

Recovery Framework

Bushfire Recovery Victoria



**BUSHFIRE RECOVERY
VICTORIA**



Acknowledgment of Country

BRV proudly acknowledges the First Peoples of Victoria and their ongoing strength in practising the world's oldest living culture. We acknowledge the Traditional Owners of the lands and waters on which we live and work and pay our respects to their Elders past and present.

Accessibility

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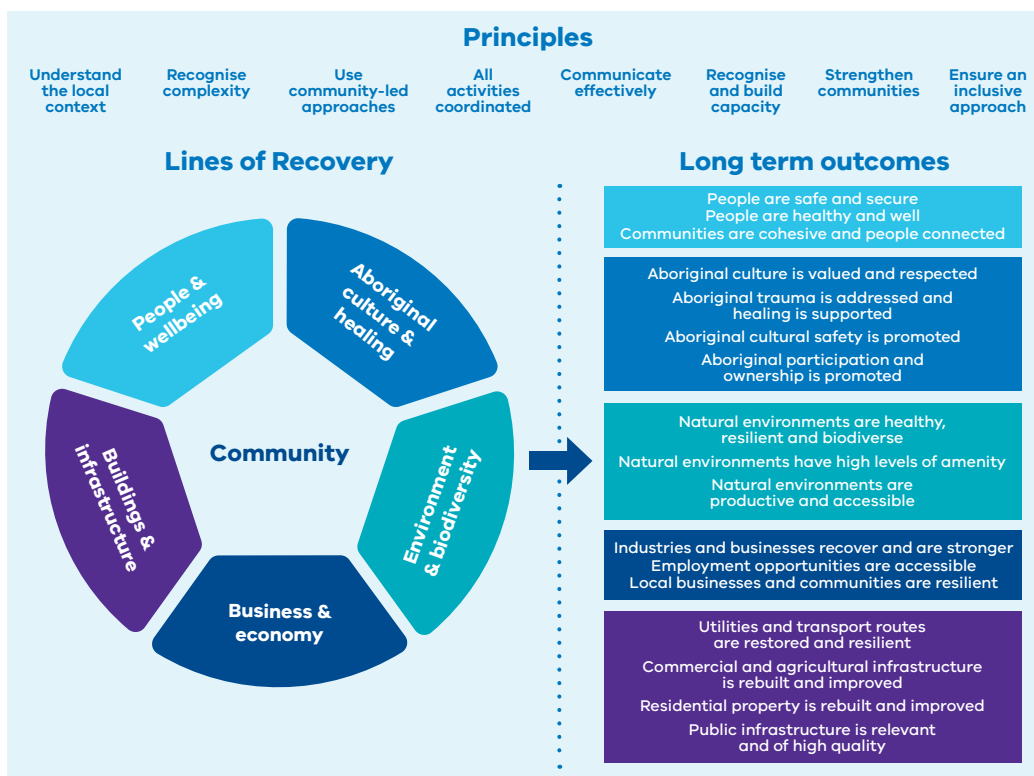
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Overview of the Recovery Framework

Bushfire Recovery Victoria's (BRV's) Recovery Framework provides for a consistent and community-led approach to the planning and delivery of recovery activities for the 2019-20 Eastern Victorian bushfires.

The Recovery Framework defines the key principles that drive community-led recovery. Planning and delivery of recovery efforts are organised around five lines of recovery to achieve long-term outcomes.



Recovery planning occurs across multiple levels. BRV acts to ensure planning is integrated and community voices are kept at the centre of recovery.

Lead	Plan	Description
Community	Community Recovery Plans	<ul style="list-style-type: none"> Identify community priorities, goals and aspirations Include initiatives that would benefit from government and other support Shaped and owned by communities, supported by BRV, departments and council Build on existing plans Could be led by a CRC or other community recovery group
Municipal	Municipal level/ Regional Recovery Plans	<ul style="list-style-type: none"> Address needs, challenges and recovery activities within a Local Government Area Include council funding decisions Developed independently at the municipal level within existing processes, with support from BRV and Victorian Government departments Recovery Framework (or key elements of) caters for complexity of recovery issues through consistency and alignment Where it makes sense to do so, planning for a line of recovery may occur across adjacent Local Government Areas
State	State Recovery Plan	<ul style="list-style-type: none"> Focuses on state recovery on state recovery responsibilities, funding submissions and envelopes Integrates recovery plans across five lines of recovery in the Recovery Framework Input from all relevant agencies and other tiers of government
National	National Recovery Plan	<ul style="list-style-type: none"> Focuses on national support and coordination for affected areas Coordinated by the National Bushfire Recovery Agency Developed in partnership with State, territory and local governments and communities Will inform longer-term Commonwealth funding commitments Complements the State Recovery Plan

Purpose

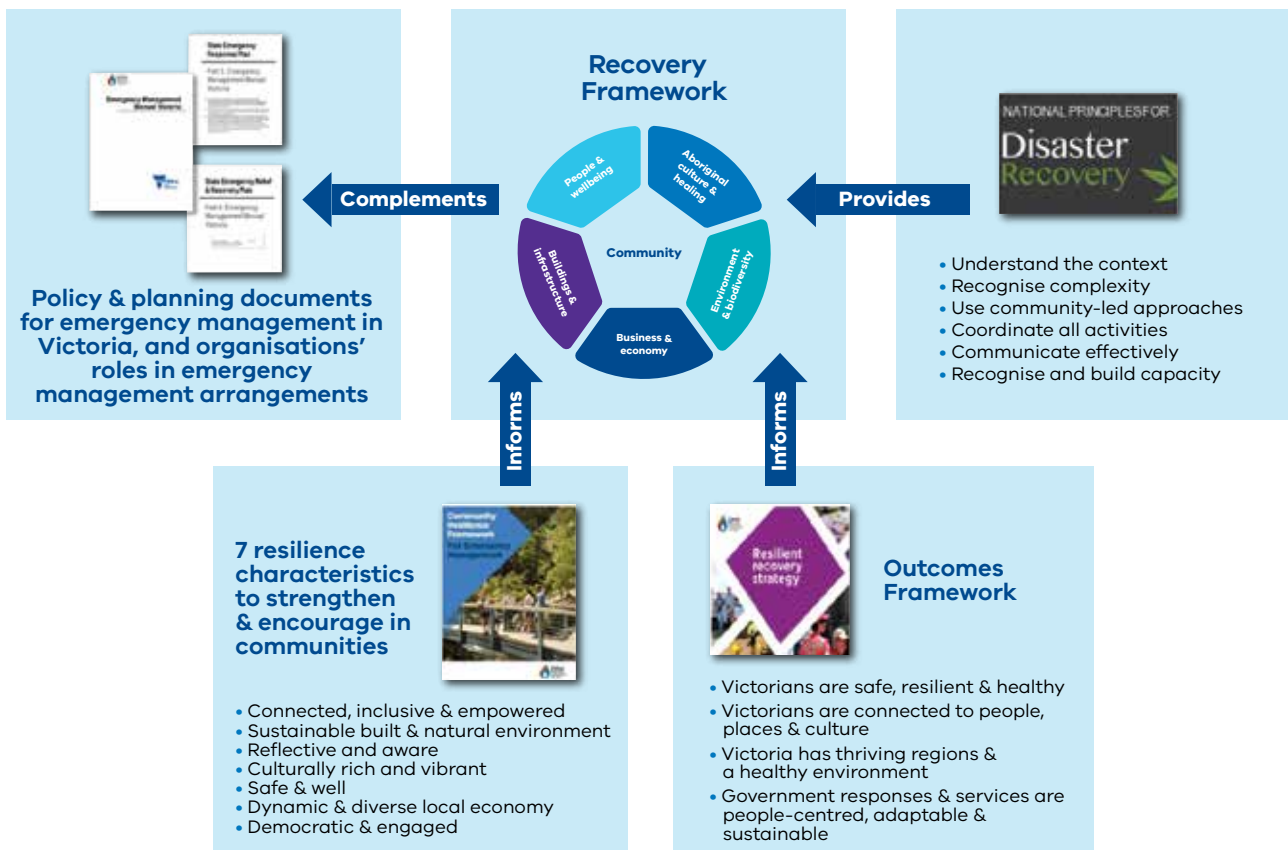
This Recovery Framework describes how Bushfire Recovery Victoria (BRV) is planning and delivering its responsibilities for coordinating recovery for the devastating 2019-20 Eastern Victorian bushfires.

It describes BRV's approach to community-led recovery, including principles, how the work will be organised, and the outcomes that BRV seeks to achieve – so that its work can be tracked and reported on.

The Framework enables a consistent and integrated approach across the different levels of recovery planning – from community to national – ensuring the community at the centre of all recovery efforts.

The Recovery Framework has been informed by the following key strategic documents:

- *Emergency Management Act 2013*ⁱ
- Emergency Management Manual Victoriaⁱⁱ and in particular,
 - » the State Emergency Response Planⁱⁱⁱ
 - » the State Emergency Relief and Recovery Plan^{iv}
- Community Resilience Framework for Emergency Management^v
- Resilient Recovery Strategy^{vi}



Background

2.1 Bushfire Recovery Victoria

BRV was established on 6 January 2020 as a permanent and dedicated agency and is responsible for coordinating recovery for the devastating 2019-20 Eastern Victorian bushfires.

Community-led recovery is at the heart of BRV's approach. BRV works directly with individuals and communities to listen, help and deliver what they need through the long process of recovery, partnering with all levels of government, with businesses and not-for-profit organisations to coordinate and commission recovery efforts that are locally-driven and locally delivered.

2.2 Recovery governance

BRV works hand-in-hand with communities and collaborates with all levels of government, industry experts, business and not-for-profit sectors. BRV does so through everyday interactions as well as formal governance structures.

The **State Bushfire Recovery Coordination Committee** (SBRCC) is a time-limited Committee established by the Crisis Committee of Cabinet (CCC) to provide governance of recovery activities following the 2019-20 Eastern Victorian bushfires. SBRCC is chaired by BRV and reports to the State Crisis and Resilience Committee (SCRC) and CCC as required. Its role and function will continue to evolve to ensure that community voice, through Community and Municipal / Regional Recovery Committees, is appropriately prioritised.

