct policy settings and administrative processes in place to effectively deliver the payments in response to future disasters.



During the 2020–21 financial year, the DRFA and the DRA was activated in response to 43 disasters across Australia, including the Wooroloo Bushfires (February 2021) and Severe Tropical Cyclone Seroja (April 2021) in Western Australia, the NSW Storms and Floods (February and March 2021), and the Victorian Storms and Floods (June 2021).

2019–20 Black Summer Bushfires

‘Black Summer’ has come to describe the intense and widespread fires that burned across much of Eastern Australia during 2019–20. Never before has our nation experienced such fierce fire conditions across so many communities over such a sustained period.

Leading up to the 2019–20 bushfire season, conditions were unusually warm and dry over large parts of southern and eastern Australia. January to November 2019 was the second driest period on record. Rainfall over much of Australia was ‘below’ to ‘very much below’ average. At the same time, temperatures were the second warmest on record. Drought ravaged vast areas of the country. While the fires did not burn in all states and territories – and did not all burn at the same time – the impact was felt deeply in communities across the nation, leaving physical and psychological scars.

33.8 million hectares burnt



Tragically, **33 people** lost their lives



4,000+ homes destroyed or damaged



100,000+ livestock perished.



110 Local Government Areas activated for assistance

The Australian Government has made \$2.8 billion available in response to the unprecedented scale and national impact of Black Summer, including the National Bushfire Recovery Fund (NBRF) and other existing disaster recovery assistance.

The NBRF includes more than \$2 billion of new funding that is allocated to 30 initiatives administered across 14 Australian Government agencies as well as state and territory governments. These initiatives provide a tailored mix of additional support for the immediate needs of individuals through to longer-term assistance for community recovery and resilience through to June 2024.

The Agency will continue to support overall administration of the NBRF to ensure affected communities have access to meaningful support as they need it. This includes responsibility for delivery of the Local Economic Recovery (LER) funding, intended to bring economic, social and other benefits to communities creating jobs, supporting local needs, attracting visitors and helping key local industries; the Black Summer Bushfire Recovery (BSBR) grants program which addresses remaining priority needs for recovery and resilience; as well as oversight of other NBRF programs, including those administered through the DRFA.

Mental health and wellbeing is a priority of the Australian Government’s response to natural disasters. The Government committed over \$92 million from the NBRF in mental health and wellbeing support measures in response to the 2019–20 bushfires. This includes overseeing the implementation of the National Disaster Mental Health and Wellbeing Framework; and the First Mental Health National Action Plan for Emergency Services Personnel, including volunteers, which seeks to improve mental health outcomes and reduce the incidence of mental illness and suicide among emergency services personnel.

Both are important tools that will improve disaster mental health support and its coordination and delivery in future disaster events. This will be supported through a Standing Senior Officials Group on Disaster Mental Health and Wellbeing with the states and territories to support initiatives.

North and Far North Queensland Monsoon Trough

The North and Far North Queensland Monsoon Trough (25 January – 14 February 2019) (the 2019 Monsoon Trough) caused widespread flooding, low temperatures and high winds across North, Far North and Western Queensland. This was an unprecedented event exacerbated by several precursor years of drought. The key areas of focus for the Agency have been the 14 Local Government Areas (LGA) most impacted by the event: Burdekin, Burke, Carpentaria, Charters Towers, Cloncurry, Douglas, Etheridge, Flinders, Hinchinbrook, McKinlay, Richmond, Townsville, Whitsunday and Winton.

\$807 million public infrastructure damage



\$435 million agriculture damage and disruption



11.4 million hectares affected



457,000 cattle and **46,000** sheep and goat deaths



22,000kms of fencing damaged

As part of our ongoing role in supporting recovery from the 2019 Monsoon Trough, *After the flood: A strategy for long-term recovery* (the Strategy) was developed with and for the communities affected by the monsoon event. The Strategy identified five strategic priorities to help achieve the sustainable future that the community told

How we will deliver our purpose

us it wants: building more resilient infrastructure, building prosperous enterprises, fostering connected and cohesive communities, supporting information enabled regions and broadening the economic base.

