



Special Council Meeting

AGENDA

Tuesday 7 April 2020

NOTICE OF MEETING SPECIAL COUNCIL MEETING

Dear Councillors

Notice is hereby given that a Special Meeting of Council will be held in the Council Chambers, Administration Centre, 2 Railway Road, Kalamunda on **Tuesday 7 April 2020 at 6.30pm.**



Rhonda Hardy
Chief Executive Officer
3 April 2020



Our Vision

Connected Communities, Valuing Nature and Creating our Future Together

Core Values

Service We deliver excellent service by actively engaging and listening to each other.

Respect We trust and respect each other by valuing our differences, communicating openly and showing integrity in all we do.

Diversity We challenge ourselves by keeping our minds open and looking for all possibilities and opportunities.

Ethics We provide honest, open, equitable and responsive leadership by demonstrating high standards of ethical behaviour.

Aspirational Values

Creativity We create and innovate to improve all we do.

Courage We make brave decisions and take calculated risks to lead us to a bold and bright future.

Prosperity We will ensure our District has a robust economy through a mixture of industrial, commercial, service and home based enterprises.

Harmony We will retain our natural assets in balance with our built environment.

Our simple guiding principle will be to ensure everything we do will make Kalamunda socially, environmentally and economically sustainable

kalamunda.wa.gov.au

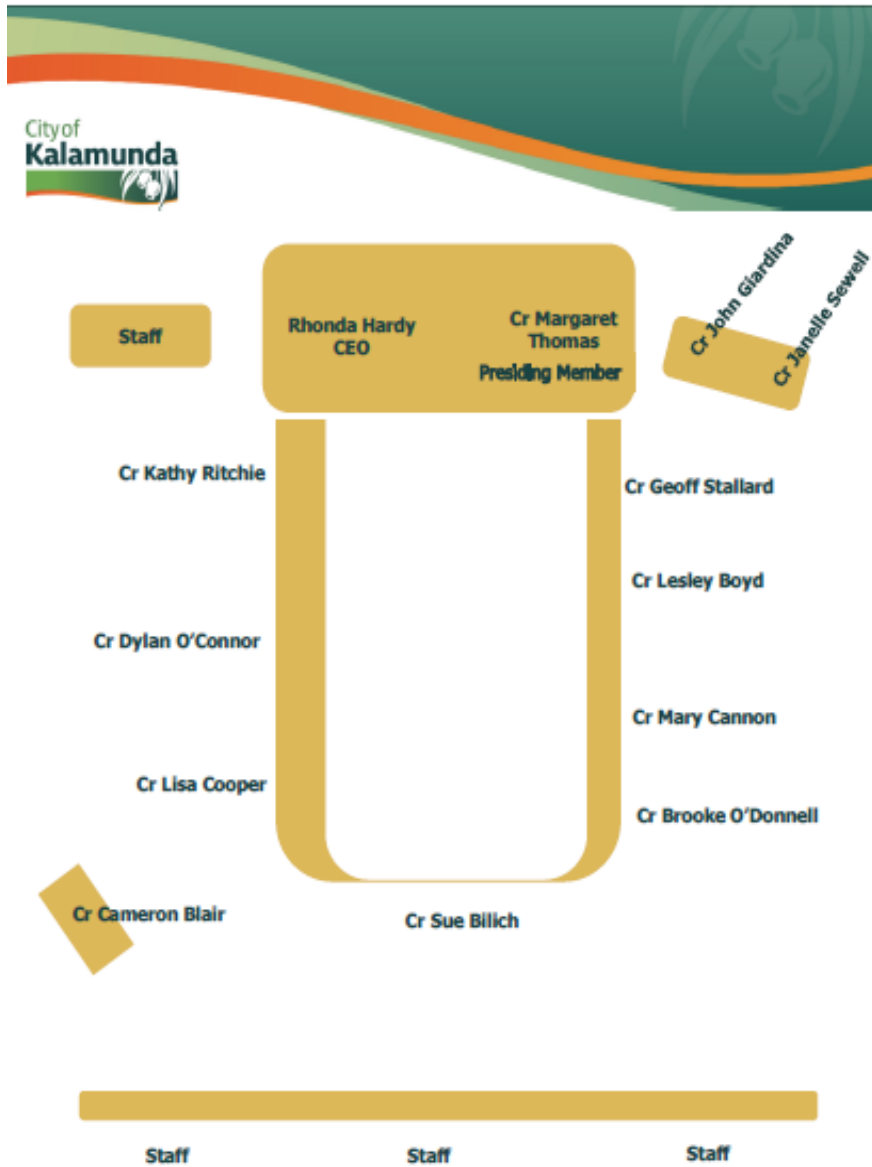
City of Kalamunda

INFORMATION FOR THE PUBLIC ATTENDING COUNCIL MEETINGS

Welcome to this evening's meeting. The following information is provided on the meeting and matters which may affect members of the public.

If you have any queries related to procedural matters, please contact a member of staff.

Council Chambers – Seating Layout



Special Council Meetings – Procedures

1. Council Meetings are open to the public, except for Confidential Items listed on the Agenda.
2. To limit the risk of infection due to COVID-19 Council meetings will be isolated within the Council Chambers and the public gallery will be situation in the adjoining function centre limited as per Federal Government requirements.
3. Members of the public who are unfamiliar with meeting proceedings are invited to seek advice prior to the meeting from a City Staff Member.
4. Members of the public are able to ask questions at a Special Council Meeting during Public Question Time on matters relating to the functions of this meeting.
5. To facilitate the smooth running of the meeting, silence is to be observed in the public gallery at all times except for Public Question Time.
6. All other arrangements are in general accordance with Council's Standing Orders, the Policies and decision of the City or Council.

Acknowledgement of Traditional Owners

We wish to acknowledge the traditional custodians of the land we are meeting on, the Whadjuk Noongar people. We wish to acknowledge their Elders' past, present and future and respect their continuing culture and the contribution they make to the life of this City and this Region.

Emergency Procedures

Please view the position of the Exits, Fire Extinguishers and Outdoor Assembly Area as displayed on the wall of Council Chambers.

In case of an emergency follow the instructions given by City Personnel.

We ask that you do not move your vehicle as this could potentially block access for emergency services vehicles.

Please remain at the assembly point until advised it is safe to leave.

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2. **Attendance, Apologies and Leave of Absence Previously Approved**
3. **Public Question Time**
4. **Petitions/Deputations**
5. **Announcements by the Member Presiding Without Discussion**
6. **Matters for Which the Meeting may be Closed**
7. **Disclosure of Interest**
- 7.1. **Disclosure of Financial and Proximity Interests**
 - a. Members must disclose the nature of their interest in matter to be discussed at the meeting. (Section 5.56 of the *Local Government Act 1995*.)
 - b. Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting. (Section 5.70 of the *Local Government Act 1995*.)
- 7.2. **Disclosure of Interest Affecting Impartiality**
 - a. Members and staff must disclose their interest in matters to be discussed at the meeting in respect of which the member or employee had given or will give advice.

8. Reports to Council

8.1. Chief Executive Officer Reports

8.1.1. Zig Zag Scenic Drive: Proposed Temporary Measures

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	OCM183/2013; OCM74/2014; OCM 90/2014
Directorate	Asset Services
Business Unit	Asset Services
File Reference	HU-PUH-007
Applicant	N/A
Owner	City of Kalamunda

Attachments	1. Zig Zag Scenic Drive - Analysis of Road Closure Options and Outcomes [8.1.1.1 - 2 pages]
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TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
x Executive	When Council is undertaking its substantive role of direction setting and oversight (e.g. accepting tenders, adopting plans and budgets)
Information	For Council to note
Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2027

Priority 1: Kalamunda Cares and Interacts

Objective 1.2 - To provide a safe and healthy environment for community to enjoy.