Local government is responsible for establishing and governing **Municipal / Regional Recovery Committees** as required to coordinate recovery at the local level. These Committees include regional representatives from State departments and agencies and support local prioritisation and coordination of recovery activities.

BRV and local government support communities to develop their own recovery governance and planning processes. This may include the establishment of **Community Recovery Committees** (CRCs) to lead the community's recovery journey. CRCs reflect the diversity of the community they represent. They give a voice to the broad views and aspirations of the community, are a conduit between communities and local and state government, and identify the community's recovery priorities – including but not limited to priorities which would benefit from government or other support.

BRV also works closely with the Commonwealth government through the **National Bushfire Recovery Agency** (NBRA) and other emergency management arrangements and structures as required. The NBRA focuses on connecting people, communities, primary producers and businesses with the services and assistance they may need to rebuild and recover to support the recovery of all Australians. The NBRA is also responsible for administering a National Bushfire Recovery Fund which is supporting recovery efforts across Australia over the next two years.^{vii}

Summary of BRV's key partnerships in recovery



2.3 Victoria's Emergency Management Commissioner

Victoria's Emergency Management Commissioner (EMC), supported by Emergency Management Victoria (EMV), is responsible for coordination of emergency management arrangements in Victoria.

BRV carries out the EMC's responsibilities for recovery described in the *Emergency Management Act 2013* under delegation for the 2019-20 Eastern Victorian Fires. EMV and BRV are working closely together to ensure BRV's operations are underpinned and supported by the broader emergency management arrangements.

2.4 Working within the Victorian Government

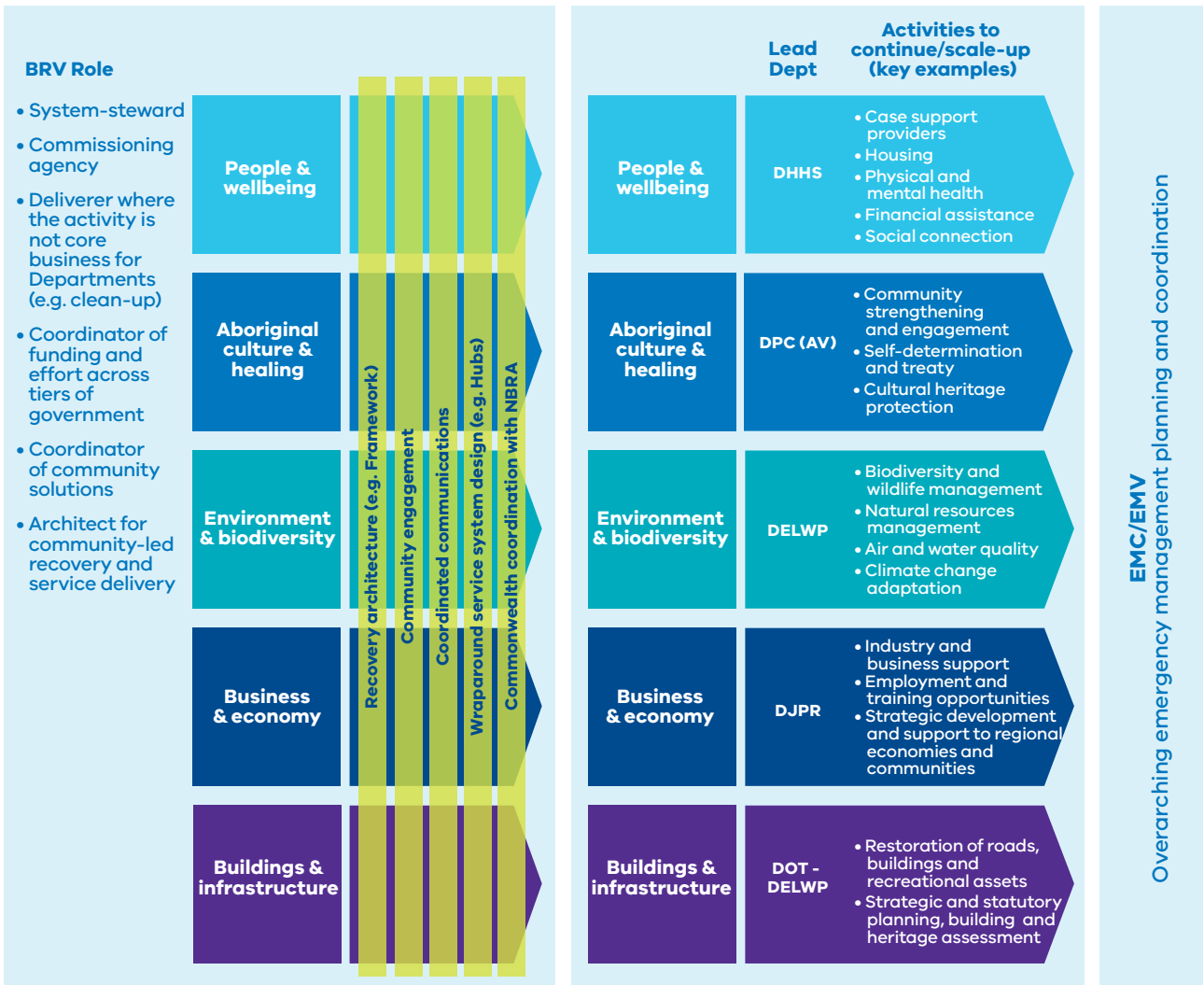
BRV works closely with other Victorian Government departments and agencies in leading and coordinating its recovery efforts, and to develop and deliver the State Recovery Plan.

While BRV ensures recovery efforts are well integrated and targeted at meeting the needs of local communities, departments and agencies remain responsible for the delivery of recovery programs and services in line with their ongoing mandate. However, where a gap is identified and the capability does not exist, BRV may meet that gap or work with the department or agency to build or source capability to meet the need.

BRV role vs departments and agencies

BRV works closely with departments and agencies

Departments and agencies continue in their key roles to deliver recovery services in line with ongoing mandate and State Emergency Management Plan



Where a gap exists and the capability does not exist



Community-led recovery

When a significant disaster strikes an area, it is the people who make up that community who are the hardest hit. From the roof over their heads, to access to essential medical services, to the schools their children attend, to their jobs – the basic functions of everyday life can be severely impacted.

BRV recognises the importance of community taking back control and leading on the recovery decisions and processes that will reshape and rebuild their lives. This approach also allows for greater social cohesion and the possibility that through rallying together in times of crises communities can emerge stronger, more connected, more community-minded and more resilient.

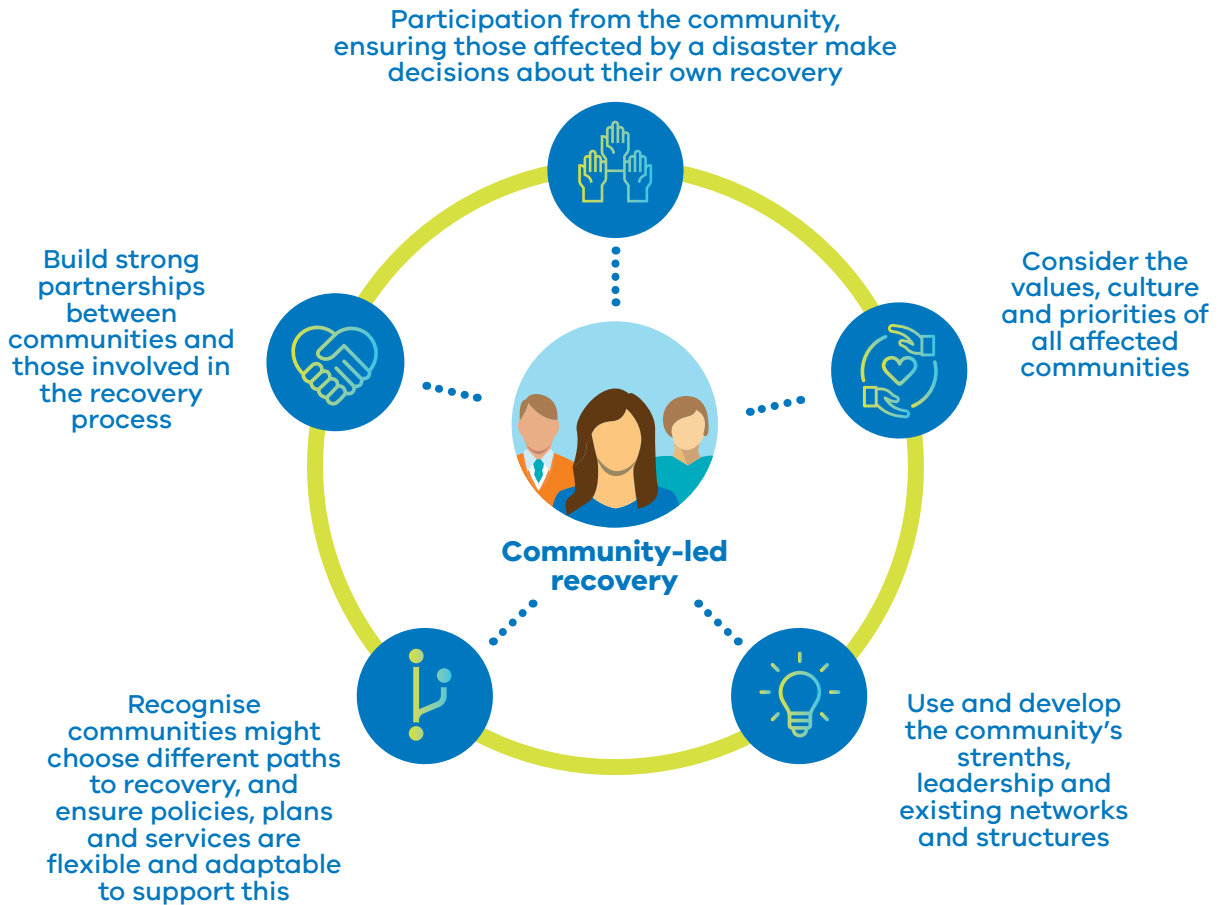
A community-led approach moves beyond a traditional community engagement method, where the community provides input or is engaged through a process determined by the government. BRV's recovery model is community-led and supports communities to lead their own processes, decide what their priorities are and develop their own plans for achieving results.

