

February - March 2010 Queensland Monsoonal Floods

Balonne Recovery Group
Implementation Plan

Disaster Recovery Plan Version Control:

| Version | Date | Prepared By | Comments | | |
|---------|----------|--------------|---|--|--|
| 1.0 | 08/03/10 | Grant Ziarno | Plan prepared based on Hinchinbrook Queensland Recovery Plan January-February 2010 | | |

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| Balonne Local Disa | ster XXXXXXXXXXXX | |
| Coordinator | Chair, Local Disaster Management Group | |
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| Date | Date | _ |

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1. Introduction

1.1 Local Environment

The Shire of Balonne is located in Queensland on the New South Wales border, some 500 kilometres from the east coast of Australia and has an area of 31,119 square kilometres. A region of surprising diversity and unique attractions, the Balonne Shire is rich in native bird and animal life, wide open spaces, beautiful waterways, and many historic buildings.

Rural industry has created and is supported by the towns of St George, Dirranbandi, Bollon, Thallon, Mungindi and Hebel. Small localities such as Nindigully, Boolba and Alton are places of historic significance and important meeting places for the rural communities and travelling public they serve.

1.2 Disaster Recovery Plan

This Disaster Recovery Plan is the post-event plan, prepared following the peak levels of the floods in the Balonne Shire of South West Queensland in March 2010.

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 District level for the area affected by the February/March 2010 floods. The Balonne Recovery Group will be established and will work closely with Local Disaster Management Group - Balonne.

1.3 Background

On 1 February 2009, a low off North East Queensland developed into TC Ellie. The ex-tropical cyclone crossed the coast near Cardwell during the early hours of 2 February, heavily impacting on the Ingham township.

During this event. Queensland also experienced higher than average tidal activity that contributed to the flooding.

The State Disaster Management System was continuously activated from 3 January 2009 in response to the monsoonal flooding, TC Charlotte and TC Ellie.

As a priority, the three tiers of Disaster Management, supported by Emergency Management Queensland, coordinated a whole of government cross-agency effort to ensure an immediate response including ongoing resupply food, fuel and medical supplies.

The DCS State Disaster Coordination Centre (SDCG) and Balonne District Disaster Coordination Centre (DDCC) maintained a 24/7 constant watch over weather forecasts and regional reports, and provided a constant contact for passing weather warnings and dealing with requests for assistance and information.

The implementation of a broad range of cross-government recovery strategies, including the provision of assistance to people suffering distress as a result of their flood experience, is being undertaken.

Operations continued with extensive consultation with the Balonne Shire Council to focus on the Roma Recovery Plan to promptly facilitate the clean up of homes and restoration of essential services.

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 2: 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 7 March 2010.

4. Impact Assessment

It is recommended that an accurate and timlely 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:

- EMQ Advisor Scott Walsh
- Management and Administration Support Team
 - Planning / Reporting Officer
 - ➤ Logistics / Finance Officer
 - NDRRA Officer
 - > Administration Officer
- Human-Social Recovery Team
- Economic Recovery Team
- Built Environment Team
- Natural Environment Team

Meetings of the Group and decisions made by the Group shall be through a core structure comprising the Chair, Recovery Coordinator, EMQ advisor and the Chairs /Coordinators of each of the four sub-groups.

State Government agency support to the Balonne Recovery Group is derived from the Balonne Local Disaster Management Group structure supported by additional agencies as required. The function of the LDMG remains and member agencies remain under the overall direction of the Balonne Local Disaster Coordinator

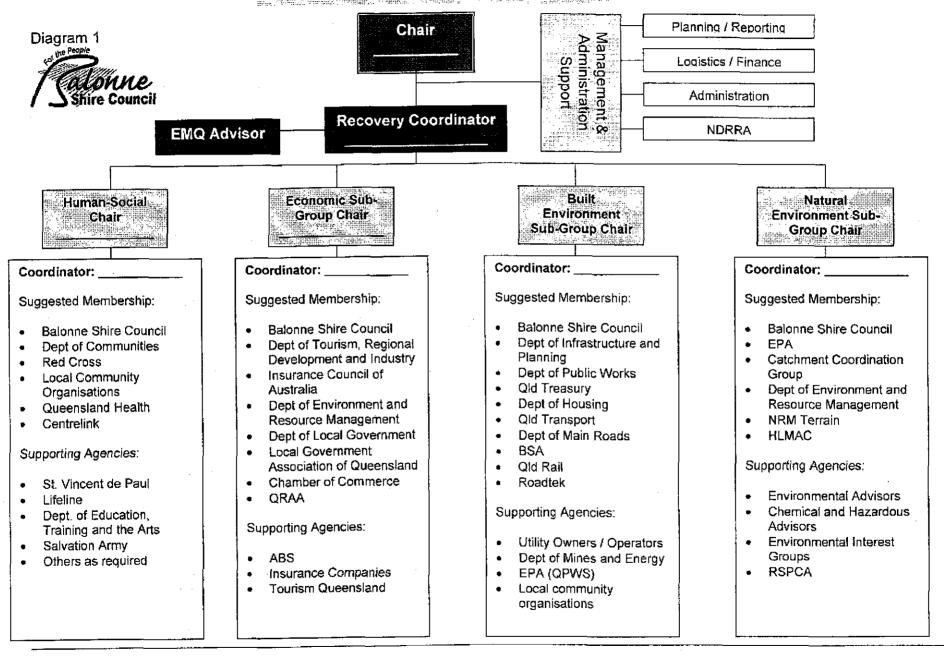
through the Chair of the Balonne Recovery Group, through the Local Disaster Management Group.