In December 2020, the Agency brought together representatives from community, industry and all levels of government to form two Strategy Implementation Working Groups (IWGs). The two groups cover the North West and North East Queensland LGAs and lead recovery in their affected areas. The “*locally led, locally understood and locally implemented*” approach supports recovery and resilience to best serve their communities.

With the release of the Strategy, the Australian Government re-purposed \$60 million of the original \$300 million committed for the Restocking, Replanting and On-farm Infrastructure grants (RRIG) program to deliver specific programs aimed at assisting the region with their recovery. These grants are administered by our delivery partners the Queensland Rural and Industry Development Authority (QRIDA) and Queensland Reconstruction Authority (QRA). The Agency will continue to work with Queensland Government over the next three years to implement the five programs and ensure successful projects remain on-track.

Pandemic Assistance

The Australian Government is committed to supporting Australians impacted by the COVID-19 pandemic. It introduced two payments to help people unable to work due to COVID-19:

- Pandemic Leave Disaster Payment – \$1,500 payment introduced in August 2020 to support those who don't have paid leave entitlements, yet have been directed to isolate for 14 days when they otherwise would have been working.
- COVID-19 Disaster Payment – a payment introduced in June 2021 to help workers unable to earn their usual income due to a COVID-19 state public health order. It is made available whenever a state or territory has issued a health order restricting the movement of people (i.e. lockdown) in a Commonwealth declared hotspot. This may involve a lockdown, hotspot or movement restrictions.

The Agency has policy responsibility for disaster payments. In this role we shape the payment eligibility and access arrangements and provide policy direction to Services Australia who deliver the payments on our behalf.

Rural Financial Counselling Service

The Rural Financial Counselling Service (RFCS) provides free, local and independent financial counselling to Australian primary producers and small related businesses experiencing, or at risk of, financial hardship. The counsellors are located in the communities and help farmers understand their financial position; improve their financial wellbeing and resilience; engage in strategic business and financial decision making; and identify options and implement strategies to meet long-term goals. Counsellors can also refer clients to other professional services that can help get them back on track (for example, accountants, agricultural advisors, legal services and mental health services). The RFCS is currently funded until 2024.



Engagement and Collaboration

The Agency works collaboratively with a broad range of stakeholders, including but not limited to affected communities, LGAs, state and territory governments, Australian Government agencies, primary producers and the not-for-profit sector to enable improved access to Australian Government support, as well as consulting local communities to identify and design appropriate and effective mechanisms for recovery and long-term strategies to enable communities to be better positioned to respond to future disasters.

On 1 July 2021, responsibility for overall coordination of the Australian Government's drought policies and programs moved to the Department of Agriculture, Water and the Environment, which is also responsible for a range of drought programs, including the Future Drought Fund. Through the Recovery Support Officer (RSO) network, the Agency continues to ensure people know where they can go for assistance and advice as they recover from drought and put in place ways to minimise the impact of future droughts.

A selection of the Agency's work that contributes to this key activity is set out below and in the section on our performance.

Recovery Support Officers

With a strong on-the-ground presence, the Agency supports communities with locally-led recovery and improves awareness of Commonwealth information and services, through our RSO Network.

Our RSOs understand from their own experiences what people face as they recover and rebuild. They work together with all levels of government, industry, charities, and other organisations and can provide advice on disaster recovery and preparedness and drought support; help connect affected individuals and communities with the right support; and represent the Agency at community forums and events.

Community Outreach

In partnership with state, territory and federal government agencies and non-government organisations, Agency staff, our RSOs and RFCS travel to regional communities to host Community Outreach Events.

These events provide face-to-face confidential conversations for community members seeking information on how to access Australian Government support, COVID-19 support and other whole-of-government initiatives. 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 support and recovery measures.

