

QFCI

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CENTRAL
HIGHLANDS
community recovery program

**Central Highlands Regional Council
Flood Event
(December 2010 - Jan 2011)**

**Flood Recovery
Implementation Plan**



**Queensland
Government**

Disaster Recovery Plan Version Control:

Version	Date	Prepared By	Comments
1.0 DRAFT	10/01/2011	Glenn Bell, EMQ & Lyle Harman, Central Highlands Flood Recovery Coordinator	This Recovery Plan has been based on the recovery plan for Central Queensland in 2008, and the Central Highlands Regional Council Flood Recovery plan 2008.
1.1	13/01/2011	Glenn Bell, Lyle Harman	
1.2	14/01/2011	Paul Bell	
1.3	18/01/2011	Lyle Harman	



Peter Maguire

.....
A/Rockhampton District Disaster
Coordinator

Mayor
Chair, Central Highlands Regional
Council, Local
Disaster Management Group

18th January, 2011

Date

Date

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1. Introduction

1.1 Local Environment

The area administered by Central Highlands Regional Council (CHRC) extends over approximately 59 884 sq km, west of Rockhampton. The Council area is surrounded by Banana and Murweh Shires and the regional councils of Barcadine, Blackall/Tambo, Isaac, Rockhampton, and Maranoa. The area administered by the Woorabinda Aboriginal Shire Council lies within the boundaries of the Central Highlands Regional Council.

The topography is dominated on three sides by mountains – along the western side by the Drummond Ranges, in the south by the Great Dividing Range-Carnarvon Range and in the north by the Peak Range. Elevations in excess of 1000 m are reached along the edge of the Carnarvon Range, with Mt Moffatt (1097 m) and Mt Lambert (1029 m) are the highest peaks. Mt Pisgah (811m) is the highest peak on the Drummond range whilst Scotts Peak (854m) is the highest peak in the Peak Range. Elsewhere elevations range from 300m to 600m across rolling hills and floodplains. The area is drained by the Comet, Nogoia, Mackenzie and Dawson Rivers and their tributaries which form part of the greater Fitzroy River basin.

1.2 Disaster Recovery Plan

This Disaster Recovery Plan is the post-event plan, prepared following the impact of monsoonal flooding.

This Recovery Plan has been based on the plan for Central Queensland in 2008 and prepared in a way that can be applied at the local level for the area affected by the flooding event.

The Recovery Group has been established and will work closely with State/Commonwealth Government and Non Government agencies and the State Flood Recovery Taskforce.

1.3 Background

Heavy rainfall and associated flooding, over the central interior. Heavy rain has cause flooding in multiple locations through the Central Highlands Regional Council area. In particular, the towns of Emerald, Rolleston, Springsure, Gemfields and the Comet river catchment areas, this has also caused many rural properties to be isolated throughout the CHRC area.

The Minister for Police, Corrective Services and Emergency Services has recently approved the activation of the Natural Disaster Relief and Recovery Arrangements (NDRRA) for the area defined for receipt of NDRRA relief measures is *"Communities within Queensland affected by heavy rainfall and associated flooding, November-December 2010"*. The activation is for counter disaster operations, restoration of essential public assets, personal hardship assistance scheme and disaster relief assistance scheme relief measures for primary producers and small business.

2. Principles for Disaster Recovery

Successful recovery relies upon:

- ❖ **COMMUNITY** led approaches;
- ❖ **COORDINATION** of all activities;
- ❖ Effective **COMMUNICATION**; and
- ❖ Acknowledging and building **CAPACITY**

The **CONTEXT** for disaster recovery is **COMPLEX**.

- Recovery is a long and challenging process that needs to recognise community diversity.
- Quick action is both crucial and expected, whilst resources may be compromised.
- Affected individuals and communities have diverse needs, wants and expectations.
- Demands are immediate, evolve rapidly and disaster effects and interventions may create long term legacies.
- Lots of “players” create complex organisational relationships.
- A diversity of effects and impacts require a variety of strategies.
- Existing community values and knowledge may conflict with external intentions.
- An environment of grief or blame may affect those involved.

COMMUNITY LED APPROACHES

Successful recovery is responsive and flexible, engaging and empowering communities to move forward positively.

Recovery activities should:

- Consider and address the needs of multiple affected communities.
- Use, and develop community knowledge, leadership, and resilience.
- Provide an opportunity, to improve previous conditions through enhancement of local economies, infrastructure, social and natural environments.
- Cater for communities that choose different paths to recovery.
- Ensure programs and services are flexible and adaptable, to meet the specific and changing needs of affected communities.
- Build strong partnerships between communities and all support agencies (incl. Government at all levels, NGO's).