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

Implementation Timings

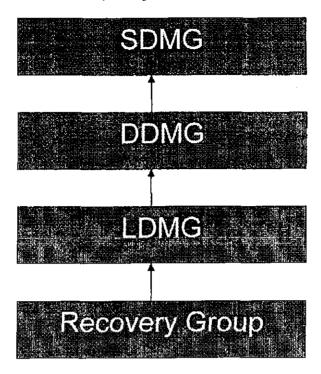
The Balonne Recovery Group is established with effect the signing of this Implementation Plan.

BALONNE RECOVERY GROUP STRUCTURE



5.2 Reporting Structure

Diagram 2 below illustrates the reporting structure.



5.3 Terms of Reference of the Balonne Recovery Group

- Coordinate the whole-of-government and community recovery from Ingham area floods.
- Assess the impacts of floods.
- 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

Economic recovery will be coordinated through the Economic Recovery Subgroup.

Role: This sub-group is to coordinate planning and implementation of economic and financial recovery in the Balonne Region.

Responsibilities:

- Work with insurance sector to ensure adequacy and a speedy process of insurance cover payments.
- Assess impact on key economic assets (large employers e.g. mining, agriculture).
- 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 of floods on the Region's 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 reconstruction activities.
- Support small to medium enterprise (e.g. referral, business assistance).
- · Coordinate support to farmers and rural landholders.
- Identify options for improvement or adjustment from agriculture, where 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 Balonne Recovery Group – Economic Recovery Sub Group
- The Sub Group is to meet as required at the discretion of the Chair of the sub group.
- Agendas and Minutes of meetings to be copied to Chair, Balonne Recovery Group

Sub-group composition: Suggested members:

- Department of Tourism, Regional Development and Industry
- Queensland Treasury

- · Balonne Shire Council
- Insurance Council Australia
- Department of Premier and Cabinet
- Department of Primary Industries and Fisheries
- Department of Local Government
- Department of Employment and Industrial Relations
- Local Government Association of Queensland. Chamber of Commerce

Supporting organisations:

- Australian Bureau of Statistics
- Q.R.A.A.
- Insurance companies.

5.5 Human-Social Recovery

Human-social recovery will be coordinated through the Human - Social Recovery 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 floods 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.
- 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 Balonne 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
- Agendas and Minutes of meetings to be copied to Chair, Balonne Recovery Group

Sub-group composition: Suggested members:

- Department of Communities
- Queensland Health
- Australian Red Cross
- Balonne Shire Council
- Local Community Organisations
- Balonne Community Support Centre.

Supporting organisations:

- Centrelink
- St Vincent de Paul
- QPS
- Lifeline
- Department of Education, Training and the Arts
- Salvation Army
- others as required.

5.6 Built Environment Recovery

Built environment recovery will be coordinated through the Built Environment Recovery 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 Balonne 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
- Agendas and Minutes of meetings to be copied to Chair, Balonne Recovery Group

Sub-group composition: Suggested members:

- Department of Infrastructure and Planning
- Balonne Shire Council
- Department of Public Works

- Building Services Authority
- Queensland Treasury
- Department of Housing
- Queensland Transport
- Department of Main Roads.

Supporting organisations:

- Utility owners / operators (Telstra, Optus, Energex, Origin,)
- Department of Mines and Energy
- Insurance Council of Australia
- others as required.