Data and Information

As a data-driven organisation, we continue to invest in maturing our data and information capability. In 2021–22, we will develop a Data Strategy to set our priorities and deliver high quality analysis and modelling to support evidence based decision making.

We will collaborate with our partners to create greater access to data in support of understanding and responding to disasters and identify opportunities to increase resilience. We rely on data from government agencies, the newly established [Australian Climate Service](#) and states and territories with whom we work collaboratively to identify opportunities to improve the quality and consistency of data across jurisdictions and sectors in support our collective data needs.

The Agency will provide access to reliable data and information to all levels of government, partners and communities by using innovative technology solutions. Technological services will continue the push by the Agency to increase public access and data transparency. We will continue to invest in lifting the digital and data skills of our people and deliver 'business ready' products to increase efficiencies, and streamline processes.



Achievement of this will be primarily delivered through the development and enhancement of the following systems:

- Recovery Connect – In partnership with Services Australia, the Agency will lead ongoing improvements to Recovery Connect – a location-based service finder connecting users to all levels of government and charity services based on their address or device location. These improvements will continue to streamline access to local support and services for those impacted by disaster and provide direct access to apply for payments.
- Online Recovery Map – an interactive tool that allows the Agency to deliver localised data in an engaging way to individuals, communities and all tiers of government. As well as showing

major disaster footprints and community profiles, the online recovery map presents government expenditure by program and locates projects funded under schemes such as the Local Economic Recovery Program.

All our engagements are underpinned by our Client Relationship Management (Recovery CRM) system. The Recovery CRM supports the Agency with a comprehensive view of our interactions with our stakeholders. This allows our RSO Network to engage more effectively with affected communities and ensures that we track issues, identify trends and speak with confidence on behalf of the community in providing advice to government, developing policy and delivering programs.

Inter-agency and Cross-jurisdictional Governance

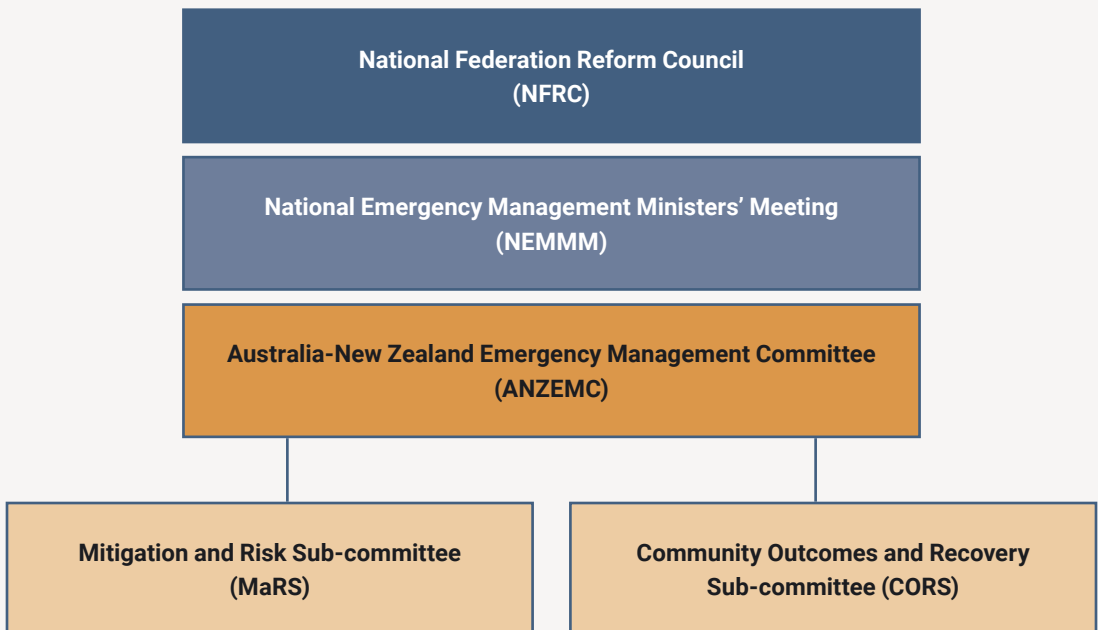
The Agency leads and participates in a number of inter-agency and cross-jurisdictional governance forums which enables strategic engagement and collaboration with our Commonwealth, state and territory stakeholders.