COORDINATION OF ALL ACTIVITIES

Successful recovery requires a coordinated and adaptive approach.

Recovery activities should:

- Be driven by those with experience and expertise, using skilled and trusted leadership.
- Be part of a holistic approach to emergency management.

- Utilise relationships created before and after a disaster, with no one working in isolation.
- Have clearly articulated and shared goals that are directly connected to desired outcomes.
- Be flexible to ensure that changes in community needs or stakeholder expectations are addressed.

EFFECTIVE COMMUNICATION

Successful recovery is built on effective communication with affected communities and other stakeholders.

Recovery activities should:

- Ensure all communication is relevant, timely, clear, accurate, targeted and credible.
- Recognise that communication with a community is two-way and that feedback should be both sought and considered.
- Ensure that information is accessible to all audiences in diverse situations and is provided through a range of mediums.
- Establish mechanisms for coordinated and consistent communication with all organisations and individuals.
- Ensure open communication with the affected community over an extended time.
- Repeat key messages to ensure information is available when recovery audiences are receptive.

ACKNOWLEDGING AND BUILDING CAPACITY

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

Recovery activities should:

- Provide appropriate support to people working in stressful situations.
- Quickly identify and mobilise community skills and resources.
- Establish a best-fit between identified need and support.
- Support the development of self-reliance.
- Recognise the window of opportunity that is offered to enhance community resilience, improve conditions, and build long term sustainability.
- Allow and enable individuals, families and communities to manage their own recovery.
- Provide a potential catalyst for ongoing emergency management development strategies.

3. Current situation - Immediate Recovery

Currently, immediate / short term recovery is coordinated through the existing disaster management arrangements in Queensland. Summary of impact assessment to date and recovery progress is provided in *Appendix 3: Recovery Currently Underway*. The Appendix provides information on (a) impact assessment to date, (b) recovery completed/undertaken to date for each functional area of

recovery (human-social, economic, built environment, natural environment) and (c) tactical issues to be considered. A transitional phase from response to recovery commenced on 3 January 2011.

4. Impact Assessment

It is recommended that an accurate and timely impact assessment of the floods be conducted in a coordinated way. An assessment plan should be developed as a matter of priority for a coordinated impact assessment so that available resources are used most effectively. The synchronisation of agency capabilities is essential in order to display a coordinated approach and to prevent duplication of effort.

5. Recovery Arrangements

5.1 Governance Structure

The Recovery Group will comprise of:

- Chair of the Recovery Group
- Recovery Coordinator
- State Agency Advisor
- Management and Administration Support Team
 - Planning / Reporting Officer
 - Logistics / Finance Officer
 - Administration Officer
- Community Support, Health and Wellbeing Sub-group
- Economic Recovery and Employment Sub-group
- Roads, Transport and Infrastructure Sub-group
- Environment Sub-group

Meetings of the Group and decisions made by the Group shall be through a core structure comprising the Chair, Recovery Coordinator, State Agency advisor and the Chairs of each of the four Sub-groups.

State Government agency support to the Recovery Group is derived from the SDMG structure supported by additional agencies as required. The function of the SDMG remains and member agencies remain under the overall direction of the Coordinator through the Chair of the Recovery Group, through the Central Highlands Regional Council Local Disaster Management Group.

Diagram 1 below illustrates the Recovery Group structure
Diagram 2 below illustrates the reporting structure

Implementation Timings

The Recovery Group is established with effect the signing of this Implementation Plan.

Diagram 1(a)