Strategy - 1.2.1 Facilitate a safe community environment.

Priority 2: Kalamunda Clean and Green

Objective 2.3 - To reduce the amount of waste produced and increase the amount of reuse and recycling of waste.

Strategy 2.3.1 - Identify and implement strategies to reduce waste.

Priority 3: Kalamunda Develops

Objective 3.4 - To be recognised as a preferred tourism destination.

Strategy 3.4.1 - Facilitate, support and promote, activities and places to visit.

EXECUTIVE SUMMARY

1. The purpose of this report is to seek Council direction regarding temporary measures that could be implemented at Zig Zag Scenic Drive (ZZSD) and nearby streets to address concerns raised by Councillors.
2. Ward Councillors have raised with the Administration concerns from some residents regarding hooning and antisocial behaviour in this area. Councillors discussed the matter with the Administration at a Strategy Session on 31 March 2020.
3. It is feasible to implement some temporary measures regarding ZZSD and the Administration seeks Council determination to a preferred course of action.

BACKGROUND

4. In June 2014, Council received a report outlining the community engagement undertaken regarding ZZSD. The relevant Council Decision (OCM90/2014) proposed, in essence, a sequence of traffic calming and parking improvements in Lascelles Parade and further development of measures aimed at tourism and addressing antisocial behaviour.
5. The traffic calming and parking improvements have been undertaken in subsequent years as budgets permit, however no substantive position has been determined regarding the future development of ZZSD.
6. The City has also adopted the Cycling Master Plan 2017 which included a key strategy that ZZSD be closed to vehicles to facilitate pedestrian and cyclists going up and down the hill. This adoption of the Cycling Master Plan was subject to further determination regarding the future of ZZSD.
7. Ward Councillors have raised concerns regarding the increase in hooning and antisocial activity in the area (amongst other matters) and this has been discussed at strategy sessions with Council and the Administration through 2019 and 2020.
8. A strategy session undertaken on 31 March 2020 outlined key issues for consideration. This report now seeks Council direction on the matter.

DETAILS AND ANALYSIS

9. It is considered the following are the main issues requiring attention in this matter:
 - a) hooning and vehicle rollovers due to excessive speed in Lascelles Parade;
 - b) hooning in ZZSD;
 - c) antisocial behaviour at the upper car park in Lascelles Parade;
 - d) antisocial behaviour in the vehicle pull off bays on ZZSD including supposed illicit drug dealing and consumption;

- e) illegal overnight camping by the side of the road in ZZSD where facilities are not set up for this activity;
- f) litter and dumping, as well as human waste products including faeces, used sanitary napkins and toilet paper by way of example;
- g) four-wheel drive vehicles cutting trails into the Gooseberry Hill National Park from ZZSD and damaging the natural environment;
- h) conflicts between vehicles driving down ZZSD; and
- i) the desire to enhance tourism within the City and the role the ZZSD would play in this.

10. All of the issues raised above can be linked, wholly or partially to vehicle activity on Lascelles Parade and ZZSD. A presentation to Councillors set out what anticipated benefits or reduction in amenity would occur if road access was:

- a) no change to current access; or
- b) closure of ZZSD 'after hours'; or
- c) closure of ZZSD to all vehicles with access only for pedestrians and cyclists.

The anticipated change in each issue depending on the scenario is provided as Attachment 1 to this report.

11. Whilst the permanent closure to vehicles appears to have substantive benefits in dealing with the issues, it is recognised this may incur substantial criticism towards the City.

12. It is considered then the City proceed with a trial of the selected outcome (unless no change was determined) and gather factual data as to any changes to the issues as a result of the trial. A subsequent report to Council after the trial would then allow informed judgement as to what permanent measures are needed.

13. It is recommended any trial be undertaken for a three-month period with appropriate delay in commencing to complete traffic counts and other data gathering currently underway and compliance to prescribed periods of notice.

14. In regard to the hooning issues on Lascelles Parade, a recommended a series of substantive traffic calming devices, such as chicanes and road narrowings, could be installed to substantially reduce available sections of roadway where vehicles can 'get up to speed' or undertake 'doughnuts' on the road. The estimated cost of this is being developed and will be listed in the draft 2020/21 Capital Works program for consideration.

15. It is further proposed, once a determination is made as to the long-term vehicle access to ZZSD (open / partial closed / fully closed), the City can then develop an appropriate tourism strategy taking into account vehicle access. It would be premature at this stage to commence this strategy.

APPLICABLE LAW

16. The *Local Government Act 1995* prescribes arrangements for temporary or permanent road closures.

APPLICABLE POLICY

17. Nil.

STAKEHOLDER ENGAGEMENT

18. If Council wish to proceed as soon as possible with any measures, then the Community will be informed of the actions being undertaken.

FINANCIAL CONSIDERATIONS

19. Installation of manually operated gates for the trial would be in the order of \$20,000 with a further \$4,000 to have a security contractor attend to close them each evening for a three-month period.

SUSTAINABILITY

Social Implications

20. Potential to reduce antisocial behaviour.

Economic Implications

21. Potential to grow tourism.

Environmental Implications

22. Potential to protect Gooseberry Hill National Park.

RISK MANAGEMENT

- 23.
- | | | |
|--|-------------------|---------------|
| Risk: That significant criticism is levelled towards the City as a result of any decision made to address, or not address, the issues regarding vehicles on Zig Zag Scenic Drive. | | |
| Consequence | Likelihood | Rating |
| Moderate | Almost Certain | High |
| Action/Strategy | | |
| Council clearly communicate that undertaking a trial of any changes is such to gauge the impact and then determine if permanent measures are warranted. | | |

CONCLUSION

24. It is recognised there is no perfect solution that can be funded at an acceptable level. The matters and options raised allow Council to make a decision as to how to deal with the matter.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council:

1. NOTE provision of traffic calming measures for Lascelles Parade will be listed for consideration by Council as part of the draft 2020/2021 Budget process.
2. DETERMINE not to close Zig Zag Scenic Drive to vehicles at this time.

OR

2. UNDERTAKE a three-month trial of closing Zig Zag Scenic Drive to vehicles between the hours of _____ PM and _____ AM, seven days per week to commence by 30 May 2020.

OR

2. UNDERTAKE a three-month trial of closing Zig Zag Scenic Drive to vehicles at all times to commence by 30 May 2020.

ZIG ZAG SCENIC DRIVE (ZZSD): OPTIONS FOR CONSIDERATION

Issue No.	Issue	Description & Discussion
1	Hooning – Zig Zag Scenic Drive	Burnouts and doughnuts on road, disturbing peace of nearby residents especially at night.
2	Hooning – Lascelles Parade	As above but greater proximity to residents and increase risk of vehicle crashes impacting private property.
3	Littering and Dumping	Discarded rubbish, human organic waste, other waste and dumping along ZZSD. Unsafe and unsanitary clean up required.
4	Camping	Apart from being illegal, leads to increased litter and dumping.
5	Illicit Drug Activity	Instances of drug trading and drug consumption – antisocial behaviour spoiling enjoyment of others.
6	Bicycle – Vehicle Conflict	Some cyclists do the wrong thing and cycle uphill on ZZSD and can cause conflict with vehicles coming down ZZSD and risks of accidents and injuries.
7	Sightseeing – ZZSD	Visitors in vehicles can pull off ZZSD at several points and enjoy the views of the Gooseberry Hill National Park and City, especially during early evening when City lights are switched on.
8	Sightseeing – Lascelles Parade carpark	As above but with different aspects.
9	Damage to Gooseberry Hill National Park	Vehicles (predominantly four-wheel drives) carve tracks into the Gooseberry Hill National Park from ZZSD causing damage to the natural environment and accelerating erosion.