5.7 Natural Environment Recovery

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

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

Responsibilities:

- Coordinate assessment of floods on 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 Balonne 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
- Agendas and Minutes of meetings to be copied to Chair, Balonne Recovery Group

Sub-group composition: Suggested members:

- Environmental Protection Agency
- Department of Natural Resources and Water
- · Balonne Shire Council
- Department of Primary Industries and Fisheries
- Herbert River Improvement Trust

Supporting organisations:

- RSPCA
- Environmental Advisors
- Chemical and Hazardous Substance Advisors
- Environmental Interest Groups.

- Catchment Coordination Group NRM Terrain

6. Action Plan

- Develop recovery vision in consultation with the affected community.
- Use the impact assessment of the floods to inform identification of issues and breaking them into the four major groups (human-social, economic, built environment, natural 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.

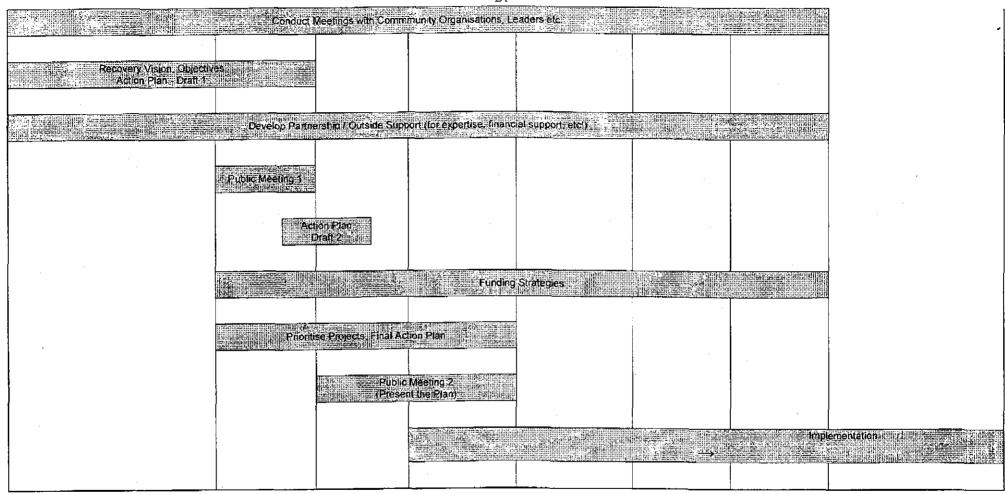
7. Proposed Milestones of the Recovery Process

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 7 March 2010 Week 3 Week 4 Week 5 Week 6 Week 7 Week 2 Week 1 Continuation immediate and Short-Term Recovery.
(By Line Agencies in Disasteri Management (System): Balonne Recovery Group Chair and members appointed Establish Recovery Group Terrors of Reference (77.18)
Principles for the Group First meetings of Recovery Group Sitt Assess Floods Impact Set Up Dates for Public Meetings Public Information and Public Relations



7. Public Information and Consultation Plan

- Weekly Recovery Newsletter
- Public Meetings suggested attendees
 o To be confirmed
- Elected members to engage in their electorate
- Continue to engage local radio / TV

Appendix 1: Terms of Reference for the Recovery Coordinator

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

- Coordinate establishment of the Balonne Recovery Group.
- Coordinate the whole-of-government and community recovery from the monsoonal floods with the Balonne Recovery Group.
- Coordinate short to medium term recovery to address the immediate effects of 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 floods 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 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 8 March 2010 and represents the start point for the Balonne Recovery Group.

Human-Social Recovery

(a) Impact assessment available to date

- Community no longer isolated
- Personal hardship being identified.
- As at 09 Feb 11 2009 1,841 applications for payments have been processed totally \$680,000

(b) Recovery progress to date

- Initial planning for vector control measures are being undertaken in consultation with Environmental and Population Health representatives
- One Stop Shops / Community Recovery Centres operate at the Royal Hotel Ingham
- Red Cross continuing the well being check on all outstanding evacuations registrations. As at 0800 12/02/09 12 people remain in the community recovery centre.
- Department of Communities is processing Emergency Assistance payments;
 Essential Household Contents Grant applications: Structural Assistance
 Grant applications (all affected areas).
- Cash and cheques made available to local residents through the One Stop Shops / Community Recovery Centre.
- Community Recovery Outreach Team providing assistance to outlying areas
- LDMG has established a Recovery Committee.
- Health advice being delivered via posters in evacuation centres, shopping centres and the Community Recovery Centre in the Council Chambers
- Vector Control Team deployed.
- Intensive Care Paramettics available to assist with infection.
- Clean-up, provision of basic cleaning tools and products.
- Foodstuffs resupply Incham and Forrest Beach