Community-led recovery is open-ended and not pre-determined, which means ideas are considered and agreed collectively by the community, and activities and priorities are adapted and refined as required.



BRV has adapted the Victorian Government's approach^{viii} to ensure community-led recovery is front and centre of recovery activities, as outlined below.

Ensuring community-led recovery is front and centre of recovery activities



BRV has a critical role in supporting the establishment and effective running of community-led recovery processes. Local and Commonwealth governments as well as non-government and charity organisations all have important roles in giving life to the principle of community-led recovery, and BRV works collaboratively with each.

Recovery is not exclusive to the geography of an impacted area. In some cases, a disaster may cause significant displacement of people and subsequent movement of people across the state. This means the people BRV support may not be located in the specific region of the disaster.

Recovery principles

BRV's recovery principles underpin its approach to community led recovery. These principles support flexible, locally-driven and locally delivered action and can be applied to deal with complex issues and support needs as required. The principles are:



Understand the context

Successful recovery is based on understanding the community context – the unique history, values and dynamics of a community.



Communicate effectively

Successful recovery is built on effective communication between the affected community and other partners.



Recognise complexity

Successful recovery responds to the complex and dynamic nature of disasters and the community.



Recognise and build capacity

Successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.



Use community-led approaches

Successful recovery is community-centred, responsive and flexible, and it relies on community engagement to support them to move forward.



Strengthen communities

Successful recovery should leave communities stronger by reducing vulnerabilities and building resilience.



Coordinate all activities

Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs.



Ensure an inclusive approach

Successful recovery recognises that communities are made of many groups and ensures that actions, both intentional and unintentional, do not exclude groups of people.

The National principles for Disaster Recovery^{ix}, provide six of the eight guiding principles for the Framework positioning individuals and communities at the centre of recovery. BRV has included two additional principles in the Recovery Framework - strengthening communities and inclusiveness - informed by the Queensland Betterment Program^x and the National Disaster Recovery Framework (NDRF)^{xi} principles adopted by the United States.

BRV also recognises that successful recovery relies on government enabling self-determination to support effective and culturally appropriate responses for Victorian Aboriginal communities affected by bushfires or other disasters. BRV will work with Aboriginal communities to ensure its recovery activities are underpinned by self-determination^{xii}.



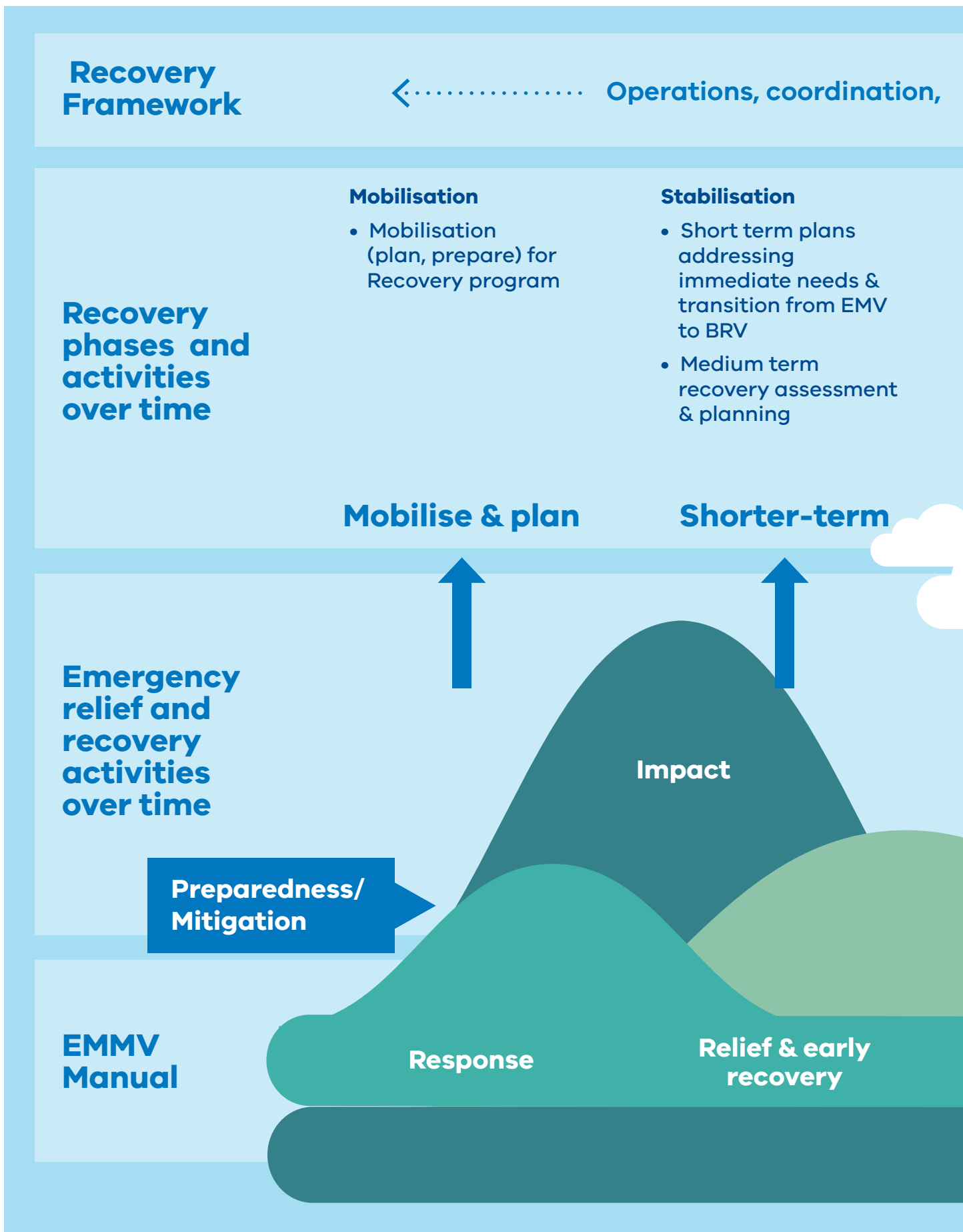
Recovery phases

From the initial mobilisation following a disaster, to the achievement of outcomes – recovery is a long process, one that requires planning in phases and across multiple levels – community, municipal, state and national.

Recovery phases assist in coordinating timelines for activities, which can scale up or down according to the very different needs of the emergency. Phases include:

- 1. Mobilise and plan:** Planning and preparing for recovery begins immediately.
- 2. Shorter term:** 3 months +/- . This is the stabilisation phase when immediate needs are addressed while medium term recovery assessment and planning is completed, and activities progressively transition from emergency response to recovery.
- 3. Medium term:** 12 months +/- . Further assessment and planning is underway, especially at a local community level, while medium to long-term recovery activities start.
- 4. Longer term:** 3 to 5 years. Progressive handover from BRV to local communities, organisations and agencies; and long-term plans for growth and resilience.

Across all recovery phases, BRV and coordinated recovery activity supports community resilience and ownership, working towards the longer-term recovery phase where progressive handover from BRV to local communities, organisations and agencies occurs, and long-term plans are in place.



governance, funding & communication

Return to new normal... Growth

- Return to new normal of elevated risk phase
- Recovery planning by local communities
- Medium term plans to return to the new normal of elevated risk
- Longer term assessment & planning

Growth and resilience

- Progressive handover from the recovery program to local communities, organisations and agencies
- Long term plans for growth & resilience