ZIG ZAG SCENIC DRIVE (ZZSD): OPTIONS FOR CONSIDERATION

Scenario →:	No Change to Existing Vehicle Access Arrangements	Vehicle Access stopped “after hours” ¹	Vehicle Access stopped at all times, pedestrians and cyclists allowed 2-way access
Issue No.	Outcome Anticipated		
1	No change to current situation	Would reduce disturbances at night	Would mitigate issue completely
2	No change to current situation	May see reduction in vehicles who cannot continue down ZZSD	May see reduction in vehicles who cannot continue down ZZSD
3	No change to current situation	Not anticipated to have substantive reduction	Would see substantive reduction
4	No change to current situation	No change, vehicles would enter before access is closed	Would be reduced to whatever can be carried ‘on your back’
5	No change to current situation	Anticipate some reduction but move problem elsewhere	Anticipate substantial reduction but move problem elsewhere
6	No change to current situation	No change – almost all cyclists are day use	Would mitigate issue completely
7	No change to current situation	Depending on close time, wouldn’t negatively impact enjoyment of visitors	Would be a negative outcome as visitors unable to drive down ZZSD
8	No change to current situation	No change to current benefit	No change to current benefit
9	No change to current situation	Do not anticipate any substantive improvement	Would mitigate issue completely

1: After Hours is not yet defined, but assumed after sunset but before say 10pm

8.1.2. Adoption of Policy - COVID 19 - Financial Hardship

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items

Directorate Chief Executives Office

Business Unit Governance and Legal

File Reference N/A

Applicant

Owner

Attachments 1. Draft policy - COVID 19 Financial Hardship [**8.1.2.1** - 3 pages]

TYPE OF REPORT

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STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2027

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

EXECUTIVE SUMMARY

1. The purpose of this report is for Council to adopt a new policy in relation to financial hardship assistance from the City arising from the COVID-19 pandemic - COVID-19 – Financial Hardship (Policy) (Attachment 1).
2. The Policy has been developed to give effect to the City of Kalamunda's (City) commitment to support the whole community to meet the unprecedented challenges arising from COVID-19, the City recognises these challenges will result in financial hardship for our ratepayers.

3. It is recommended Council adopt the draft policy – COVID-19 – Financial Hardship.

BACKGROUND

4. The City periodically reviews, revokes and adds new policies to ensure compliance with legislative requirements, operational and strategic objectives.

DETAILS AND ANALYSIS

5. Local governments have been requested to consider adopting a policy to provide clear guidance to their residents of assistance that may be provided to them during the current COVID-19 pandemic and the criteria for assistance.
6. The Western Australian Local Government Association (WALGA) has provided guidance to local government to assist in the development of the policy.
7. The information provided by WALGA has been included in the draft policy and represents a considered approach by the City.
8. It is intended that the Policy will apply throughout the period of the emergency declarations. Once the declarations have been cancelled consideration can be given to the need to continue the Policy in its current form or if amendments may be needed to ensure assistance can be provided for an extended period.

APPLICABLE LAW

9. *Local Government Act 1995 and Local Government (Financial Management) Regulations 1996.*

APPLICABLE POLICY

10. This is a new policy to provide clear guidance to the community on assistance available from the City for financial hardship arising from COVID-19.

STAKEHOLDER ENGAGEMENT

11. Due to the urgency of responding to the current State and Public Health Emergency declarations, no community consultation has been undertaken in developing the Policy.

FINANCIAL CONSIDERATIONS

12. The financial impact of adopting the Policy will depend on the level of assistance sought by the City's residents.

SUSTAINABILITY

Social Implications

13. Will depend on the level of assistance sought by the City's residents.

Economic Implications

14. Will depend on the level of assistance sought by the City's residents and businesses.

Environmental Implications

15. Nil.

RISK MANAGEMENT

16.

Risk: Council does not implement strategies to facilitate the provision of assistance to residents of City in the quickest possible time during the COVID 19 pandemic.		
Consequence	Likelihood	Rating
Moderate	Likely	Medium
Action/Strategy		
Ensure strategies are in place to meet the expectations of City residents.		

CONCLUSION

17. The draft Policy - COVID 19 – Financial Hardship - represents a considered approach by the City of the assistance that could be made available and the applicable criteria for financial hardship arising from the COVID 19 pandemic.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council ADOPT the draft policy – COVID 19 – Financial Hardship (Attachment 1).



DRAFT - Governance #: COVID – 19 Financial Hardship Policy

1. Purpose

To give effect to the City of Kalamunda's (the City) commitment to support the whole community to meet the unprecedented challenges arising from the COVID19 pandemic, the City recognises that these challenges will result in financial hardship for our ratepayers.

This Policy is intended to ensure that the City offer fair, equitable, consistent and dignified support to ratepayers suffering hardship, while treating all members of the community with respect and understanding at this difficult time

2. Policy Application

This policy applies to:

1. Outstanding rates and service charges as at the date of adoption of this policy; and
2. Rates and service charges levied for the 2020/21 financial year.

This policy will only apply for the duration of the Western Australian State and Public Health Emergency Declarations for COVID 19.

3. Policy Statement

It is a reasonable community expectation, as the City deals with the effects of the pandemic that those with the capacity to pay rates will continue to do so. For this reason the Policy is not intended to provide rate relief to ratepayers who are not able to evidence financial hardship and the statutory provisions of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996* will apply

(1) Payment difficulties, hardship and vulnerability

Payment difficulties, or short-term financial hardship, occur where a change in a person's circumstances result in an inability to pay a rates or service charge debt.

Financial hardship occurs where a person is unable to pay rates and service charges without affecting their ability to meet their basic living needs, or the basic living needs of their dependants. The City recognises the likelihood that COVID19 will increase the occurrence of payment difficulties, financial hardship and vulnerability in our community. This policy is intended to apply to all ratepayers experiencing financial hardship regardless of their status, be they a property owner, tenant, business owner etc

(2) Anticipated Financial Hardship due to COVID19

The City recognises that many ratepayers are already experiencing financial hardship due to COVID-19. We respect and anticipate the probability that additional financial difficulties will arise when their rates are received.



The City encourages ratepayers to contact the City at the time their account falls into arrears to apply for hardship consideration in accordance with the terms of this policy. Where possible and appropriate, the City will also provide contact information for a recognised financial counsellor and/or other relevant support services.