Critical to the successful development and delivery of key national priorities are the national emergency management governance forums (outlined below), including those relating to the Royal Commission. Our role is to provide the secretariat support, strategic engagement and collaboration with stakeholders.

Under the direction of the National Federation Reform Council (NFRC), the Agency supports the National Emergency Management

Ministers' Meeting (NEMMM) to implement the recommendations of the Royal Commission and Priority Actions tasked by the NFRC. We also track progress against the recommendations and publish them on a quarterly basis.

The Agency also engages with the Australia-New Zealand Emergency Management Committee which is the senior committee responsible for emergency management, and its two sub-committees – the Mitigation and Risk Sub-committee and the Community Outcomes and Recovery Sub-committee. ANZEMC is responsible for informing, influencing and advocating for national policies and capabilities that reduce disaster risk, minimise the potential for harm and uphold public trust and confidence in emergency management arrangements.



International Engagement

The Agency collaborates with international partners to learn from best practice and share experiences to build capacity, knowledge and partnerships internationally and to enhance Australia's standing in the international community. A key partner is the United Nations office for Disaster Risk Reduction (UNDRR), which drives and coordinates implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030.

The Sendai Framework sets the international policy to drive risk reduction which is translated into the Australian context by the [National Disaster Risk Reduction Framework](#). This policy, as well as the Paris Agreement on climate change and

the Sustainable Development Goals sets the international framework for the operations of the Agency. The Agency is responsible for reporting against the Sendai Framework.

The Agency supports the Department of Foreign Affairs and Trade in its international engagement, including through supporting the Global Platform for Disaster Risk Reduction and the Asia-Pacific Ministerial Conference on Disaster Risk Reduction, to be held in Brisbane in 2022.

Additionally, the Agency is building its capacity and capability to support Australian and international disaster risk and disaster management work through bilateral relationships and joint projects including with the Office of Economic Cooperation and Development.



Our performance

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

As a new Agency from 1 July 2021, this Corporate Plan resets the performance criteria and targets that were presented in the Agency's 2021–22 Portfolio Budget Statements. In many instances, it also sets a starting point for assessing our performance over time. We will continue to review and refine our performance measures and methodology over future reporting cycles.

The best measure of our efficiency is the delivery of our purpose and our ability to meet stakeholder expectations within the funding the government has set for our operations. This is further supported by bringing together our collective learnings and experiences in responding to disasters which will bring efficiencies to the way we respond in the future.



Key Activity 1: 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.

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

| Performance Measure 1.1 | Years measured | | | |
|---|----------------|-------|-------|-------|
| | 21–22 | 22–23 | 23–24 | 24–25 |
| Demonstrated progress against key initiatives identified in the National Disaster Risk Reduction Framework. | ✓ | ✓ | ✓ | ✓ |

Methodology – Monitoring, Evaluation and Learning Framework (refer note 1)

Links to Portfolio Budget Statements 2021–22 – Program 1.1 – NRRRA – Departmental – Outcome 1

| Performance Measure 1.2 | Years measured | | | |
|--|----------------|-------|-------|-------|
| | 21–22 | 22–23 | 23–24 | 24–25 |
| 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. | ✓ | ✓ | | |

Methodology – In 2021–22, two Resilience Hub Pilots are established within the timeframes set by Government and in outlook years Monitoring and Evaluation Plan (refer note 1)