Medium term

Longer term



**Preparedness/
Mitigation**

**Medium-term
recovery**

**Long-term
recovery**

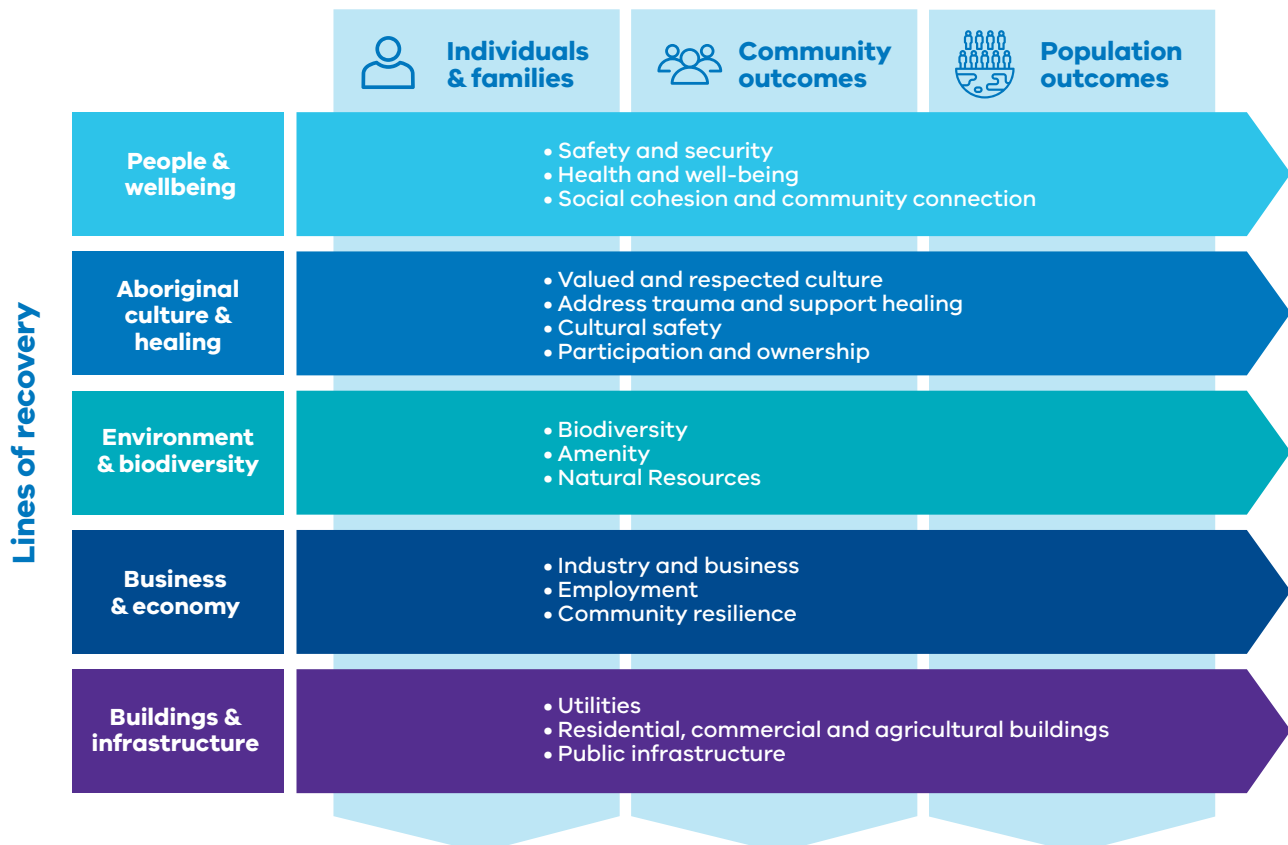
Lines of recovery

Disasters can upturn all aspects of everyday life – from the trees and wildlife that surround us, to utilities, homes, agricultural and public buildings, to social enjoyment and economic activity.

To ensure a holistic approach to recovery, five lines of recovery have been identified to prioritise, plan and deliver recovery efforts:

1. People and wellbeing
2. Aboriginal culture and healing
3. Environment and biodiversity
4. Business and economy
5. Building and infrastructure

Outcomes are defined for each of the lines of recovery and across three levels: community, individual and family, and the population as a whole. This allows for scalable and flexible recovery activity which can be tailored to meet the unique needs of a community.





6.1 People and wellbeing

People's health, safety and wellbeing can suffer the most after a significant disaster. BRV prioritises the physical health, mental health and welfare of Victorians through the People and wellbeing line of recovery.

We know some issues commonly arise in disaster contexts. For example, destroyed homes mean that people may require emergency accommodation, financial security can be jeopardised, employment opportunities may become scarce and the occurrence of family violence often increases in times of crises.

Psychosocial support is integral to the People and wellbeing line of recovery. Support needs relating to trauma, Post Traumatic Stress Disorder (PTSD), and vicarious trauma will vary for individuals, communities and service providers impacted by the disaster. BRV works to ensure communities have access to adequate and appropriately tailored psychosocial support services and information.

Activities in this line of recovery address common issues and look to ensure people are safe, stable and secure. They also seek to help people and families feel a sense of belonging and connection to their community and encourage connectivity and participation.

BRV leverages existing Victorian Government services and seeks to fill gaps where additional or tailored support is required. Key Victorian Government agencies contributing to health and wellbeing include the Department of Health and Human Services and Department of Education and Training.

BRV works to ensure the initiatives and services in the People and wellbeing line of recovery focus not just on recovery, but on strengthening and building resilience in communities.

Desired outcomes:

- People are safe and secure
- People are healthy and well
- Communities are cohesive and people connected



6.2 Aboriginal culture and healing

BRV has expanded previous recovery models to better support Aboriginal communities affected by disaster through a dedicated line of recovery.

BRV acknowledges that bushfires cause particular challenges for Aboriginal people who are affected. BRV will work with the Aboriginal communities to maximise opportunities for operating under the Victorian Aboriginal Affairs Framework 2018-2023 and the Self-Determination Reform Framework to ensure Aboriginal individuals, families, communities, businesses and Traditional Owner groups are supported to self-determine appropriate recovery responses.

For Aboriginal people, relationships to country, culture and community are not only interconnected, they are intrinsically linked and enmeshed with one's identity. This means that when one of these foundations is impacted by a disaster, Aboriginal people experience unique pain and loss. BRV also recognises that this harm is compounded by – and cannot be detached from – trauma incurred due to longstanding social dislocation and upheaval as a direct result of past policies of governments at all levels.

Activities in this line of recovery support the celebration of culture and knowledge, health, mental health and wellbeing, engagement

with education, respect for land practices, connection to land, water and wildlife, and strengthened representation in workforce. Recovery activities to meet these commitments span across all lines of recovery but are unified through this line of recovery and its outcomes.

BRV's dedicated Aboriginal culture and healing branch will coordinate this work, leveraging existing Victorian Government services across departments and seeking guidance through Aboriginal Victoria, part of the Department of Premier and Cabinet. BRV works to ensure activities and initiatives in the Aboriginal Culture and healing line of recovery focus on strengthening outcomes for Aboriginal people in Victoria.

As recovery progresses, learnings will further refine this new dedicated line of recovery.

Desired outcomes

- Aboriginal culture is valued and respected
- Aboriginal trauma is addressed and healing is supported
- Aboriginal cultural safety is promoted
- Aboriginal participation and ownership is promoted



6.3 Environment and biodiversity

Disasters can cause largescale destruction to the environment and to plants and animals through loss of life and habitat. Moreover, disasters compromise Victoria’s natural assets and resources, as well as public use of parks and forests enjoyed by Victorians and visitors alike.

Activities in this line of recovery look to support the vitality of biodiversity through prioritisation of threatened species and native vegetation, and the restoration of natural habitats. Natural resources are safeguarded through activity that supports sustainable use of land, water and energy resources. This line also looks to recover the productive and accessible amenity of parks and forests for recreation and nature-based tourism.

Like all lines of recovery, the community plays a key role in delivering these activities – thorough volunteer efforts like citizen science and working bees.

BRV leverages existing Victorian Government services, primarily through the Department of Environment, Land, Water and Planning, filling gaps where additional or tailored support is required.

BRV works to ensure initiatives and services in the environment and biodiversity line of recovery are geared towards betterment and resilience.

Desired outcomes

- Natural environments are healthy, resilient and biodiverse
- Natural environments have high levels of amenity
- Natural environments are productive and accessible



6.4 Business and economy

Businesses and local economies suffer a range of setbacks after disasters including loss of business and livelihoods and impacts to supply chains and demand. Business owners may incur multiple hardships, and this is important to consider as part of the recovery effort. For instance, a business owner may have also lost their house or experienced trauma from the disaster event.

Activities in this line of recovery focus on how businesses and local economies can survive in the short-term and thrive in the long-term. To do this BRV looks to build on existing economic strengths and opportunities with a focus on tourism, primary producers, small businesses, medium and large business, industry and sectors. Mentoring and other activities support workers with established and new employment opportunities.

This line of recovery also captures opportunities for strategic investment in regional infrastructure to boost economic recovery and future development. Activities support workers with established and new employment opportunities and engage communities in economic recovery to increase their resilience and ensure they are in a better position to manage future economic shocks as a result of unforeseen future disasters.

A community-led approach is integral to the Business and economy line of recovery. Engaging business and local communities meaningfully in recovery helps increase their resilience to future disaster events. To do this, recovery activities build on input from the Community and Local Council Recovery Committees and consultation with local business and industry groups. Through working closely with local communities, industry and all levels of government, the design and delivery of activities align to local strengths and leverage local resources.

BRV leverages existing Victorian Government services, primarily through the Department of Jobs, Precincts and Regions and Department of Treasury and Finance and fosters new programs and initiatives where gaps are revealed.

BRV works to ensure the focus of activities in this line of recovery extend to building stronger and more resilient businesses and economies.

Desired outcomes

- Industries and businesses recover and are stronger
- Employment opportunities are accessible
- Local businesses and communities are resilient



6.5 Buildings and infrastructure

Residential, commercial and agricultural buildings are often damaged or destroyed in disasters. Similarly, essential utilities and infrastructure that communities access on a daily basis – running water, electricity, roads, schools and community facilities – can all be damaged or destroyed. Disasters can cause largescale damage and significant clean-up of debris may be required.

This line of recovery seeks to address loss in the built environment and to restore essential community infrastructure safely and quickly. Buildings and infrastructure includes the review and development of planning and building specifications for rebuilding private housing.

Improvement and sustainability are an integral part of this line of recovery, as we consider how property, buildings and infrastructure can be rebuilt to be stronger, more efficient and resilient in the face of future impacts.

There are also significant state-owned assets, such as schools, health facilities and emergency management facilities that can require repair and restoration following disasters.

BRV leverages existing Victorian Government services, primarily through the Department of Environment, Land, Water and Planning, Department of Transport, Department of Health and Human Services and Department of Education and Training, and identifies gaps where additional support is required. BRV works to ensure initiatives in the Buildings and infrastructure line of recovery focus on betterment and resilience.