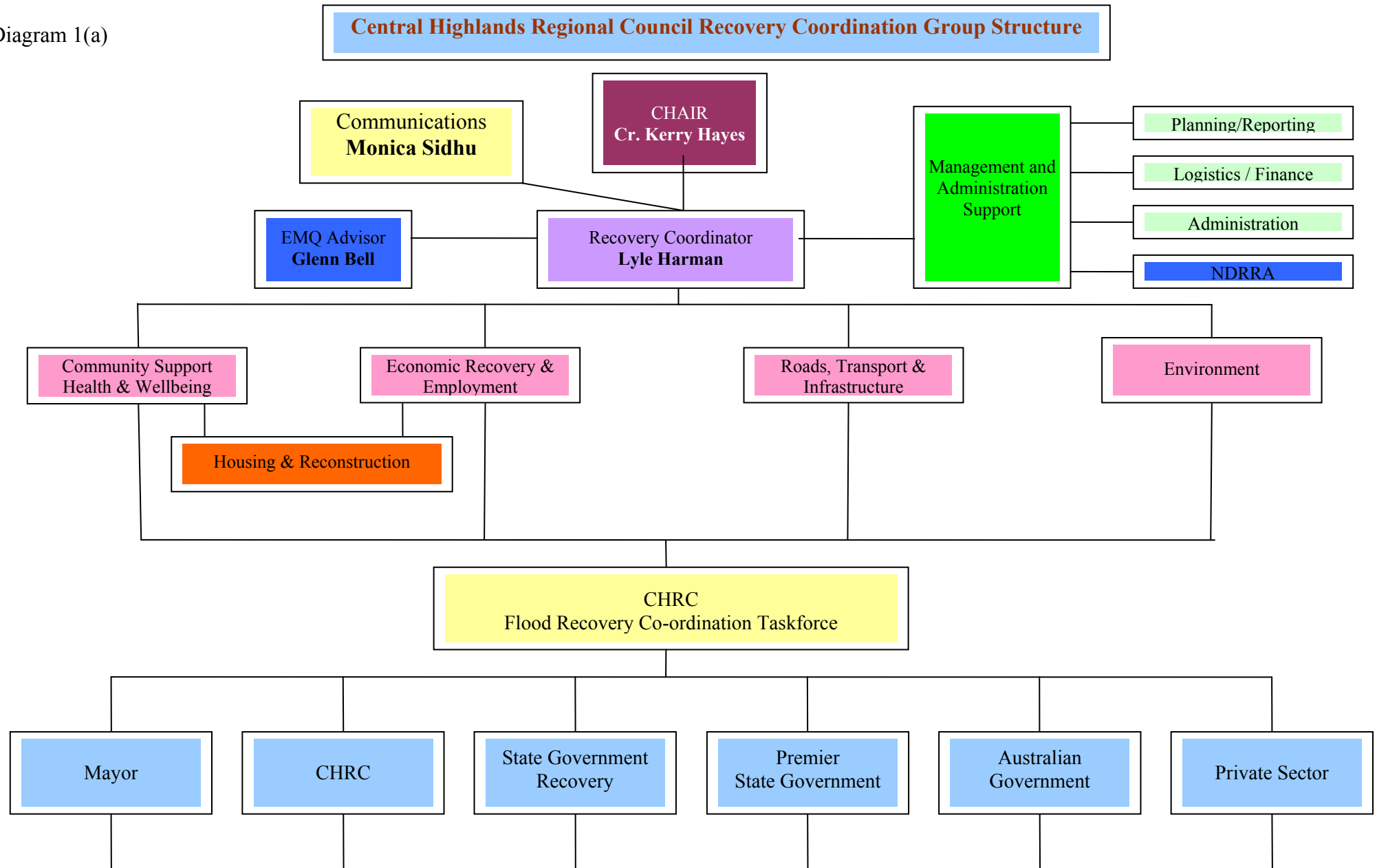
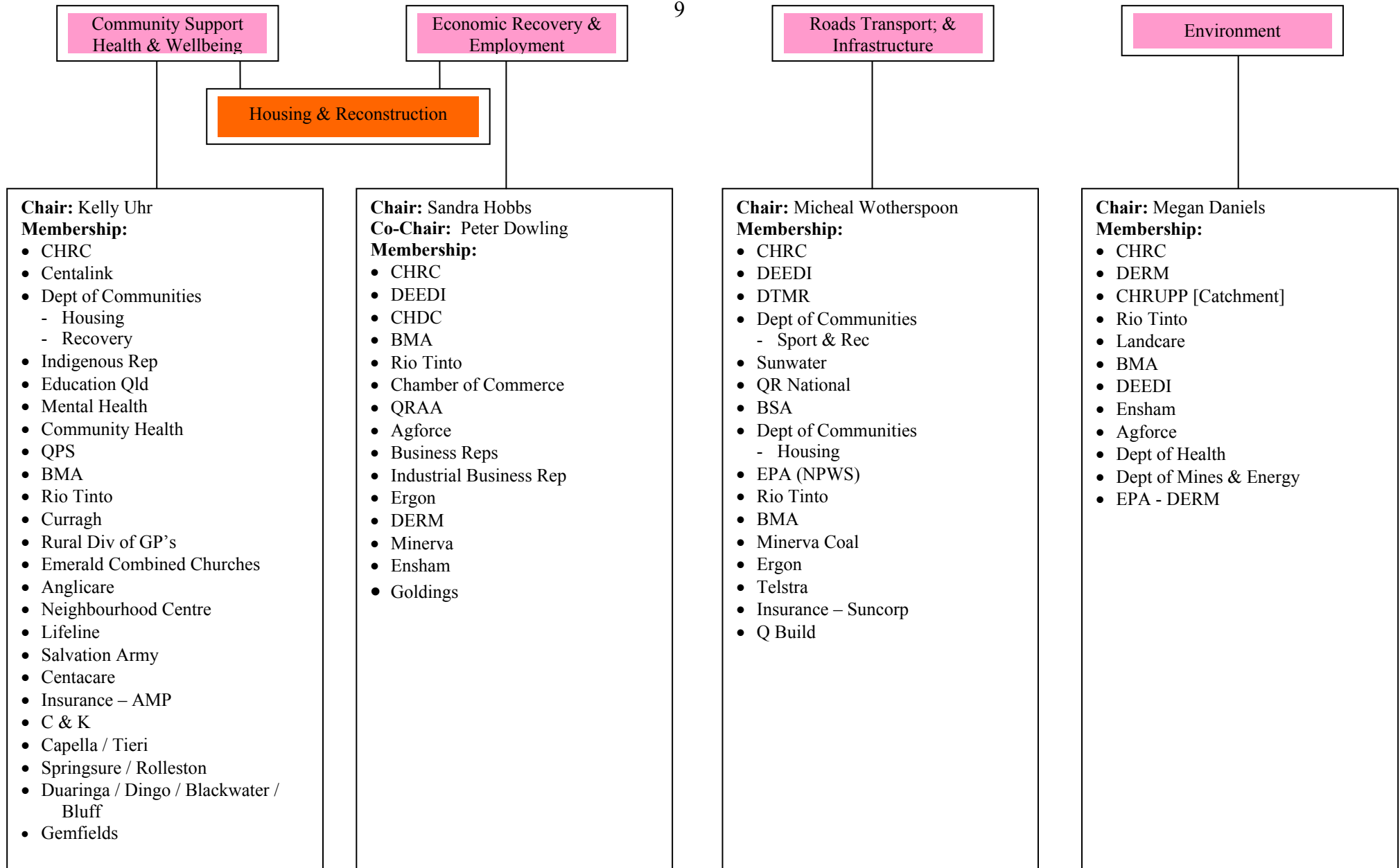