(3) Financial Hardship Criteria

While evidence of hardship will be required, we recognise that not all circumstances are alike. The City will take a flexible approach to a range of individual circumstances including, but not limited to, the following situations:

- Recent unemployment or under-employment
- Sickness or recovery from sickness
- Low income or loss of income
- Unanticipated circumstances such as caring for and supporting extended family

Ratepayers are encouraged to provide any information about their individual circumstances that may be relevant for assessment. This may include demonstrating a capacity to make some payment and where possible, entering into a payment proposal. The City will consider all circumstances, applying the principles of fairness, integrity and confidentiality whilst complying our statutory responsibilities

(4) Payment Arrangements

Payment arrangements facilitated in accordance with Section 6.49 of the Act are of an agreed frequency and amount. These arrangements will consider the following:

- That a ratepayer has made genuine effort to meet rate and service charge obligations in the past;
- The payment arrangement will establish a known end date that is realistic in achieving the discharge of the debt;
- The ratepayer will be responsible for informing the City of any change in circumstance that jeopardises the agreed payment schedule

(5) Deferment of Rates

Deferment of rates may apply for ratepayers who have a Pensioner Card, State Concession Card or Seniors Card and Commonwealth Seniors Health Care Card registered on their property. The deferred rates balance:

- remains as a debt on the property until paid;
- becomes payable in full upon the passing of the pensioner or if the property is sold or if the pensioner ceases to reside in the property;
- may be paid at any time, BUT the concession will not apply when the rates debt is subsequently paid (deferral forfeits the right to any concession entitlement); and
- does not incur penalty interest charges.

(6) Debt recovery

The City will suspend its debt recovery processes whilst negotiating a suitable payment arrangement with a debtor. Where a debtor is unable to make payments in accordance with



the agreed payment plan and the debtor advises us and makes an alternative plan before defaulting on the 3rd due payment, then we will continue to suspend debt recovery processes.

Where a ratepayer has not reasonably adhered to the agreed payment plan, then for any Rates and Service Charge debts that remain outstanding on 1 July 2021, the City will offer the ratepayer one further opportunity of adhering to a payment plan that will clear the total debt by the end of the 2021/2022 financial year.

Rates and service charge debts that remain outstanding at the end of the 2021/22 financial year, will then be subject to the rates debt recovery procedures prescribed in the *Local Government Act 1995*.

(7) Review

The City will establish a mechanism for review of decisions made under this policy, and advise the applicant of their right to seek review and the procedure to be followed.

(8) Communication and Confidentiality

The City will maintain confidential communications at all times and undertakes to communicate with a nominated support person or other third party at your request.

Where financial hardship arising from the COVID 19 pandemic can be demonstrated, the City may advise ratepayers of this policy and its application, when communicating in any format (i.e. verbal or written) with a ratepayer that has an outstanding rates or service charge debt.

The City recognises that applicants for hardship consideration are experiencing additional stressors, and may have complex needs. The City will provide additional time to respond to communication and will communicate in alternative formats where appropriate and will ensure all communication with applicants is clear and respectful.

Status	
Related Local Law	
Related Council Policies	
Relevant Delegation	
Related Internal Procedures	
Related Budget Schedule	
Legislation	<i>Local Government Act 1995</i> <i>Local Government (Financial Management) Regulations 1996</i>
Notes and Conditions	
Authority	
Adopted	Next Review Date

8.1.3. COVID-19 Pandemic – Budget Setting Parameters and Principles 2020-21 and Changes to Budget 2019-20

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	N/A
Directorate	Corporate Services
Business Unit	Financial Services
File Reference	
Applicant	N/A
Owner	N/A
Attachments	1. Local COVID 19 Pandemic Preparedness Plan [8.1.3.1 - 35 pages]

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STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2027

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

Strategy 4.1.2 - Build an effective and efficient service-based organisation.

EXECUTIVE SUMMARY

1. The purpose of this report is to:

- a) obtain Council endorsement of the budget setting parameters and establish principles informing the 2020/21 annual budget; and
 - b) obtain Council endorsement on financial assistance principles proposed by the City to mitigate the financial hardship of the community as a result of COVID-19 and
 - c) endorse the changes to the 2019/20 budget.
2. The City of Kalamunda (City) acknowledges the significant public health and economic implications of COVID-19 and is focused on developing an annual budget for 2020/21 that gives due consideration to the current global situation.
 3. The City also acknowledges that the community is already experiencing financial hardship and therefore seeks the Council's, in principle, support of a number of measures that will seek to recognise the financial hardship.
 4. It is recommended that Council:
 - a) endorse the budget setting parameters and establish principles informing the 2020/21 annual budget; and
 - b) endorse the recommended changes to the 2019/20 budget; and
 - c) adopt the Local COVID-19 Pandemic Preparedness Plan. (LCPPP)

BACKGROUND

5. The impacts of COVID-19 demands all levels of government provide leadership, support and compassion so as to minimise health risks and the financial burden on the community, while maximising support for the most vulnerable.
6. The City has developed a LCPMP (Attachment 1). The Plan is intended to inform the community to ensure they are aware of the City's planning and response in relation to this matter.
7. The current status of COVID-19 in Australia is evolving rapidly and it is having a significant impact on public health and the economy. In response, the City is focused on developing an annual budget for 2020/21 that gives due regard for the impacts of COVID-19 while also putting measures in place that will recognise the financial hardship being experienced by the community.

DETAILS AND ANALYSIS

8. The City has put in place a framework that will enable it to respond quickly and effectively in managing its response to COVID-19.

Section 4 of the LCPPP outlines the City's response to COVID-19. A key aspect of the response are the establishment of the City's priorities as follows:

1. Develop and Implement the LCPPP
2. Respond to daily directions from the Commonwealth and state government
3. Provide daily communications to staff
4. Provide weekly communications to Community from the Mayor
5. Develop a Community COVID-19 Support Response Plan
6. Develop and implement Community Support Initiatives
7. Develop a Local Recovery Plan

9. The financial implications on the City's operations will be impacted by a number of factors including but not limited to:

- a) The duration of COVID-19.
- b) The effectiveness of the federal and state government's stimulus packages.
- c) The ability of local business to resume operations following COVID-19.
- d) The overall economic conditions.

10. The City's response to COVID-19 is focused around initiatives that will provide:

- a) Support to businesses whilst they transition to a new service/product delivery model.
- b) Provide financial relief to businesses to improve cash-flow.
- c) Provide financial relief for those members of the community experiencing financial hardship.
- d) Expenditure savings.
- e) Stimulate spending that will create new jobs and economic development.
- f) Will reflect the Premier's intent of the role local government has in supporting its community during this time.

11. Furthermore, the City's response is focused on a balanced combination of financial restraint and economic stimulus measures that will generate economic development and employment opportunities.

12. With regard to the 2020/21 annual budget, it is proposed the following principles and parameters are endorsed to inform the budget:
- a) Adopt no increase in total rate revenue for 2020/21.
 - b) Adopt no increase in fees and charges, including waste fees for 2020/21.
 - c) Waive 2020/21 food and health inspection fees for targeted small businesses adversely affected by COVID-19.
 - d) Develop a 2020/21 operating budget that is reflective of the anticipated no change in rates and fees revenue. Identify cost savings initiatives across capital and operational expenditure that can be redirected to core functions with the details to be considered during the 20/21 budget process.
 - e) Identify priority capital works projects that would predominately be funded from reserves and/or borrowings for consideration during the 2020/21 budget process that can assist in economic stimulus.
 - f) That the City negotiate with tenants of City owned properties to assess the impact of COVID-19 on their capacity to meet rental payments during the 2020/21 year. The result of these negotiations will be considered as part of the 2020/21 budget process.
13. The City has estimated that the impact of freezing rates and fees in 2020/21, compared to an anticipated CPI increase, would be \$1 million reduction in revenue. In response, cost saving initiatives will be incorporated as part of the budget process to offset this lower than anticipated revenue. Additionally, cash flow will be closely monitored as the next financial year progresses to match as best possible spending to the income as it is received by the City.
14. The City has been advised by the State Government it needs to retain its workforce to be ready for the recovery. The City is developing a Redeployment Strategy in order to meet this requirement. The City will prioritise for redeployment, where required, its full and part time permanent employees, followed by contract and casual staff.
15. The City has initiated the on-line Kalamunda Connected Register to identify residents in hardship and volunteers who are willing and able to support others in the community. The City has launched the register on its website and now in the process of developing guidelines around the detail of implementation.