Desired outcomes

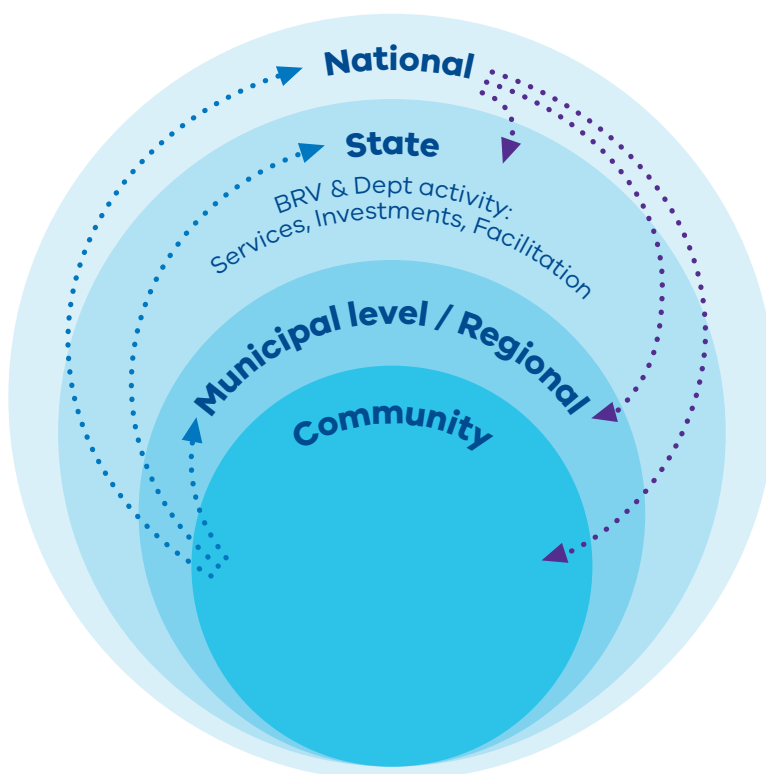
- Utilities and transport routes are restored and resilient
- Commercial and agricultural infrastructure is rebuilt and improved
- Residential property is rebuilt and improved
- Public infrastructure is relevant and of high-quality

Recovery planning

Planning for recovery requires planning across multiple levels. For the 2019-20 Eastern Victorian bushfires this planning is occurring at community, municipal/ regional, state and national levels. These levels are depicted below.

This planning is occurring within the context of a new integrated, comprehensive and coordinated framework for emergency management planning, established by the Emergency Management Legislation Amendment Act 2018. This is being implemented in phases and the existing arrangements will continue to apply until the relevant amendments take effect. The legislation will take effect in full on 1 December 2020.

Recovery planning across levels



Where required, **National Recovery Plans** may be developed by the Commonwealth Government focusing on national support for the disaster-impacted areas and economies.

The **State Recovery Plan** focuses on state recovery responsibilities and activities.

Municipal level/ Regional Recovery Plans address needs, challenges and recovery activities within the Local Government and/or across adjacent Local Government Areas.

Community Recovery Plans (or local recovery plans) are developed by local communities (mostly by Community Recovery Committees) and identify their recovery aspirations and priorities, and unique needs and objectives.

Note: Regional Recovery Planning will be activated, where needed, to address needs, challenges and recovery activities at a regional level.

BRV works to ensure there is a clear purpose and relationship between planning activities; roles, responsibilities and governance are defined; and an effective approach to monitoring, evaluation and measuring success is employed.

For each of the levels of recovery plans, the approach, purpose and formats will differ, as explained below.

Lead	Plan	Description
Community	Community Recovery Plans	<ul style="list-style-type: none"> • Identify community priorities, goals and aspirations • Include initiatives that would benefit from government and other support • Shaped and owned by communities, supported by BRV, departments and council • Build on existing plans • Could be led by a CRC or other community recovery group
Municipal	Municipal level / Regional Recovery Plans	<ul style="list-style-type: none"> • Address needs, challenges and recovery activities within a Local Government Area • Include council funding decisions • Developed independently at the municipal level within existing processes, with support from BRV and Victorian Government departments • Recovery Framework (or key elements of) caters for complexity of recovery issues through consistency and alignment • Where it makes sense to do so, planning for a line of recovery may occur across adjacent Local Government Areas
State	State Recovery Plan	<ul style="list-style-type: none"> • Focuses on state recovery responsibilities, funding submissions and envelopes • Integrates recovery plans across five lines of recovery in the Recovery Framework • Input from all relevant agencies and other tiers of government
National	National Recovery Plan	<ul style="list-style-type: none"> • Focuses on national support and coordination for affected areas • Coordinated by the National Bushfire Recovery Agency • Developed in partnership with State, territory and local governments and communities • Will inform longer-term Commonwealth funding commitments • Complements the State Recovery Plan

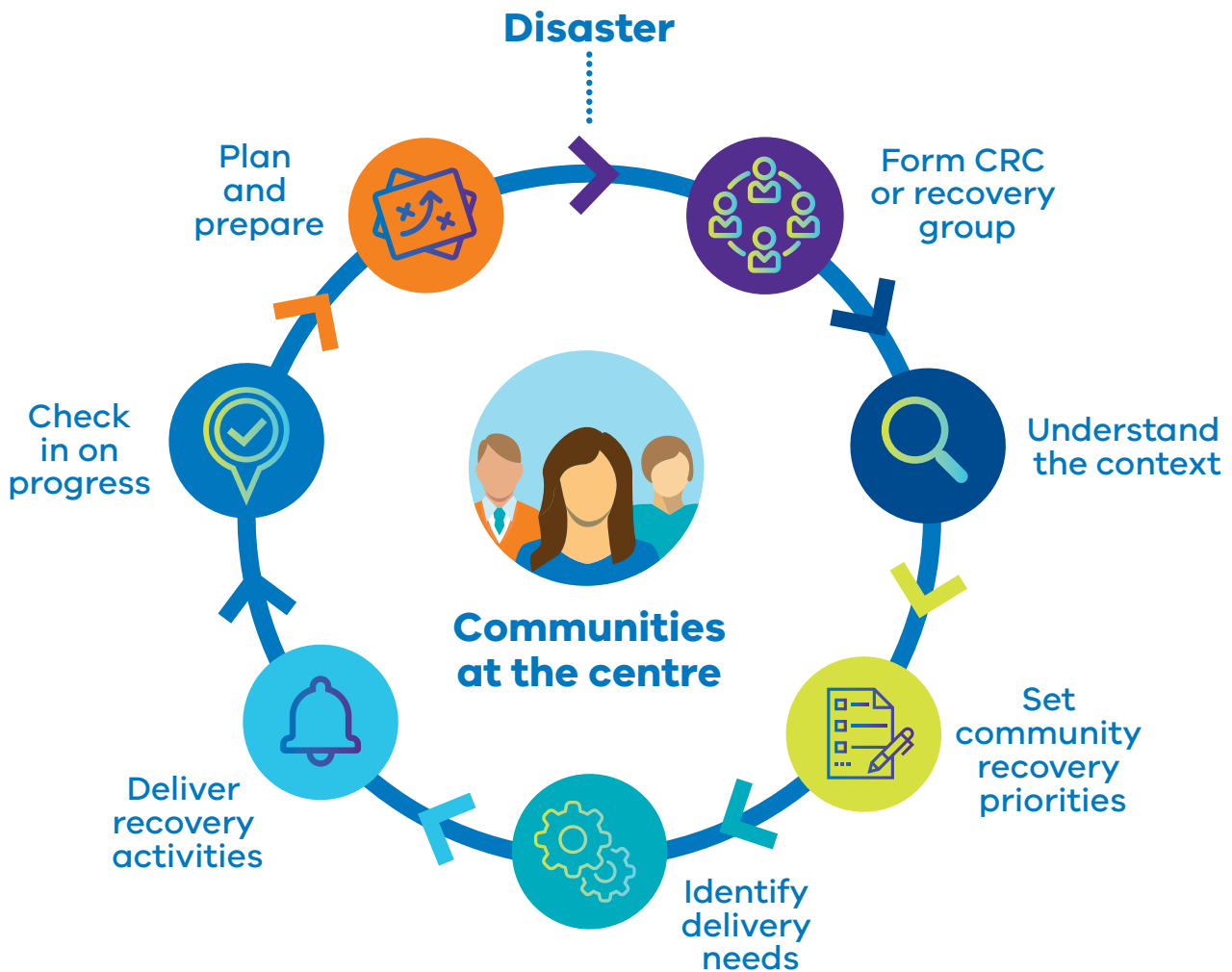
Note: A **Regional Recovery Plan** will be activated, where needed, to address needs, challenges and recovery activities at a regional level.

While the purpose is different, it is important that the planning approach is integrated and can be easily understood by the community. Basing planning approaches on the principles of community-led recovery and organising recovery activities around the five lines of recovery will assist in achieving this, identifying gaps and duplication, and ensuring accountabilities are clear across all levels of planning.

7.1 Community Recovery Plans

Successful community recovery is community-led, flexible and responsive. The community-led recovery planning process is a deliberative and iterative process, which means ideas are considered and agreed collectively by the community, and activities and priorities are adapted and refined as required. The process is outlined below.

Iterative community-led Recovery Planning





Communities lead their own recovery planning activity. They may choose to form a Community Recovery Committee (CRC) or similar inclusive and representative community recovery group to lead the planning process, with support and guidance from local government and BRV as appropriate. Where a community decides not to establish a CRC or community recovery group, BRV will work in partnership with local government to ensure the recovery needs and priorities of community members impacted by the disaster are captured and considered.

Depending on the nature and impact of the disaster and community characteristics and preferences, community planning may involve informal, semi-formal or formal engagement and activities.