(c) Tactical issues

- Mid to Long term accommodation for residents currently accommodated in Evacuation Canters
- Mid to long term accommodation for vulnerable/ needs dependant.
- Qld housing and social groups?
- Availability of appropriate accommodation IVO INGHAM
- Transportation of individuals/ family groups Loss of own vehicle and independence
- 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
- Vector Control DENGUE FEVER

- Environmental Health no impact on sewerage and water supplies impact on sugar can industry will be assessed.
- Impacts of families to sustain funding for schooling
- Rebuild, sell or move access to financial planners
- Establishment of a Community Centre (DPW to conduct assessment ad establish infrastructure)
- Re-estalishment of social clubs eg pony club; sports clubs; etc

Economic Recovery

(a) Impact assessment available to date

- Approximately 2900 dwellings impacted
- Impacted businesses that
- Sugar cane farms impacted that
- Problems with under-insurance and non-insurance.
- Insurance companies preparing to send assessors.
- Liaison with Insurance Council of Australia
- Department of Tourism, Regional Development and Industry Initial Response Plan

(b)Recovery progress to date

• nil.

(c) 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

- Rail infrastructure currently no rail line between Cairns and Townsville.
- In total, 2900 houses identified as flood affected
- Approximately 50 properties had internal inundation
- Several major roads sustained damage. These include the Bruce Highway south and north of Ingham. Both reopened Tuesday 10/02/09
- Several bridges have sustained some damage.

(b)Recovery progress to date

- Re-establishment and repair of rail infrastructure.
- Major roads are being repaired.
- Power has been restored only a small number of houses were affected.

(c) Tactical issues

- Safety information for population print, radio and TV
- Site safety inspection prior to rebuilding
- Local availability of certified tradespeople.

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

- Impact on dugong grazing pastures IVO Balonne
 Impact on fauna and flora
- Impact on sugar cane industry

Appendix 3: Abbreviations

| ABS Australian Bureau of Statistics ADF Australian Defence Force BOM Bureau of Meteorology BSA Building Services Authority DDC District Disaster Coordinator, Inspector Mark Stiles | | | | | | | |
|---|---------------------------------------|--|--|--|--|--|--|
| BOM Bureau of Meteorology BSA Building Services Authority DDC District Disaster Coordinator, Inspector Mark Stiles | | | | | | | |
| BSA Building Services Authority DDC District Disaster Coordinator, Inspector Mark Stiles | | | | | | | |
| DDC District Disaster Coordinator, Inspector Mark Stiles | | | | | | | |
| DDC District Disaster Coordinator, Inspector Mark Stiles | | | | | | | |
| | | | | | | | |
| DDCC District Disaster Coordination Centre | District Disaster Coordination Centre | | | | | | |
| DDRG District Disaster Recovery Group | | | | | | | |
| DES Department of Emergency Services | | | | | | | |
| DETA Department of Education, Training and the Arts | | | | | | | |
| DM Act Disaster Management Act 2003 (QLD) | | | | | | | |
| EMA Emergency Management Australia | | | | | | | |
| EMQ Emergency Management Queensland | | | | | | | |
| EPA Environmental Protection Agency | | | | | | | |
| BLDCC Balonne Local Disaster Coordination Centre | | | | | | | |
| 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 | | | | | | | |
| NEMCC National Emergency Management Coordination Centre | | | | | | | |
| NGO Non-Government Organisation | | | | | | | |
| PSPA Public Safety Preservation Act 1989 | | | | | | | |
| QNPWS Queensland National Parks & Wildlife Services | ,,,,, | | | | | | |
| QRAA Queensland Rural Adjustment Authority | | | | | | | |
| SDCC State Disaster Coordination Centre | | | | | | | |
| SDMG State Disaster Management Group | | | | | | | |

Appendix 4: Draft Agenda for Sub Group Meetings



BALONNE RECOVERY GROUP **HUMAN-SOCIAL** SUB-COMMITTEE MEETING

AGENDA

Monday 8 March 2010 am - pm **LDMG Meeting Room Balonne Shire Council**

Chairperson

Cr. Maria Bosworth

Secretariat

to be confirmed

Welcome and apologies 1.

Chair

2. Introductions Chair

- Council representative/s
- Membership
- Supporting agencies

3. Charter Chair

Reporting arrangements 4.

Chair

Administration

Council priorities 5.

Tudor Tanase

Agency challenges

Agency representatives

Action Plan 7.

Chair

- Priorities (low, medium, high), agency, description, timeline
- 8. Communications (media – primary contact officer)

Chair

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| 9. Pu | ıblic meeting (sch | eddie Week be | giriinig io | Coluary | '' | Chair | |
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