Links to Portfolio Budget Statements 2021–22 – Program 1.1 – NRRRA – Departmental – Outcome 1

| Performance Measure 1.3 | Years measured | | | |
|--|----------------|-------|-------|-------|
| | 21–22 | 22–23 | 23–24 | 24–25 |
| 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. | ✓ | ✓ | ✓ | ✓ |

Methodology – Monitoring, Evaluation and Learning Framework (refer note 1)

Links to Portfolio Budget Statements 2021–22 – Program 1.1 – NRRRA – Departmental – Outcome 1

| Performance Measure 1.4 | Years measured | | | |
|--|----------------|-------|-------|-------|
| | 21–22 | 22–23 | 23–24 | 24–25 |
| 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. | ✓ | ✓ | ✓ | ✓ |

Methodology – Monitoring, Evaluation and Learning Framework (refer note 1)

Links to Portfolio Budget Statements 2021–22 – Program 1.1 – NRRRA – Departmental – Outcome 1

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

| Performance Measure 1.5 | Years measured | | | |
|--|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| The Agency provides high quality, timely advice to relevant government agencies which assists in responding to conditions on the ground. | ✓ | ✓ | ✓ | ✓ |

Methodology – Key briefings and advice provided to Government within the required timeframes and stakeholder satisfaction. This includes leading the:

- implementation of the Royal Commission into National Natural Disaster Arrangements recommendations
- reforms of the Disaster Recovery Funding Arrangements.

Links to Portfolio Budget Statements 2021-22 – Program 1.1 – NRRRA – Departmental – Outcome 1



Key Activity 2: Delivering Programs and Services

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

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

| Performance Measure 2.1 | Years measured | | | |
|---|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| Advice regarding domestic disaster assistance is provided to Government within the required timeframes. | ✓ | ✓ | ✓ | ✓ |

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.

Links to Portfolio Budget Statements 2021-22 – Program 1.2 – Australian Government Disaster & Emergency Financial Support.

| Performance Measure 2.2 | Years measured | | | |
|---|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| Delivery of measures underpinning the Strategy for long-term recovery in those areas impacted by 2019 North Queensland monsoon event. | ✓ | ✓ | ✓ | |

Methodology – Monitoring and Evaluation Plan (refer note 1)

Links to Portfolio Budget Statements 2021-22 – Program 1.1 – NRRRA – Departmental – Outcome 1

| Performance Measure 2.3 | Years measured | | | |
|--|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| Grants are delivered within agreed timeframes for communities that were disaster-declared as a result of the 2019-20 Black Summer bushfires. | ✓ | ✓ | | |

Methodology – Monitoring and Evaluation Plan (refer note 1)

Links to Portfolio Budget Statements 2021-22 – Program 1.2 – Australian Government Disaster & Emergency Financial Support.

| Performance Measure 2.4 | Years measured | | | |
|---|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| The Preparing Australia Program is implemented with advice from the Australian Climate Service to improve the long-term resilience of Australian communities at risk of future disasters. | ✓ | | | |

Methodology – Monitoring and Evaluation Plan (refer note 1)

Links to Portfolio Budget Statements 2021-22 – Program 1.3 – Australian Government Resilience, Preparedness and Disaster Risk Reduction Support

| Performance Measure 2.5 | Years measured | | | |
|---|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| Positive uptake of Australian Government disaster recovery, resilience and risk reduction assistance. | ✓ | ✓ | ✓ | ✓ |

Methodology – Monitoring and Evaluation Plan which includes a definition of 'positive uptake' for the program (refer note 1)

Links to Portfolio Budget Statements 2021-22 –

Program 1.2 – Australian Government Disaster & Emergency Financial Support

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

| Performance Measure 2.6 | Years measured | | | |
|---|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| 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. | ✓ | ✓ | ✓ | ✓ |

Methodology – Monitoring and Evaluation Plan (refer note 1)

Links to Portfolio Budget Statements 2021-22 –

Program 1.2 – Australian Government Disaster & Emergency Financial Support

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

| Performance Measure 2.7 | Years measured | | | |
|---|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| The Agency supports the mental health of Australians impacted by disasters through the delivery of associated frameworks. | ✓ | ✓ | ✓ | ✓ |

Methodology

For 2021-22, the Agency has developed the:

- First mental health national action plan for emergency services workers, including volunteers by 1 July 2022
- National Natural Disasters Mental Health and Wellbeing Framework by 1 July 2022.