7.2 Municipal level / Regional Recovery Plans

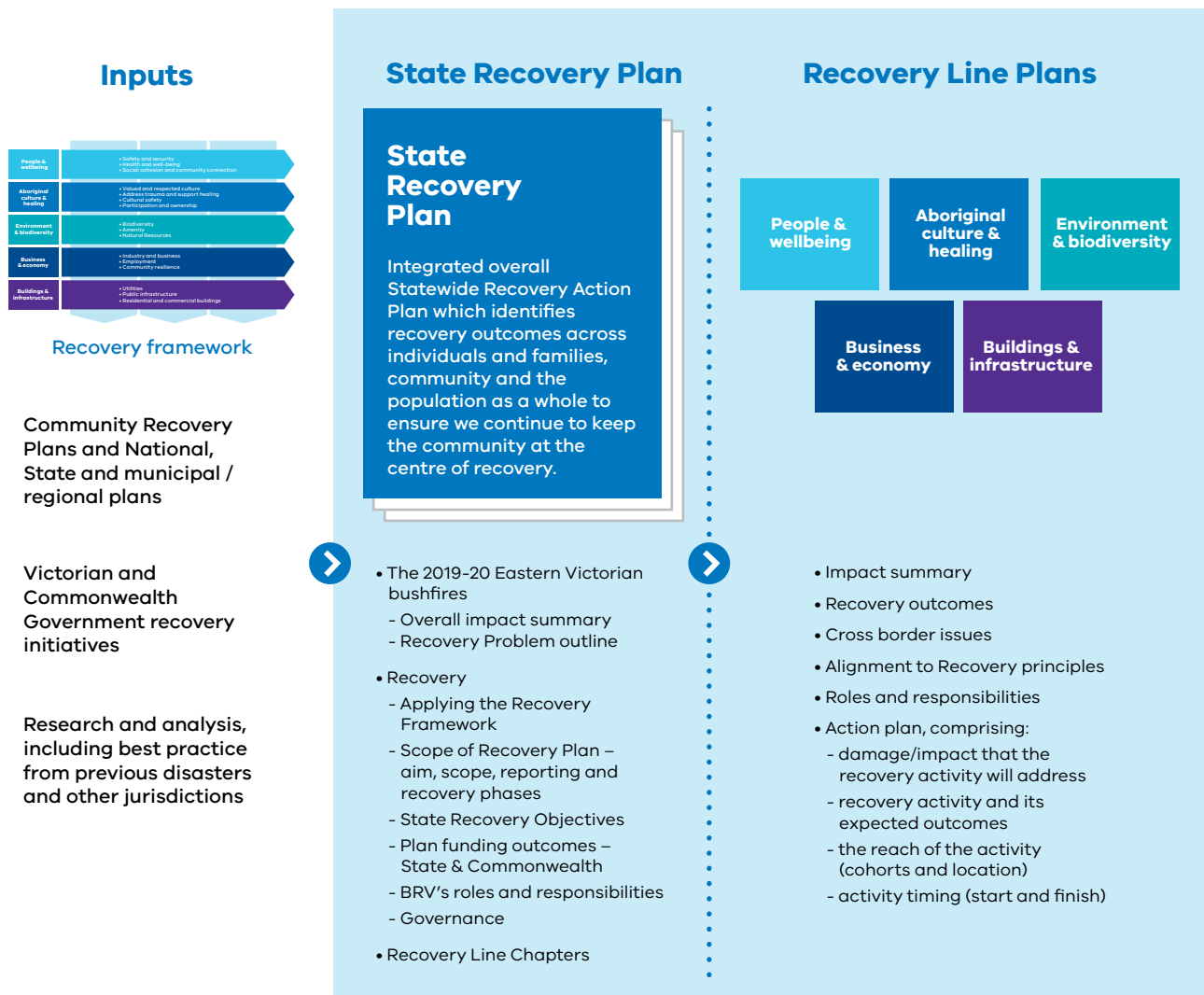
Municipal level/Regional Recovery Plans set out activities, funding, staffing, coordination, commissioning and partnership arrangements that address the specific needs, opportunities and challenges within council boundaries.

The plans articulate each council and/or local agency's service offering to support the recovery effort, focusing on the specific levers they can deploy and explain how each council and/or local agency will inform and engage with communities and support community-led recovery processes.

Municipal level recovery planning draws from existing council and/or local agency processes and guidance from BRV, including this Recovery Framework. For some lines of recovery, planning may occur across adjacent Local Government Areas such as tourism initiatives in the business and economy line of recovery. In addition to municipal level plans mapping activities against the five lines of recovery, they should also describe outcomes, performance measures, reporting requirements and relationships with other levels of planning.

7.3 State Recovery Plan

BRV is responsible for developing the State Recovery Plan for the 2019-20 Eastern Victorian bushfires. The State Recovery Plan focuses on Victorian Government recovery responsibilities and activities and coordinates all efforts across the five lines of recovery. It comprises separate chapters (plans) for the lines of recovery – each with clear actions, accountabilities, timeframes and outcomes, as below.



Where complimentary planning processes are underway across Victorian Government in relation to recovery or other events, BRV will seek to integrate and align recovery planning to these other state government priorities and frameworks.

7.4 National recovery planning

The National Bushfire Recovery Agency is in the process of developing a national recovery plan for the 2019-20 Eastern Victorian bushfires that impacted multiple States and Territories. It is expected that the national recovery plan will focus on national support and coordination for affected areas and inform longer-term Commonwealth funding commitments.

BRV seeks to ensure plans and any local sub-plans are developed in partnership with state, territory and local governments and communities. BRV will support the engagement with fire-affected local government areas and communities in its development and assist in negotiating the inclusion of Victorian initiatives.



Monitoring and evaluation

BRV monitors and evaluates the progress and success of recovery activity according to the long-term outcomes for each of the five lines of recovery.

Initiatives implemented in the State Recovery Plan are evaluated and monitored against interim outcomes that deliver towards the long-term recovery outcomes. Communities, through both Municipal level plans and their community recovery plans, will be able to set goals, outcomes and evaluation measures that are community-specific. Municipal level and Community Recovery Plans are also monitored and evaluated against their outcomes, where possible, to ensure BRV holds a holistic view of the recovery journey.

BRV and Victorian Government departments and agencies use an outcomes-based approach to monitoring and evaluation to determine the impact of recovery programs. This is aligned to the expectation in the Assurance Framework

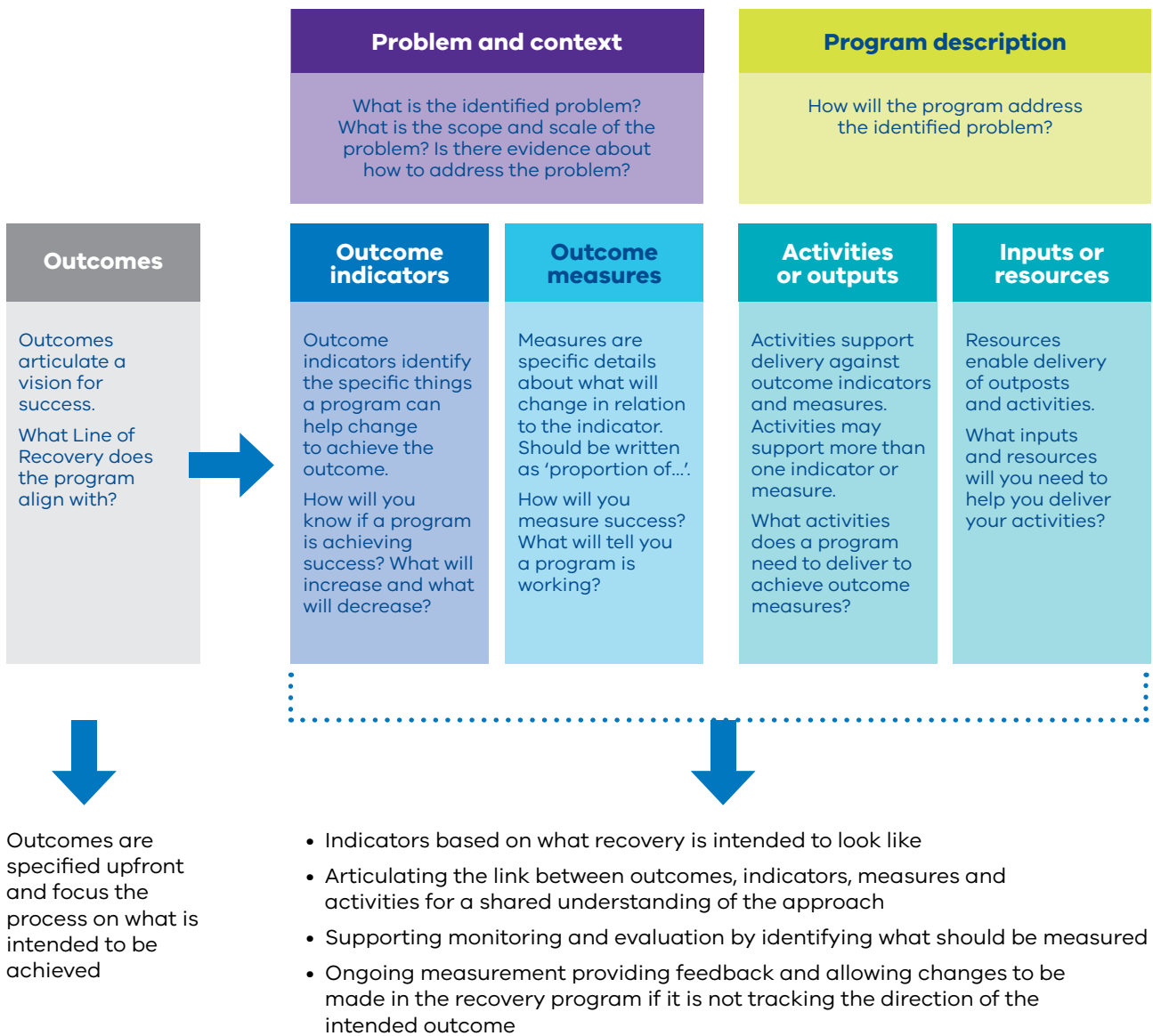
for Emergency Management^{xiii} that all sector organisations have a role in assurance, and the use of outcome measurement.

Three key elements underpin this approach:

- **Long term recovery outcomes:** clear, unambiguous statements about what long-term recovery looks like for each recovery line with criteria for assessing the success of recovery programs against these outcomes.
- **Evaluation:** collating data collected through ongoing monitoring processes, gathering additional data and information to draw insights and conclusions about the impact of the recovery programs.
- **Monitoring:** the regular and ongoing assessment of efforts, for example execution of key activities within time and budget, and delivery of key outputs.