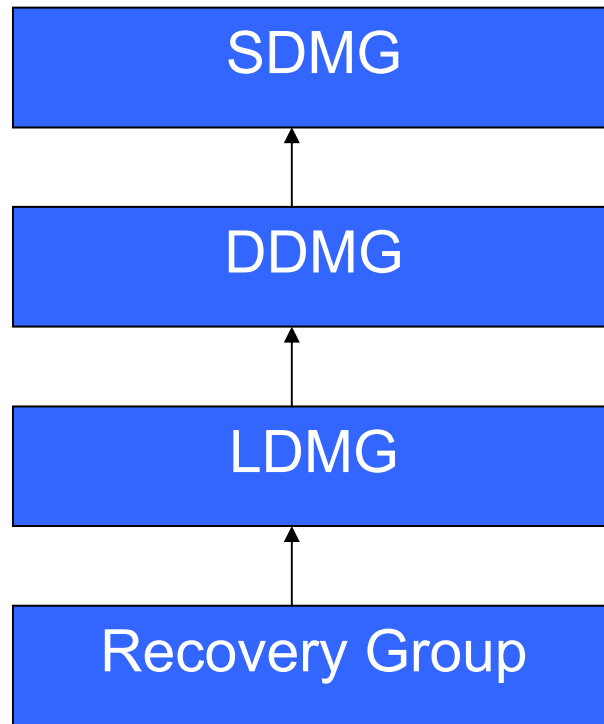