For the outlook years, Monitoring, Evaluation and Learning Framework (refer note 1).

Links to Portfolio Budget Statements 2021-22 – Program 1.1 – NRRRA – Departmental – Outcome 1

Outcome: 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 | Years measured | | | |
|---|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| Case managed counselling activities assisted in delivering specific outcomes for clients leaving the service. | ✓ | ✓ | ✓ | |

Methodology – online exit survey and Annual Performance Review.

Links to Portfolio Budget Statements 2021-22 – Program 1.4 – Rural Financial Counselling

Key Activity 3: 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.

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

| Performance Measure 3.1 | Years measured | | | |
|---|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| Recovery Connect simplifies and streamlines access to Australian Government information and services associated with disasters. | ✓ | ✓ | ✓ | ✓ |

Methodology – web analytics demonstrating a year on year increase in users and an increase in unique users during a disaster event, work plan and journey map to demonstrate before and after.

Links to Portfolio Budget Statements 2021-22 – Program 1.1 – NRRRA – Departmental – Outcome 1

| Performance Measure 3.2 | Years measured | | | |
|--|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| The Online Recovery Map increases access to and transparency of data which assists communities in their recovery and to better prepare for future disasters. | ✓ | ✓ | ✓ | ✓ |

Methodology – web analytics demonstrating a year on year increase in users and Stakeholder Survey (refer note 2)

Links to Portfolio Budget Statements 2021-22 – Program 1.1 – NRRRA – Departmental – Outcome 1

| Performance Measure 3.3 | Years measured | | | |
|---|----------------|-------|-------|-------|
| | 21-22 | 22-23 | 23-24 | 24-25 |
| 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. | ✓ | ✓ | ✓ | ✓ |

Methodology – web analytics demonstrating a year on year increase in use of online communication and promotional activities and an evaluation of communication and engagement activities (refer note 2)

Links to Portfolio Budget Statements 2021-22 – Program 1.1 – NRRRA – Departmental – Outcome 1

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

| Performance Measure 3.4 | Years measured | | | |
|--|----------------|-------|-------|-------|
| | 21–22 | 22–23 | 23–24 | 24–25 |
| Effective collaboration and engagement with Commonwealth, state and territory and industry partners, enhances Australia's ability to prepare for and respond to disasters. | ✓ | ✓ | ✓ | ✓ |

Methodology – Stakeholder survey (refer note 2)

Links to Portfolio Budget Statements 2021–22 – Program 1.1 – NRRRA – Departmental – Outcome 1

| Performance Measure 3.5 | Years measured | | | |
|--|----------------|-------|-------|-------|
| | 21–22 | 22–23 | 23–24 | 24–25 |
| 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. | ✓ | ✓ | ✓ | ✓ |

Methodology – Stakeholder survey (refer note 2)

Links to Portfolio Budget Statements 2021–22 – Program 1.1 – NRRRA – Departmental – Outcome 1

| Performance Measure 3.6 | Years measured | | | |
|--|----------------|-------|-------|-------|
| | 21–22 | 22–23 | 23–24 | 24–25 |
| Improved data sharing capabilities provides partner agencies with information required to better design and deliver disaster assistance. | ✓ | ✓ | ✓ | ✓ |

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

Links to Portfolio Budget Statements 2021–22 – Program 1.1 – NRRRA – Departmental – Outcome 1

Notes on Methodologies

Note 1 – Monitoring and Evaluation

Designing and implementing policy and programs is an important part of what we do and key to our success. Evaluations have a strong focus on assessing the appropriateness of a policy and program effectiveness.