Outcomes approach to evaluation and monitoring

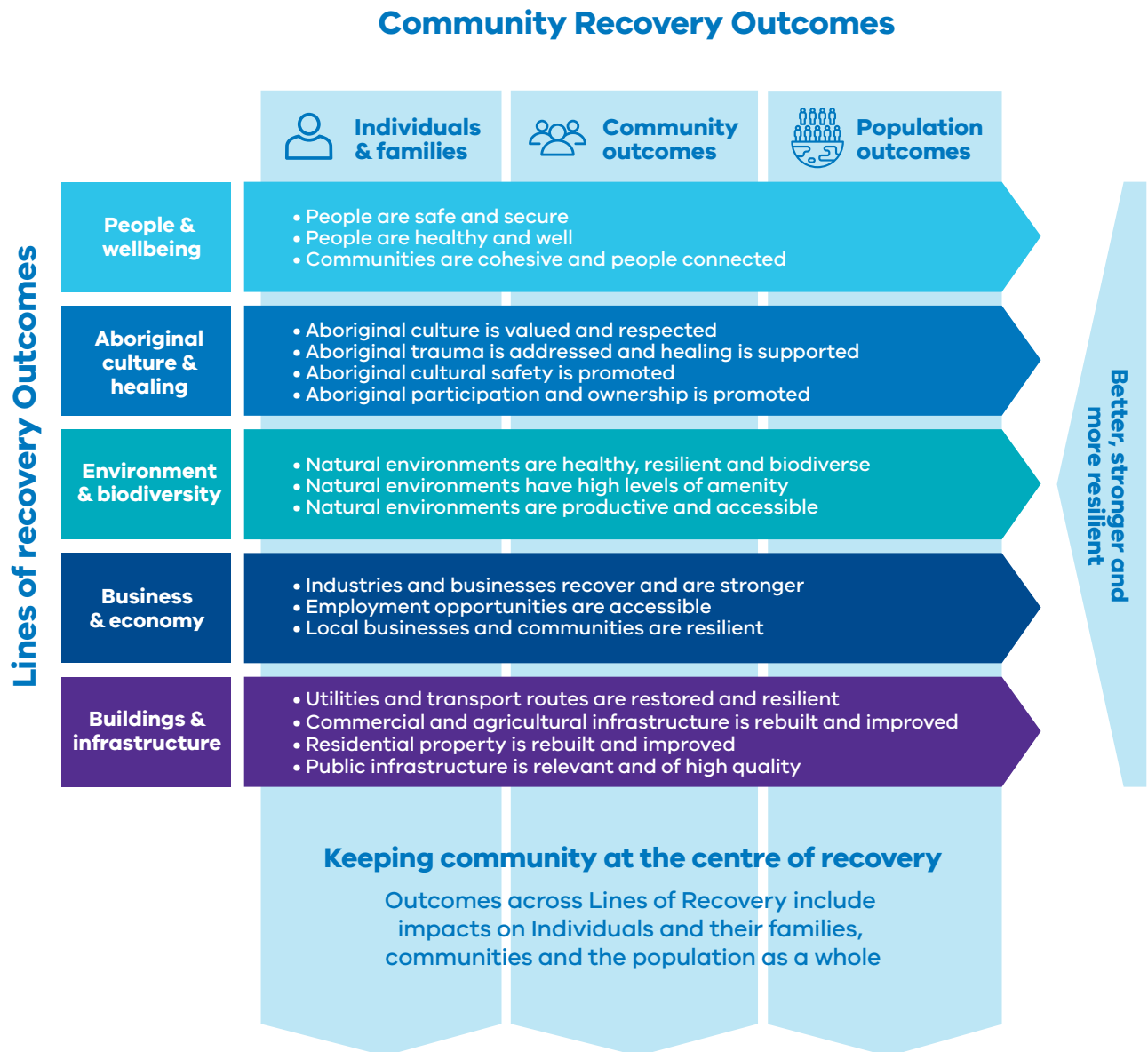


8.1 Long-term recovery outcomes

BRV has defined the long-term recovery outcomes it is seeking to achieve in each line of recovery. These outcomes provide a common foundation for tracking and measuring the success of recovery efforts.

Using these long-term recovery outcomes as a basis, BRV will define interim outcomes and measures of success that will allow regular reporting on the progress and effectiveness of activities.

Long term Recovery Outcomes

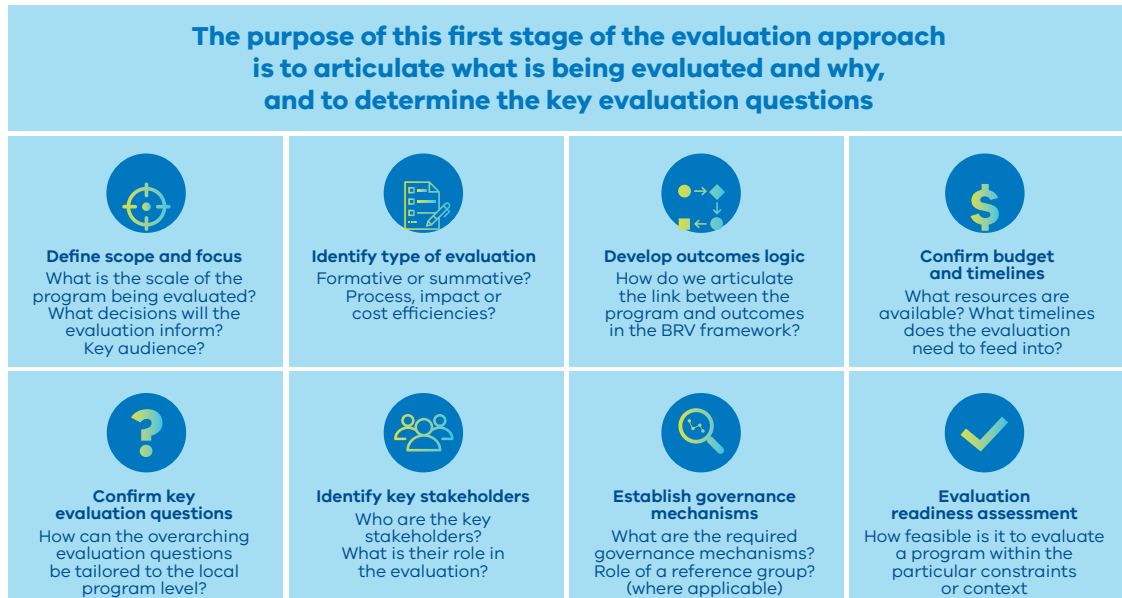


8.2 Evaluation

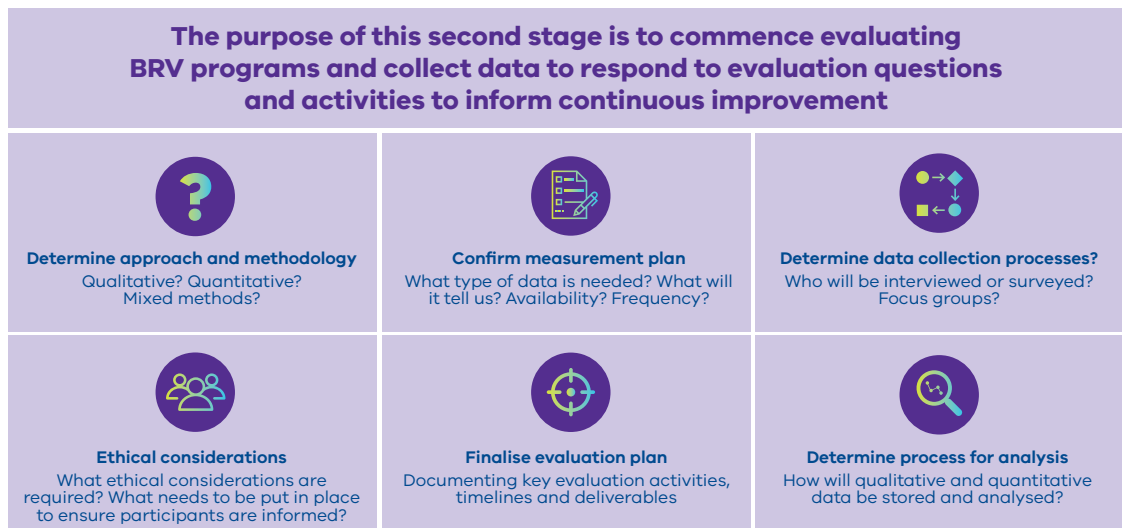
Through evaluation BRV builds a greater understanding of how recovery programs contribute to long-term recovery outcomes. Evaluation also increases accountability (to Victorian Government, local government, communities and other stakeholders) and learning about what works. Evaluation assists in understanding what works best for local areas and local communities.

There are 3 key stages to BRV's approach to evaluation.

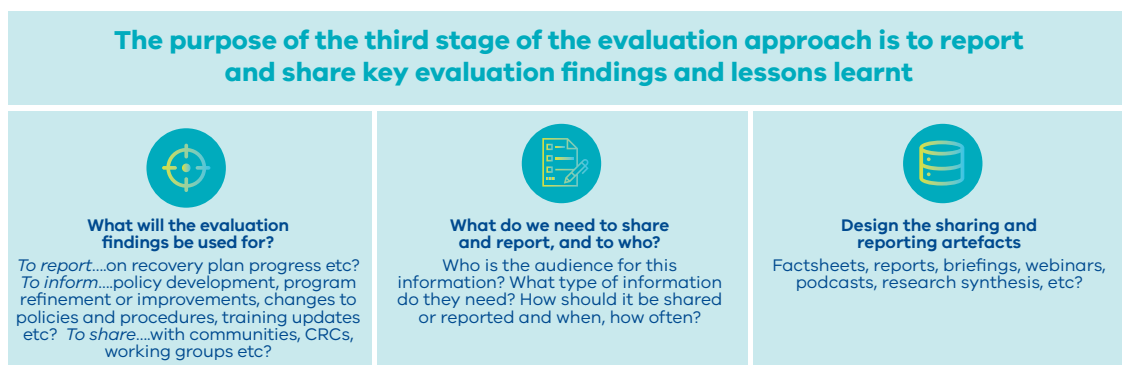
Scoping and planning an evaluation



Operationalising the Evaluation



Share and use findings



BRV program evaluations are underpinned by two key purposes and types of evaluations:

- focused on learning, and undertaken during program implementation to inform decisions about ongoing improvement
- focused on accountability and designed to inform decisions about continuing, terminating or expanding a program, and conducted after a program has been completed or is well underway.

An evaluation can have one or both purposes. BRV program evaluations will also include components of more specific purposes for process, effectiveness, outcomes and impact, and efficiency.