Diagram 1(b)



5.2 Reporting Structure

Diagram 2 below illustrates the reporting structure.



5.3 Terms of Reference of the Recovery Group

- Coordinate the whole-of-government and community recovery to the flooding events.
- Assess the impacts of the flooding.
- Identify and prioritise major areas of recovery.
- Develop and implement effective strategies for community participation and partnership in the recovery process.
- Develop medium and long term recovery policies and strategies.
- Develop and implement the Action Plan.
- Identify and obtain required resources.
- Provide effective on-site leadership, to focus all necessary resources, and to achieve the most efficient and effective recovery of affected communities.
- Monitor recovery activities.
- Identify areas where the SDMG and the Premier need to make decisions beyond existing policies and procedures, and advise on recommended options.
- Provide advice and regular reports to the SDMG and the Premier, as well as regular community and media information on recovery progress.
- Develop a final report at the conclusion of recovery operation.

5.4 Economic Recovery and Employment

Economic recovery will be coordinated through the Economic Recovery and Employment Sub-group.

Role: This sub-group is to coordinate planning and implementation of economic and financial recovery in the impacted areas of Central Highlands Regional Council.

Responsibilities:

- Work with insurance sector to ensure adequacy and a speedy process of insurance cover payments.
- Assess impact on key economic assets.
- Assess employment issues and capacity of local business to operate.
- Facilitate business, industry and regional economic recovery and renewal.
- Develop industry and business recovery plan and implementation strategies in conjunction with local government, relevant State Government agencies, regional economic development organisations and industry bodies.
- Facilitate financial assistance, access to funds and loans and employer subsidies.
- Monitor the impacts flooding on the area impacted economic viability and develop strategies to minimise the effects on individuals and businesses.
- Where required, facilitate linkages with job providers and employment agencies to source labour, to re-establish supply chains and joint marketing activities.
- Develop a strategy to maximize use of local resources during clean up and restoration activities.
- Support small to medium enterprise (e.g. referral, business assistance).
- Identify options for improvement or adjustment from current business operations, were required.
- Assist with contract arrangements where required.
- Ensure involvement of local business and industry representatives in decision making.
- Ensure that the recovery plan informs broader planning and decision making activities across government and non-government agencies.

Reporting Responsibilities:

- Chair and Coordinator to attend Coordination Meetings of Recovery Group – Economic Recovery Sub Group
- The Sub Group is to meet as required at the discretion of the Chair of the sub group.
- Agenda and Minutes of meetings to be copied to Chair, Recovery Group

Sub-group composition:

Suggested members:

- CHRC
- DEEDI
- CHDC

- BMA
- Rio Tinto
- Chamber of Commerce
- QRAA
- Agforce
- Business Reps
- Industrial Business Rep
- Ergon
- DERM
- Minerva
- Ensham
- Goldings

5.5 Community Support, Health & Wellbeing

Human-social recovery will be coordinated through the Community Support, Health & Wellbeing Sub-group.

Role: This sub-group is to coordinate planning and implementation of recovery in the areas of safety and well-being, physical and psychological health, and social aspects.

Responsibilities:

- Assess the impact of the flooding event on human and social aspects.
- Manage financial and welfare support.
- Coordinate information provision and personal support.
- Coordinate psychological and counselling services.
- Coordinate ongoing medical and health services.
- Coordinate public health advice warnings and directions to combatants and the community.
- Coordinate temporary accommodation.
- Coordinate short term accommodation and repairs to dwellings.
- Provide specialist and outreach services.
- Coordinate case management, community development, support and referral to assist affected people, families and groups.
- Coordinate One Stop Shops / Recovery Centres. (If Required)
- Coordinate re-opening of education facilities.
- Work with local government and community leadership groups to enable learning from their flood experiences in order to better prepare for the future adverse events.

Reporting Responsibilities:

- Chair and Coordinator to attend Coordination Meetings of The Recovery Group – Social Recovery Sub Group
- The Sub Group is to meet as required at the discretion of the Chair of the Social Recovery Sub Group weekly
- Agenda and Minutes of meetings to be copied to Chair, The Recovery Group

Sub-group composition:***Suggested members:***

- CHRC
- Centalink
- Dept of Communities
 - - Housing
 - - Recovery
- Indigenous Rep
- Education Qld
- Mental Health
- Community Health
- QPS
- BMA
- Rio Tinto
- Curragh
- Rural Div of GP's
- Emerald Combined Churches
- Anglicare
- Neighbourhood Centre
- Lifeline
- Salvation Army
- Centacare
- Insurance – AMP
- C & K
- Capella / Tieri
- Springsure / Rolleston
- Duaringa / Dingo / Blackwater / Bluff
- Gemfields

5.6 Roads, Transport & Infrastructure

Built environment recovery will be coordinated through the Roads, Transport & Infrastructure Sub-group.

Role: This sub-group is to coordinate planning and implementation of housing, commercial and industrial buildings and structures, physical infrastructure (including power, water, telecommunications, transport) recovery in the district / region.

Responsibilities:

- Work with the insurance sector to ensure adequacy and speedy process of insurance cover.
- Assess damage to housing stock, commercial and industrial buildings and structures, rural structures, and infrastructure facilities.
- Coordinate building safety inspection services and secure damaged buildings and structures.

- Coordinate demolition of unsafe buildings and structures.
- Coordinate repair and rebuilding matters of housing stock.
- Develop options for temporary accommodation.
- Ensure coordinated approach to the housing related strategies in partnership with relevant organisations.
- Coordinate disposal of hazardous material, debris etc.
- Coordinate recovery of infrastructure, which is normally undertaken by infrastructure owners and operators (e.g. Telstra, Energex).
- Coordinate restoration of sporting facilities and public playgrounds.
- Prioritise repair and reconstruction activities where appropriate.
- Ensure relevant owners/operators are involved in the decision making process.
- Ensure community consultation and involvement in the decision making process.
- Ensure flood risk reduction is considered in planning of rebuilding and reconstruction.