The Agency in 2021–22 will develop an Evaluation Strategy and supporting Evaluation Work Plan which sets out and prioritises current and upcoming evaluation activities across the Agency for 2021-22 and the forward years. The Strategy will describe how we will plan and execute our monitoring and evaluation activities, aligned with our Data Strategy to inform the Agency's information requirements. The Work Plan will identify the key programs that are supported by individual Monitoring and Evaluation Plans.

Note 2 – Stakeholder Surveys

Partnering with other government and non-government organisations, industry, business, community groups and other stakeholders domestically and internationally is an important part of what we do and a key to our success.

We use stakeholder surveys as a measure of our effectiveness by seeking stakeholder views on our collaboration, engagement and communication activities. The survey is sent to key stakeholders with whom the agency worked during the year. It is conducted by an external provider and responses are anonymous. This approach ensures responses are representative, and that results are objective, independent and unbiased.

Risk Management and Oversight

The Agency's effectiveness requires an active approach to managing risk in order to achieve our purpose in an environment that is constantly evolving.

Risk is managed in accordance with the *Commonwealth Risk Management Policy*, with our risk management framework encouraging a structured yet agile risk management philosophy, based on sound judgement. This enables the Agency to identify, manage and derive maximum benefits from opportunities in the pursuit of our purpose while effectively managing risks.

To better understand and respond to risk, we integrate risk management with governance, planning and performance and our day-to-day operations. Our risk management framework is regularly reviewed to ensure it reflects our operating environment and is supported by an enterprise risk register and enterprise risk report that allows for effective ownership, assessment, treatment, monitoring and reporting of risks.

The Coordinator-General has overarching responsibility for the risk management framework, which includes setting the Agency's risk appetite and tolerance levels. The Coordinator-General is supported by our Executive, the Chief Risk Officer, a central risk function and key governance committees to embed a positive risk culture.

The Chief Risk Officer engages with staff and committees to gain oversight of cross-cutting emerging risks, issues and risk management approaches. Responsibility for operational risks are assigned to senior executive officers as risk owners, who report through various governance mechanisms.

The Executive Group, chaired by the Coordinator-General, continuously identifies, monitors and evaluates key risks to the Agency achieving its purpose, including emerging risks. The Executive Group is supported by the WHS Committee which oversees workplace risk management and the Portfolio Board which monitors and evaluates risks (including shared risks) to administered programs.

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

The Coordinator-General also receives expert advice from the Agency's Advisory Board which comprises members with on-the-ground industry knowledge, as well as experience in government and non-government organisations.

For 2021–22 and the outlook period (2022–23 to 2024–25) the Agency is committed to promoting a culture that is risk-aware and encourages informed risk-taking in support of the achievement of its purpose. Risk management is the responsibility of all staff and we encourage staff to openly discuss risk and incorporate risk management into their day-to-day work.



We promote a positive risk culture and build capability through regular communications from the Chief Risk Officer, face-to-face training including through the Comcover Education Program, facilitated workshops and the development of practical risk management case studies. We also actively engage with whole-of-government risk management initiatives and forums.

In 2021, we participated in the Comcover Risk Management Benchmarking Program with the Agency achieving a risk maturity of 'Embedded'. This result was also reflected in the independent 'health check' of our risk management framework. Throughout the period of this Corporate Plan, we will implement the initiatives in our Risk Maturity Roadmap to continue to mature our risk management framework.

Together, these provide appropriate mechanisms for proactively identifying and treating risks within our operating environment, maintaining a positive risk culture and improving our risk management capability.

Our approach to managing risk

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

We accept that the nature of the our work: exposes us to uncertainty from a number of external factors; relies on the strength of our relationships with entities across all levels of government as well as the private and not-for-profit sectors; and demands a focus on agility and innovation.

We cannot eliminate risk from our activities, but rather we must engage with and respond to risk in a way that is proportionate to the circumstances and consequences of the risk materialising. In many parts of our operations, risk comes with opportunity, and we are mindful that risk mitigation strategies need to be designed to ensure that opportunities are not missed as a result of risk aversion.