16. The City will recommend to Council that it considers establishing a new Reserve - The Crisis Relief Fund in the 2020/21 Budget. This is intended to support community group initiatives, small business and the tourism community and individuals in serious hardship. The fund would be established with criteria and guidelines and will require Council to approve any funds being utilised.
17. The City has assessed the financial impact of waiving 2020/21 food and health inspection fees for targeted small businesses adversely impacted by COVID-19 as approximately \$37,000. Based on the City's assessment and the targeted approach, this waiver would provide approximately 170 small businesses direct fee relief in 2020/21. The City has excluded large retail chains, fast food outlets and major supermarkets from the waiver.
18. If during the 2020/21 Financial Year, it is necessary to undertake significant changes to the adopted budget for 2020/21. Notwithstanding the above principles, the matter will be brought to Council for final consideration as part of the budget adoption process.
19. The City has identified some potential stimulus projects, these projects are at a very high-level cost and concept phase, and would be subject to the following criteria:
- a) could be largely funded from reserves, borrowings or (if available), State and Federal grants;
 - b) relatively simple to add into the 2020/21 works program from a resourcing perspective;
 - c) provide visible and / or tangible outcomes for the community; and
 - d) have the potential for local firms to become involved in the projects as suppliers of goods and services.

The stimulus projects are aimed at providing the community with additional confidence the City will continue to function and operate.

20. These projects are:
- a) Walliston Transfer Station – Hard stand, drainage & Tip Shop (\$1m)
 - b) LED Street Light roll out program to commence (\$1m)
 - c) Enhanced inspection and cleans of drainage systems in peri urban and rural areas (\$200,000)
 - d) Program to roll out new female in sport change rooms at Kostera Oval, Ray Owen Reserve, Scott Reserve and Maida Vale Reserve cognisant of master plans for each reserve (\$2m)
 - e) Consider a Bushfire Stimulus to assist the Community prepare for the next fire season
 - f) Improvements to selected parks, car parking expansion & improvement to reserves in High Wycombe (\$760,000), Maida Vale

(\$220,000), Forrestfield (\$450,000), Gooseberry Hill (\$13,000), Kalamunda (\$260,000) and Lesmurdie (\$320,000) funded from public open space cash-in-lieu reserves

- g) Central Lane (\$2.4m) and/or Haynes Street (\$2.2m) streetscape improvements to stimulate local businesses when this crisis is over
- h) City Park & Reserve Signage (\$200,000)
- i) Ray Owen Carpark (\$860,000), partly funded through cash-in-lieu
- j) Woodlupine Brook Restoration project (\$200,000), partly funded through cash-in-lieu

Note: These initiatives are high level proposals requiring refinement prior to seeking formal allocation of budgets.

21. During the budget process, Councillors will be presented with detailed analysis of the austerity and stimulus measures being proposed.

22. With regard to the 2019/20 annual budget, it is proposed that the following principles are endorsed in order to provide financial relief to the community:

- a) Suspend lease rental for City owned buildings estimated impact of \$66,000.
- b) Provide a full refund on all COVID-19 related cancelled bookings at City properties or facilities estimated impact of \$372,000.
- c) Suspend debt recovery through the courts for outstanding rates payments. This relates to General Procedure Claims that have been lodged for outstanding rates debtors. This will reduce incurring additional legal expenses to ratepayers during this time, with debt recovery to recommence subsequent to the COVID-19 crisis. This does not have a financial impact on the City as the legal costs are recovered from the ratepayer.
- d) Reduce creditor payment terms from 30 to 14 days. (Based on current low interest rates on term investments, cash flow impact would be very minor).

In total the above measures will result in an estimated reduction of \$438,000 of revenue for the 2019/20 financial year. It should be noted the statutory budget review was adopted by Council at its Ordinary Council Meeting on 24 March 2020 reporting a year end estimated accumulated surplus of \$3.5 million, which is sufficient to fund the financial relief efforts mentioned.

23. In response to the Premier's recent announcement that the tender threshold will be raised once regulations are gazetted the City will revise its purchasing and procurement policy to promote local buying where possible.

24. The City will continue advocacy efforts and seek grant funding to increase stimulus activities. Any State or Federal stimulus packages or Lotterywest funding will be monitored. The major projects that will be targeted are as follows:
1. Stirk Park Playground and Skatepark Development
 2. Ray Owen Basketball Masterplan
 3. The Maida Vale Masterplan
 4. The Scott Reserve Masterplan
 5. Kalamunda Cycle Plan Implementation
 6. Forrestfield North Transit Oriented Development
 7. Water Harvesting Expansion Project (establish an additional Managed Aquifer Recharge system)
 8. Woodlupine Community Hub
25. Throughout the 2020/21 budget the City will continue to monitor the implications of the COVID-19 and the associated health and economic impacts to the City's residents and businesses.

APPLICABLE LAW

26. *Section 6:12 (1)(b) of the Local Government Act 1995*

Power to defer, grant discounts, waive or write off debts

- 1) *Subject to subsection (2) and any other written law, a local government may –*
 - a) *When adopting the annual budget grant a discount or other incentive for the early payment of any amount of money or*
 - b) *Waive or grant concessions in relation to any amount or money or*
 - c) *Write of any amount of money, which is owed to the local government*

APPLICABLE POLICY

27. S-FIN2 – Debt Collection
CEO Instruction 2.1 – Waving of Fees and Charges for Community Groups

STAKEHOLDER ENGAGEMENT

28. This report has not been the subject of community engagement and has been compiled in urgent response to the COVID-19 crisis. However, the City has engaged on a weekly basis with State Government Department, the Premier, the Minister for Local Government and the Western Australian Local Government Association.
29. The City's response is consistent with all instructions received from the above-mentioned authorities.

FINANCIAL CONSIDERATIONS

30. The forecast costs to the City of the 2019/20 budget principles and parameters are estimated to be \$438,000 to be funded from the accumulated surplus.
31. The City has estimated a significant impact on the City's 2020/21 estimated revenue of \$1million due to the zero increase in rates and fees and charges. The details of each initiative will be formalised through the budget process.

SUSTAINABILITY

Social Implications

32. The social implications for the community as an outcome of COVID-19 is significant. The City in formulating its Crisis Relief Budget Parameters have put those effected by COVID-19 in the forefront of its thinking.

Economic Implications

33. It is expected that the City's response to the COVID-19 will support and reduce the economic impact to City the community.

Environmental Implications

34. A number of the stimulus projects being recommended will have significant environmental benefits.

RISK MANAGEMENT

35.