Reporting Responsibilities:

- Chair and Coordinator to attend Coordination Meetings of The Recovery Group – Built Environment Sub Group
- The Sub Group is to meet as required at the discretion of the Chair of the Built Environment Sub Group
- Agenda and Minutes of meetings to be copied to Chair, The Recovery Group

Sub-group composition:

- CHRC
- DEEDI
- DTMR
- Dept of Communities
- Sport & Rec
- Sunwater
- QR National
- BSA
- Dept of Communities
- Housing
- EPA (NPWS)
- Rio Tinto
- BMA
- Minerva Coal
- Ergon
- Telstra
- Insurance – Suncorp
- Q Build

5.7 Environment

Natural Environment recovery will be coordinated through the Environment Sub-group.

Role: This sub-group is to coordinate recovery of the natural environment.

Responsibilities:

- Coordinate assessment of the flooding on the natural environment (e.g. water quality, ecological impact, pollution).
- Provide advice on potential environmental issues (e.g. water quality).
- Coordinate rehabilitation of natural environment including parks, waterways and wildlife.
- Coordinate preservation of community assets (e.g. reserves and parks).
- Consider mitigation strategies to reduce future impacts on natural environment where appropriate.
- Monitor issues of pollution.
- Coordinate waste management and disposals.
- Ensure there is effective consultation and communication with the community and relevant organisations.
- Ensure environmental bodies and interest groups are involved in the decision making process.
- Monitor and assess the environmental consequences of cleanup operations.
- Monitor and assess animal welfare issues.

Reporting Responsibilities:

- Chair and Coordinator to attend Coordination Meetings of The Recovery Group – Environmental Recovery Sub Group
- The Sub Group is to meet as required at the discretion of the Chair of the Environmental Recovery Sub Group
- Agenda and Minutes of meetings to be copied to Chair, The Recovery Group

Sub-group composition:

- CHRC
- DERM
- CHRUPP [Catchment]
- Rio Tinto
- Landcare
- BMA
- DEEDI
- Ensham
- Agforce
- Dept of Health
- Dept of Mines & Energy
- EPA - DERM

(a) Action Plan

- Develop recovery vision in consultation with the affected community.
- Use the impact assessment of the flooding event to inform identification of issues and breaking them into the four major groups (Community Support Health and Wellbeing, Economic Recovery and Employment, Roads Transport and Infrastructure, Environment).
- Identify key short, medium and long term priorities.
- Conduct first public meeting and articulate the vision and objectives to the community.
- Obtain community views, vision and input.
- Set up informed vision, goals and projected outcomes.
- Identify and prioritise projects.
- Develop project costs and funding priorities.
- Develop project timeframes.
- Develop funding sources and strategies.
- Conduct second public meeting to unveil the Action Plan.
- Advertise and disseminate public information about the Action Plan.
- Distribute Executive Summary of the Action Plan and other relevant material.
- Develop priorities for implementation.
- Keep community informed on the progress of the Action Plan
- Develop exit strategy and transition to line agency business as usual.
- Develop debriefing and evaluating strategies.