Our key risks

Our Agency has a diverse range of responsibilities and operates in an increasingly complex and rapidly changing environment.

Opportunity

Our creation as a long standing agency for leading and coordinating risk reduction, resilience and all hazards recovery, brings together the collective learnings and experiences of the former agencies responsible for responding to floods, bushfires, drought and the impacts of other disasters and presents us with a 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.



We will pursue this opportunity through our strategic policy role and the establishment of the best practice resilience to capitalise on our collective knowledge. Our Evaluation Strategy will also embed an outcomes-focused and continuous learning approach to monitoring the performance of what we do and how we do it.

Risks

We face a range of risks that reflect our broad and diverse responsibilities. In pursuing our purpose the Agency has identified its strategic risks as:

| Strategic Risks | Risk Mitigation |
|---|--|
| We fail to effectively coordinate and collaborate with stakeholders to inform and support a locally led approach towards recovery, resilience and risk reduction. | <ul style="list-style-type: none"> • Our Stakeholder Engagement Strategy to build strong, respectful and value-add relationships with stakeholders to optimise respective goals. • A dedicated Recovery Client Relationship Management system which supports tailored communications with external stakeholders and a comprehensive view of our interactions with them, as well as issues raised. |
| We fail to understand the needs of disaster affected communities. These needs are broad, varied and change over time. | <ul style="list-style-type: none"> • Our active role on established inter-agency and inter-jurisdictional governance forums which enables strategic engagement and collaboration with our commonwealth, state and territory stakeholders. • Maintaining our strong regional foot print and the implementation of a Reporting and Intelligence Framework to enable timely advice and disaster support. |
| We fail to effectively monitor and evaluate all hazard recovery progress. | <ul style="list-style-type: none"> • Formalised Data and Information Exchange Mechanism with partner agencies. • An agency-wide Evaluation Strategy and subsequent Evaluation Work Plan which provides a coordinated and consistent approach to monitoring and evaluation. |
| Commonwealth funding is not adequately administered, properly used (including potential for fraud) or transparent. | <ul style="list-style-type: none"> • Regular oversight of Commonwealth funding through our established funding agreements, assurance frameworks and governance forums. • Utilisation of the Grants Hubs to support the delivery of our grant programs and establishing grant guidelines that include clearly defined eligibility and program scope. • A sound compliance and fraud prevention program, including active detective controls to deter the risk of fraud and serious non-compliance. |

In addition to our strategic risks the Agency has identified a number of enterprise risks which will also impact on our ability to achieve our purpose and are actively managed.

| Enterprise Risks | Risk Mitigation |
|---|--|
| <p>Our people Risks to the physical and psychological health, safety and wellbeing of staff and to the capacity and capability of our workforce.</p> | <p>Our well established work health and safety policies, procedures and governance arrangements Developing and implementing a workforce plan to understand the skills and capabilities required and to address any gaps.</p> |
| <p>Our finances Risks to the financial position of the Agency.</p> | <p>Designing and implementing our Budget Strategy. Maintaining a framework of robust control and accountability.</p> |
| <p>Data and Information Risks to the security of our information and records and to the quality of and access to reliable data.</p> | <p>Designing and implementing our Data Management Strategy. Our well established information management and privacy frameworks and policies, including data breach response plans.</p> |

With COVID-19 still impacting how the Agency operates in the foreseeable future, the Pandemic Plan ensures the Agency appropriately manages any WHS risks to staff and anyone the Agency engages with and to minimise the impact on the Agency’s ability to fulfil critical services and functions. The plan applies to all locations in which Agency staff are located.

In addition, consistent with the Commonwealth Fraud Control Framework, the Agency has undertaken a fraud risk assessment to identify the key fraud risks for the Agency to actively manage in line with its Fraud and Corruption Control Plan 2021–23.