Risk: That COVID-19 has a more significant impact on the City and Community than is currently understood.		
Consequence	Likelihood	Rating
Major	Possible	High
Action/Strategy		
The City continues to monitor advice provided by the federal and state governments. The City continues to brief elected members on estimated impacts of COVID-19		

Risk: That the City fails to adopt an effective response to COVID-19 leading to significant reputational damage.		
Consequence	Likelihood	Rating
Significant	Possible	High
Action/Strategy		
The City continues to monitor advice provided by the federal and state governments. The City continues to brief elected members on estimated impacts of COVID-19		

Risk: Council and Community demand a further rate cut resulting in the City's financial sustainability being compromised.		
Consequence	Likelihood	Rating
Critical	Almost Certain	Extreme
Action/Strategy		
Provide information regarding the catastrophic adverse impact on future year budgets and conflict with State Government intent regarding staffing.		

Risk: Lack of effective response to COVID-19 by the City resulting in State Government intervention.		
Consequence	Likelihood	Rating
Critical	Possible	High
Action/Strategy		
The City aligns COVID-19 response with State and Federal advice.		

CONCLUSION

36. COVID-19 will have a significant public health and economic impact on the City's community.
37. The uncertain duration of COVID-19 together with the lack of certainty around the effectiveness of the Federal and State Government stimulus initiatives demands that Local Government's take decisive action to limit the risks to the community.
38. The City's response to COVID-19 is focused around initiatives that will provide:
 - a) Support to businesses whilst they transition to a new service/product delivery model.
 - b) Provide financial relief to businesses to improve cash-flow.
 - c) Provide financial relief for those members of the community experiencing financial hardship.
 - d) Expenditure savings.
 - e) Stimulate spending that will create new jobs and economic development.
 - f) Will reflect the Premier's intent of the role local government has in supporting its community during this time.
39. The parameters and principles identified will provide an opportunity to introduce measures in the 2019/20 financial year that will provide an estimated \$438,000 in financial assistance.
40. In terms of the 2020/21 financial year, the City seeks endorsement of the parameters and principles that will inform the upcoming budget. Council will be provided with detailed analysis regarding the implications of each item throughout the budget process schedule to commence on 7 April and conclude in June 2020.
41. Applying no increase to the rate revenue will provide much needed temporary relief to the community. Other measures detailed in this report will provide the City with the capacity and flexibility to stimulate the economy once COVID-19 has passed.
42. Any consideration to reduce the rates revenue any further than what is being proposed in this report will have a catastrophic adverse impact on future year budgets and future generations. For example, every 1% further reduction would need savings of \$370,000 per annum to be found within operational and capital works budgets. Depending on the size of any proposed reduction may have enduring need to permanently cut services and staff.

43. Any reduction in rate revenue would lock in temporary hardship and make it a permanent issue for future generations. The *Local Government Act 1995* under Section 1.3 (3) states “*a local government in carrying out its role must use its best endeavours to meet the needs of current and future generations through an integration of environmental protections, social advancement and economic prosperity.*”
44. Another factor to consider the possibility the State Government may consider rate capping in the future, which would make financial recovery very difficult.
45. It should be noted that in benchmarking against other metropolitan local governments, the City of Kalamunda rate in the dollar sits 8% below the metropolitan average for residential rates and 30% below the commercial and industrial rates.

Voting Requirements: Absolute Majority

RECOMMENDATION

Part 1 *Financial year - 2019/20 and 2020/21– Lease Rental Charges:*

That Council:

1. APPROVE the change in the 2019/20 Budget related to suspension of lease rental for City owned buildings for the remainder of the financial year and reduce the accumulated surplus by \$66,000.
2. INSTRUCT the Chief Executive Officer to commence negotiations with commercial tenants of City owned properties to amend lease arrangements until such time they can conduct their businesses in the same manner as prior to COVID-19.
3. APPROVE the suspension of lease rental payments from community based and not-for-profit tenants of City owned properties from 1 July 2020 until 3 months after they are able to reopen their operations.

Moved:

Seconded:

Vote:

Part 2 *Financial year - 2019/20 – Cancelled Bookings at City Properties and Facilities:*

That Council:

1. APPROVE the change in the 2019/20 Budget related to full refund on all COVID-19 related cancelled bookings at City properties or facilities and reduce the accumulated surplus by \$372,000.

Moved:

Seconded:

Vote:

Part 3 *Financial year - 2019/20 – Debt Collection:*

That Council:

1. INSTRUCT the Chief Executive Officer to suspend debt recovery through the courts for outstanding rates payments.

Moved:

Seconded:

Vote:

Part 4 *Financial year - 2019/20 – Creditor Payments:*

That Council:

1. INSTRUCT the Chief Executive Officer to reduce creditor payment terms from 30 to 14 days for the remainder of the 2019/20 financial year.

Moved:

Seconded:

Vote:

Part 5 *Budget process for 2020/21 – Rates Proposals:*

That Council:

1. INSTRUCT the Chief Executive Officer to prepare a draft budget 2020/21 on the basis of a zero percent increase in Rate revenue.

Moved:

Seconded

Vote:

Part 6 *Budget process for 2020/21 – Fees and Charges Proposals:*

That Council:

1. INSTRUCT the Chief Executive Officer to prepare a draft budget 2020/21 on the basis of a zero percent increase in fees and charges, including waste fees for 2020/21.
2. INSTRUCT the Chief Executive Officer to waive 2020/21 food and health inspection fees for targeted small businesses adversely affected by COVID-19 and reduce anticipated income for this service by approximately \$37,000.

Moved:

Seconded:

Vote:

Part 7 *Budget process for 2020/21 – Priority Capital Works Projects and Other Economic Stimulus Proposals*

1. INSTRUCT the Chief Executive Officer to prepare a draft budget 2020/21 on the basis of priority capital works projects that can assist in economic stimulus.

Moved:

Seconded:

Vote:

Part 8 ***Budget process for 2020/21 – Employee costs***

1. INSTRUCT the Chief Executive Officer to prepare a draft budget 2020/21 on the basis of retaining all fulltime and permanent part-time staff as per instructions from the Premier.

Moved:

Seconded:

Vote:

Part 9 ***Budget process for 2020/21 – Establish a new Reserve***

1. INSTRUCT the Chief Executive Officer to prepare a draft budget 2020/21 on the basis of creating a new temporary Reserve - The Crisis Relief Fund.
2. REQUEST the Chief Executive Officer to define the purpose of the reserve and prepare criteria and guidelines for the funding and disbursement of the funds.

Moved:

Seconded:

Vote:

Part 10 ***Local COVID-19 Pandemic Preparedness Plan***

1. ADOPT the Local COVID-19 Pandemic Preparedness Plan (Attachment 1)

Moved:

Seconded:

Vote:



Local COVID-19 Pandemic Preparedness Plan



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Local COVID-19 Pandemic Preparedness Plan

Document Revision

Revision	Date	Status	Description	Author
Rev 0	18/3/2020	draft	Initial release	Rhonda Hardy CEO
REV 1	23/3/2020	draft		Donna McPherson

Reviewers and Approvers

Revision	Name	Position	Noted/Approved
Rev 0	COVID Taskforce	Managers	By Monday 23 rd March 2020
Rev 1	Crisis Management Team (CMT)	Executives, MHR, MEH&CS, MC&PR	By Tuesday 24 th March 2020
Rev 3	CEO	CEO	BY Friday 27 th March 2020

Amendment Process

- The Chief Executive Officer (CEO) is the Local COVID-19 Pandemic Preparedness Plan (LCPPP) custodian and authorises LCPPP amendments and amends the controlled copy of the LCPPP, provides a new revision number and date, and issues the document to authorised recipients.
- The most recent version of this LCPPP is to be saved to the Docassembler to enable access by the Crisis Management Team (CMT) and the COVID-19 Taskforce. This is a controlled document; on receipt of a new revision **securely destroy all previous versions you may have printed or distributed.**
- A hard copy of the LCPPP should always be kept easily accessible (including at an offsite location).