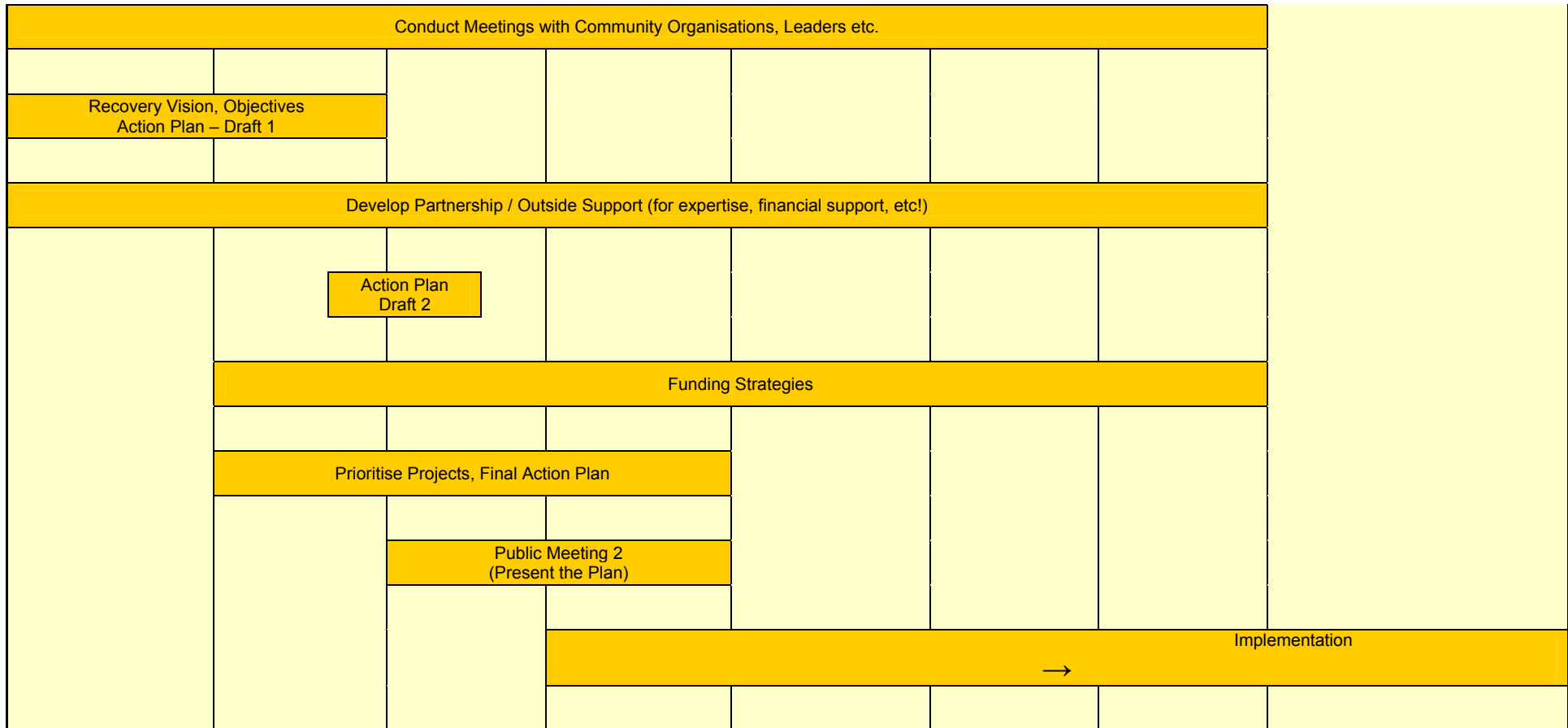
(b) Proposed Milestones of the Recovery Process

Diagram 3 illustrates the proposed milestones to be achieved in the first seven (7) weeks of the recovery process.

Milestones for Medium to Long Term Recovery

Commencing 10 January 2011

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Continuation
Immediate and Short-Term Recovery (By Line Agencies in Disaster Management System)							
The Recovery Group Chair and members appointed							
Establish Recovery Group							
Terms of Reference Principles for the Group							
First meetings of Recovery Group Sub Groups							
Assess the Impact							
Set Up Dates for Public Meetings if required							
Public Information and Public Relations ongoing							



7. Public Information and Consultation Plan

- Weekly Recovery Newsletter
- Public Meetings – suggested attendees
 - To be confirmed
- Elected members to engage in their electorate
- Continue to engage local Media (radio /TV/print) and through the council website.

Appendix 1: Terms of Reference for the Recovery Coordinator

The Terms of Reference for the Recovery Coordinator are as follows:

- Coordinate establishment of the Recovery Group.
- Coordinate the whole-of-government and community recovery from the monsoonal flooding with the Recovery Group.
- Coordinate short to medium term recovery to address the immediate effects of the floods and development of longer term measures as appropriate.
- Ensure the recovery strategies address all functional areas of recovery including human-social, built environment, economic and natural environment.
- Provide effective on-site leadership, to focus all necessary resources, and to achieve the most efficient and effective recovery of affected communities.
- Coordinate the provision of conduit between the community and the government.
- Develop and implement effective strategies for community participation and partnership in the recovery process.
- Ensure that organisational arrangements are adaptable and able to respond to the changing priorities throughout the ongoing recovery process.
- Facilitate and coordinate the operation of agencies and organisations involved in the recovery operations.
- Coordinate the ongoing government services aspects of community recovery.
- Coordinate the actions of peak community, business and non-government organisations in their contribution to the oil spill recovery to ensure the most effective use of skills and resources.
- Provide advice to government of the needs and responses of the affected individuals, communities and other sectors.
- Identify areas where the SDMG and the Premier need to make decisions beyond existing policies and procedures, and advise on recommended options.
- Chair Coordination Meeting of Sub Group Chairs and Coordinators
- Provide regular reports on recovery operations to the DDMG, SDMG and the Premier, as well as regular community and media information on recovery progress.
- Provide final report at the conclusion of recovery operation.

Appendix 2: Recovery currently underway

This appendix provides a summary of issues derived from an environmental scan as at 13 January 2011 and represents the start point for the Recovery Group.

Human-Social Recovery

(a) *Impact assessment available to date*

- Duaringa, Dingo, Bluff, Black Water, Comet, Emerald, Rolleston, Springsure, Gemfields.
- Personal hardship issues identified, many businesses have been affected by flood waters resulting in employees being stood down, Primary industry and small business income flow stopped for extended period.
- Isolated Persons, some rural properties have been isolated for up to five months.