An overarching set of key evaluation questions ensures consistency and provides a solid evidence base to inform the analysis and evaluation processes.



A set of overarching evaluation questions will ensure a consistent approach to evaluations of BRV programs



The Key Evaluation Questions can be adapted to programs at the local level to understand different contexts

The evaluation categories of program implementation, program efficiency and the overall effectiveness and impact of the program in delivering its intended outcomes drive the purpose and forming of these questions.

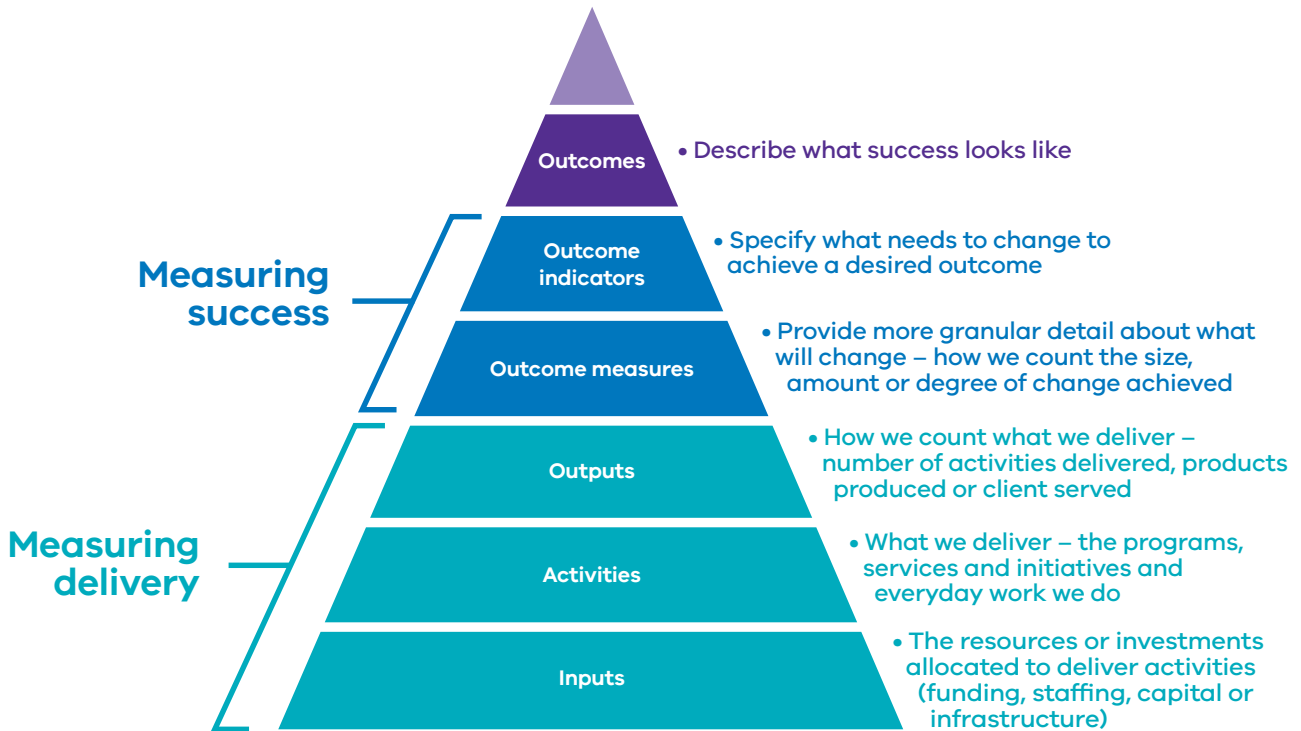
BRV program evaluations will have a wide range of stakeholders with different interests depending on the program and the evaluation type.



8.3 Monitoring

The approach to monitoring includes both measuring delivery and measuring impact.

The outcomes approach to monitoring allows BRV to see if recovery programs have delivered on time and on budget, it does not replace the essential work of measuring inputs, activities and outputs.



The outcomes approach ensures BRV doesn't stop at measuring and monitoring what and how much is delivered, instead it prompts the next question – *Did we achieve our intended recovery impact?*

BRV's approach to monitoring and evaluation aligns with the National Monitoring and Evaluation Framework for Disaster Recovery Program (v2 2018).

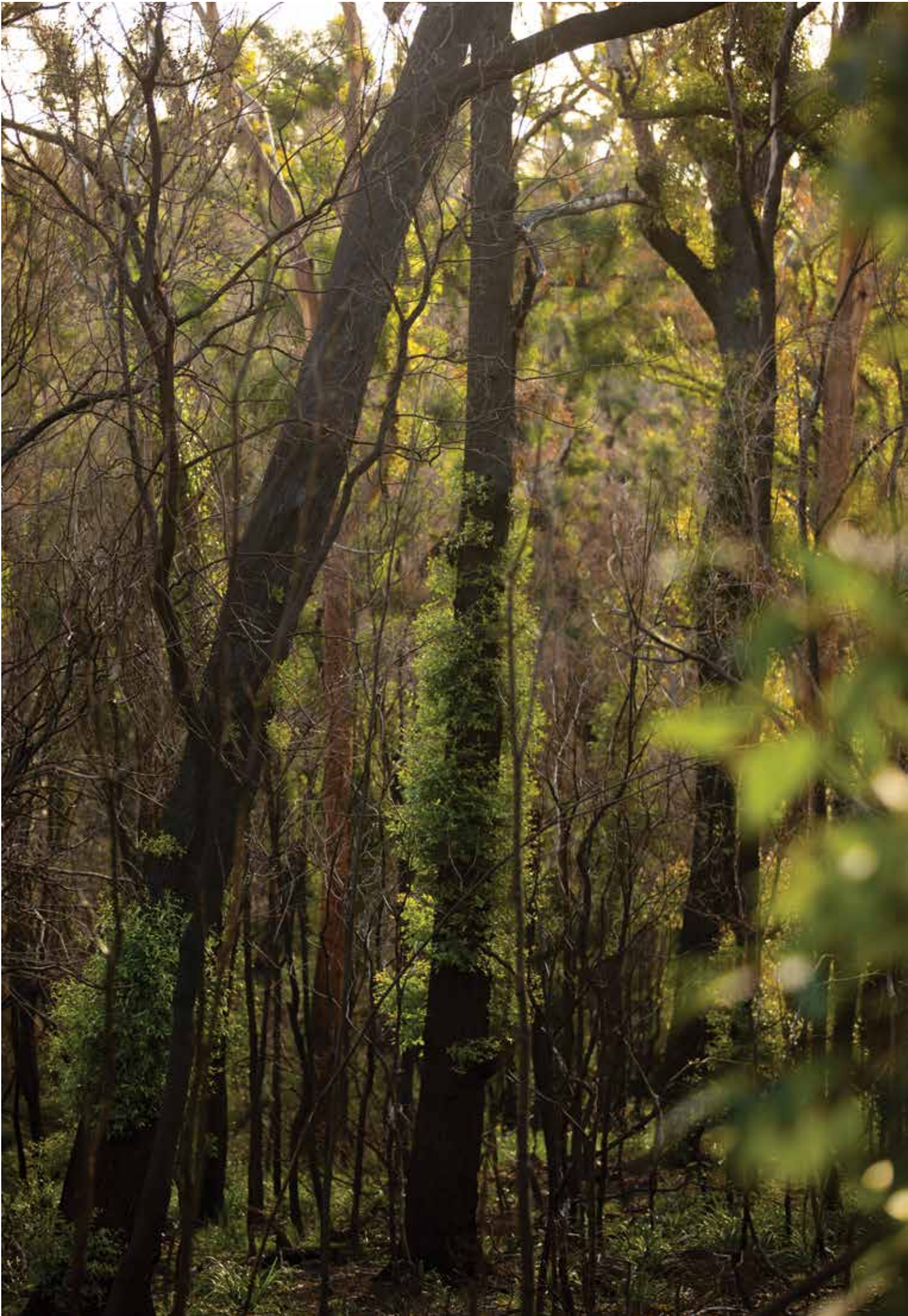
Endnotes

- i As summarised in Emergency Management in Victoria, Part 1.4: Emergency Management Manual Victoria – Defines Victoria’s emergency management structure, significant roles and responsibilities, provides for special needs concerned with the management of emergencies
- ii Provides policy and planning documents, roles and responsibilities for emergency management in Victoria
- iii Outlines the Victorian arrangements for the coordinated response to emergencies by all agencies with a role or responsibility in relation to emergency response
- iv Defines arrangements for coordinated planning and management of emergency relief and recovery in Victoria
- v Community Resilience Framework - foundation upon which the sector’s strategies, programs and actions can be planned, integrated and implemented, building safer and more resilient communities.
- vi Resilient Recovery Strategy – Outcomes set an agreed direction to guide the Victorian Government’s recovery programs and services, and four strategic priorities for the most significant benefit towards contributing to shared outcomes
- vii <https://www.bushfirerecovery.gov.au/about>
- viii Adapted from Emergency Management Victoria, 2014, Disaster Recovery Toolkit for Local Government book 7: Engaging the Community in Disaster Recovery
- ix Social Recovery Reference Group Australia - National principles for Disaster Recovery, and as reflected in the State Emergency Response Plan, Part 3: Emergency Management Manual Victoria
- x Inspired by Queensland Betterment Program which aims to build back more resilient essential infrastructure
- xi Inspired by the National Disaster Recovery Framework (NDRF) principles adopted by the United States, which ensure that a disaster does not further isolate some people – due to gender, race, language, economic circumstances, etc.
- xii Inspector General for Emergency Management, 2019, Assurance Framework for Emergency Management, State of Victoria, September.
- xiii Victorian Aboriginal Affairs Framework 2018-2023

Acknowledgements

Image on page 18 - Aboriginal Victoria, Parks Victoria and Traditional Owners surveying fire-affected parts of the Bunyip State Park.

Credit: Aboriginal Victoria





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**BUSHFIRE RECOVERY
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