Distribution List For Updating and Revisions

Recipient	Position
Rhonda Hardy	Chief Executive Officer
Brett Jackson	Director Asset Services
Gary Ticehurst	Director Corporate Services
Peter Varelis	Director Development Services
All Managers	Managers
All Coordinators	Coordinator

Local COVID-19 Pandemic Preparedness Plan

1 Scope of Local COVID-19 Pandemic Preparedness Plan

This document describes the City of Kalamunda's (City) Local COVID-19 Pandemic Preparedness Plan (LCPPP) on the novel coronavirus (COVID-19) outbreak from Wuhan, Hubei Province, China. The purpose of this LCP PP is to protect the City's employees and to ensure business continuity in the event of a pandemic.

This LCP PP applies to all employees of the City, all contractors (engaged directly or indirectly) as well as visitors and other personnel present on City work sites or dealing with City employees or contractors.

The LCP PP is intended for the information of the community to ensure they are aware of the City's planning in this matter.

2 What is a Pandemic and what is Coronavirus?

What is a pandemic?

A pandemic is a disease outbreak that occurs over a wide geographic area (at least two continents) and affects a high proportion of the population.

Coronaviruses are zoonotic (transferrable between animals and humans) but it has not yet been proven that the COVID-19 strain is circulating in animals. A suggestion of such to general public, could generate unnecessary alarm about family pets or transmission from other people's animals. If this were the case, we would globally be experiencing very different biosecurity measures.

Local COVID-19 Pandemic Preparedness Plan

There are three criteria that must be met for a virus to be able to infect people worldwide and cause a pandemic:

- A new virus subtype must emerge to which people have little or no immunity.
- The new virus must be able to infect people and cause substantial illness and death.
- The new virus must be easily transmitted from person to person.

If the COVID -19 is now circulating in the population.

Each area of the world is expected to be hit by two to three separate episodes of wide-spread infection, known as “pandemic waves.” Each wave could span 8-12 weeks. During these periods,

- Normal services (water, food, sanitation) may be disrupted.
- Non-essential businesses and factories will close.
- Medical facilities will be overwhelmed, especially in developing countries.
- International travel will be severely restricted or stopped.
- Infrastructure of all kinds may be disrupted, including transportation and communication.
- Absenteeism may run 25 to 50%, due to illness, fear of commuting, public transit disruption, day care/school closures and caring for sick family members, etc.

The COVID-19 virus originated in Wuhan, Hubei Province, China, and it is called ‘novel’ because it is new with the majority of cases being there.

Local COVID-19 Pandemic Preparedness Plan

3 Current Status Australia

The current status with COVID-19 in Australia is evolving rapidly. For up to date information please visit the [Department of Health, Healthy WA Coronavirus \(COVID-19\) website](#).

4 City of Kalamunda Rapid Response Structure

The City has acted quickly to put in place several key structures to facilitate its responses to the COVID-19 threat. The following structures have now been initiated.

1. CRISIS MANAGEMENT TEAM (CMT)

CEO, Directors, COVID-19 Taskforce leader, City Communications leader meeting daily to coordinate the response and actioning the LCPPP as well as action Commonwealth and State directives.

2. COVID-19 TASKFORCE

All City Managers – Formulating operational recommendations and reporting to the CMT.

3. JOINT CRISIS MANAGEMENT TEAM (JCMT)

All Councillors and the CEO – meeting each week for updates and making decisions as required.

4. JOINT STATE & LOCAL GOVERNMENT CRISIS COMMITTEE

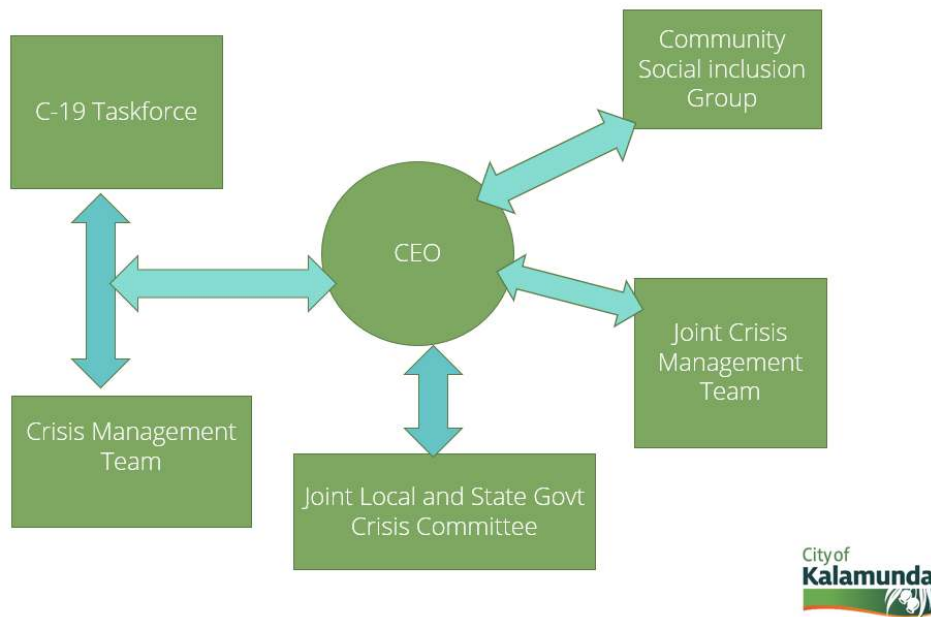
Consisting of Local State Members, Mayor, CEO, Forresterfield Police Representative. The overall purpose is to consider emerging issues and future recovery of the community of the City of Kalamunda in response to COVID -19 to effectively coordinate State and Local responses.

Local COVID-19 Pandemic Preparedness Plan

5. COMMUNITY SOCIAL INCLUSION GROUP

Comprising 4 Councillors and 3 Community Members working with the CEO to formulate community support strategies. Reporting back to the JCMT.

Figure 1 – City of Kalamunda Rapid Response Structure



OUR KEY RAPID RESPONSE PRIORITIES ARE:

1. Develop and Implement the LCPPP
2. Respond to daily directions from the Commonwealth and state government
3. Provide daily communications to staff
4. Provide weekly communications to Community from the Mayor
5. Develop a Community COVID-19 Support Response Plan
6. Develop and implement Community Support Initiatives
7. Develop a Local Recovery Plan

Local COVID-19 Pandemic Preparedness Plan

The interactions between the various mandated committees and group is critical and for this reason the CEO will oversee the communication flows across the committees.

5 City of Kalamunda's Pandemic Response

VULNERABLE COMMUNITY MEMBERS

Local Government will be expected to take the role of identifying the needs of our older and more vulnerable people during the COVID-19 pandemic.

The City has established a community taskforce to consider what action the City can take to identify and link our vulnerable residents into a system that enables service providers and volunteers to assist.

The community taskforce will consider how we can support those in need, particularly, for those who must self-isolate as and when the pandemic takes hold within the community.