(b) *Recovery progress to date*

Natural Disaster Relief and Recovery Arrangements (NDRRA) for the area defined for receipt of NDRRA relief measures is "*Communities within Queensland affected by heavy rainfall and associated flooding, November-December 2010*". The activation is for counter disaster operations, restoration of essential public assets, personal hardship assistance scheme and disaster relief assistance scheme relief measures for primary producers and small business.

(c) *Tactical issues*

- Mental Health- PTSD, suicide awareness, NGOs for counselling services, ability to return to work
- Juvenile impact – return to school, awareness sessions with teachers and parents on how to spot PTSD and possible self harm issues – COPING WITH DISASTERS
- Debrief sessions with community and emergency response teams
- Environmental Health
- Access to financial planners
- Establishment of a Community Recovery Centre (one stop shop-Long Term) if required ?
- Re-establishment of social clubs – eg pony club; sports clubs; etc

Economic Recovery

(a) *Impact assessment available to date*

- 1060 residences with water over the floor
- Impacted businesses
 - ✓ QAS building & TAFE
 - ✓ DPI Building
 - ✓ Woolworths complex
 - ✓ Coles complex – out of action 3 to 4 months
 - ✓ Industrial sheds and commercial offices – early estimates 100%
 - ✓ Sports and Recreation facilities and club houses
 - ✓ Motels approximately six around 100 units
- Rural industry impact unknown at this point.
- Problems with under-insurance and non-insurance unknown at this point.

(b) Recovery progress to date

- Woolworths Shopping centre restabilised, many small business reopening, Impact assessment of Coles has identified it will take up to 4 months to become fully operational.
- Insurance industry currently assessing.

(f) Tactical issues

- Rapid re-establishment of essential foodstuff businesses – encourage the community to become reliant on local services.

Built Environment Recovery**(a) Impact assessment available to date**

- Fencing, property access. (Full Rural assessment required)
- Properties that have had internal inundation, (Rural assessment currently underway)
- Significant damage to major and minor roads.
- Bridges and drainage structures have sustained some damage impact assessment currently under way as structures emerge from the flood waters
- Significant damage to rail infrastructure has been identified.

(b) Recovery progress to date

- Power restored to all areas
- Some rural properties are without mains power, currently running off generators.
- Inspections of flood affected properties for power has taken place. some flood damaged properties have been disconnected from mains power for safety reasons.

(c) Tactical issues

- Safety information for population – print, radio and TV
- Local availability of certified tradespeople may be an issue.
- Management of external tradespersons. (BSA)
- Short Medium and Long term accommodation (Affected residence, Incoming trades persons ect?) currently being assessed and a strategy developed.

Natural Environment Recovery**(a) Impact assessment available to date**

- No information available at this stage.

(b) Recovery progress to date

- No information available at this stage.

(c) Tactical issues

- No information available at this stage.

Appendix 3: Abbreviations

ABS	Australian Bureau of Statistics
ADF	Australian Defence Force
BOM	Bureau of Meteorology
BSA	Building Services Authority
DDC	District Disaster Coordinator
DDCC	District Disaster Coordination Centre
DDRG	District Disaster Recovery Group
DCS	Department of Community Safety
DETA	Department of Education, Training and the Arts
DM Act	<i>Disaster Management Act 2003 (QLD)</i>
EMA	Emergency Management Australia
EMQ	Emergency Management Queensland
EPA	Environmental Protection Agency
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LG	Local Government
LGAQ	Local Government Association of Queensland
NDMP	Natural Disaster Mitigation Program
NDRRA	Natural Disaster Relief and Recovery Arrangements
QRAA	Queensland Rural Adjustment Authority
NEMCC	National Emergency Management Coordination Centre
NGO	Non-Government Organisation
PSPA	<i>Public Safety Preservation Act 1989</i>
SDCC	State Disaster Coordination Centre
SDMG	State Disaster Management Group

Appendix 4: Draft Agenda for Sub Group Meetings

RECOVERY GROUP HUMAN-SOCIAL SUB-COMMITTEE MEETING

A G E N D A



Date
Time
Location

Chairperson

Secretariat *to be confirmed*

- | | |
|---|------------------------|
| 1. Welcome and apologies | Chair |
| 2. Introductions | Chair |
| - Council representative/s | |
| - Membership | |
| - Supporting agencies | |
| 3. Charter | Chair |
| 4. Reporting arrangements | Chair |
| - Administration | |
| 5. Council priorities | |
| 6. Agency challenges | Agency representatives |
| 7. Action Plan | Chair |
| - Priorities (low, medium, high), agency, description, timeline | |
| 8. Communications (media – primary contact officer) | Chair |
| 9. Public meeting | Chair |