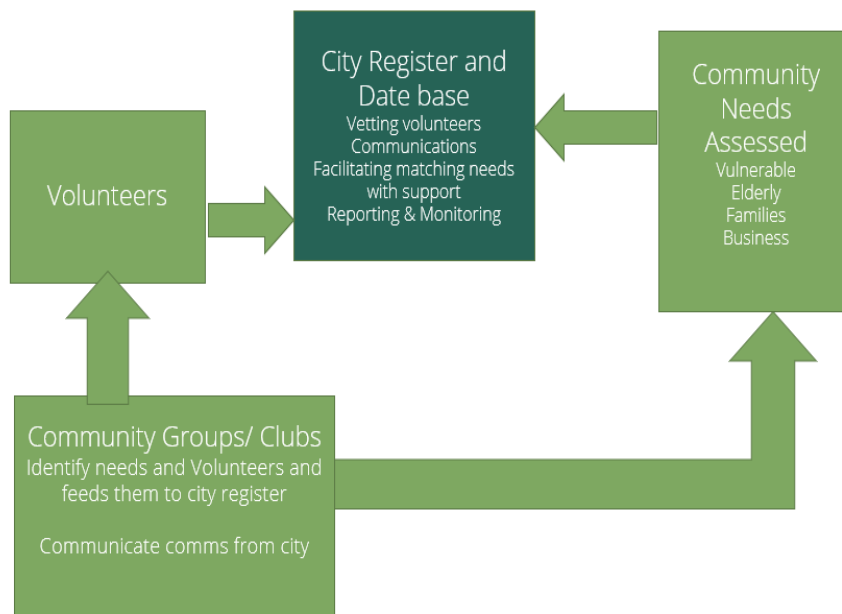
The Joint Crisis Management Committee has resolved to develop and implement a community database where volunteers and people in need can be matched. This will be a Kalamunda Connected initiative, and the City will take on this role of administering the database, ensuring cyber security, collecting people's details and matching needs to others who are able to provide support. This service will be undertaken by the City for the duration of the pandemic crisis.

A Project Taskforce has been established by the City to prioritise, design, develop and implement logistics. This project will call upon the assistance of community volunteers and groups to support this initiative by providing the support services, identifying people in need through their networks and passing this information through to the City's centralised system.

Local COVID-19 Pandemic Preparedness Plan

The City will act as a centralised hub for incoming and outgoing communications as well as connecting needs to supply. The City will not provide any services directly to any individual, this must be undertaken by volunteers and service groups. The City will be responsible for ensuring volunteers are registered, insured and properly screened. Our top priority is the security, safety and confidentiality of our vulnerable community.

Figure 2 – Structure of the Kalamunda Connected Community Support System



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Local COVID-19 Pandemic Preparedness Plan

CITY PROVIDING A SAFE WORKPLACE

Many things about COVID-19 and how it will affect the WA community are uncertain. Public sector employers remain responsible for providing a safe working environment for their employees throughout the rapidly changing situation. The City of Kalamunda takes this responsibility seriously.

The Australian Government has identified groups of people required to self-isolate at home because of COVID-19. The advice will change as the situation continues to develop. Employers and employees should monitor wa.gov.au to ascertain who is affected at any particular time.

Employers should take a **pragmatic and precautionary approach**, monitor advice issued by the Australian Government, and **promote the health and safety of employees**.

The City is treating the COVID-19 situation as an extreme risk and is taking a highly precautionary approach to controlling the spread of COVID-19. This approach will follow the Commonwealth and State Government's mandates for social distancing measures to be enacted immediately. These measures will be implemented across all City venues and facilities and staff will be following strict hygiene and social distancing protocols in accordance with the City's LCPPP.

COUNCIL RESPONSE

- **Council Meetings**

Council will develop and implement meeting procedures that are in response to changing Local Government Act and Regulations.

The intent is to maintain good governance with the ability for the community to be informed and to participate in Council Meetings within the constraints of the Commonwealth and State Government directions.

Local COVID-19 Pandemic Preparedness Plan

The Council have resolved to live stream its meetings to be effective my May 2020.

If members of the public can be facilitated to attend Council meetings in person, they will be asked to comply with posted requirements prior to entering the City building. These requirements include declaration of their physical well-being and acceptance of social distancing requirements set out in the building.

- **Public Agenda Briefings**

All future Public Agenda Briefings will be cancelled. The agenda's will still be published on the first Thursday of each month enabling the public to send questions in writing addressed to enquires@kalamunda.wa.gov.au

- **Council Advisory Committees**

Until further notice all Council Advisory Committees will be cancelled.

- **Weekly Ward Meetings**

Will be in held in chambers so social distancing can occur or will be undertaken remotely using email updates.

- **Fortnightly Councillor Strategy Sessions**

Will continue in the function room ensuring social distancing occurs or will move to Microsoft Teams and operate remotely. The focus will be on the mitigating risks related to COVID-19 and the budget 2020/2021.

- **Non-Essential Matters**

All non-essential matters and items will be deferred from council meetings until further notice.

Local COVID-19 Pandemic Preparedness Plan

COMMUNITY RESPONSE

- **Community Events and Gatherings**

The City has cancelled all City organised events and will maintain this protocol until the immediate threat pandemic has passed.

Citizenship ceremonies are cancelled.

PUBLIC FACILITIES

In regard to the current situation and directions from Commonwealth Government to minimise the spread of the virus, the following City facilities have been closed to the public until further notice.

1. Customer Service Centres
2. Recreation Centres
3. Swimming pool
4. History Village
5. Kalamunda Performing Arts Centre
6. Zig Zag Visitors centre
7. Zig Zag Art Gallery
8. All City Libraries

6 Food Handling and Supply

Food businesses within the City such as restaurants and cafes are no longer permitted to be open to the public but can continue to provide takeaway meals and home delivery services. The City will work with these businesses as they transition to ensure adequate food safety and hygiene standards are being maintained.

Local COVID-19 Pandemic Preparedness Plan

7 Administration, Roles and Responsibilities

This LCPPP will be administered by the COVID-19 Taskforce under the direction of the CMT.

The COVID-19 Taskforce will comprise:

- Manager Environmental Health & Community Safety (Team Leader)
- All Managers
- Executive Administration Support
- Others may be seconded as deemed necessary.

The current COVID-19 outbreak has been declared a 'Pandemic' by the World Health Organisation (WHO).

Further to this the West Australian Government has declared a State of Emergency under the *Emergency Management Act* and a Public Health Emergency under the *Public Health Act*.

As such, without further delay, each operational business unit manager will be required to operationalise this LCPPP within their portfolio under the coordinated advice of the CMT. Due to the diversity of business units, business unit Managers may need to appoint other staff as deemed necessary considering the geographical spread and size of their respective businesses. Advice should be sought from the responsible Director as required.

The Business Continuity Plan will guide the City's planned response to major incidents that significantly reduce the City's capacity to deliver business activities. The Business Continuity Plan prioritises City services allowing resources to be allocated to the most critical services.

Local COVID-19 Pandemic Preparedness Plan

The Business Continuity Team Leader (BCTL) for the City will be the Director Corporate Services.

The COVID-19 Taskforce will act as the single point of contact for all pandemic-related issues at the project level for their respective business unit. The Taskforce will:

- Organise teams to implement LCPPP.
- Monitor pandemic planning by other local authorities, to include local public health measures such as travel restrictions, control of antiviral medications/vaccine, isolation, quarantine etc.
- Report new information regarding pandemic threats.
- Provide advice on business continuity readiness within their business area to the BCTL.
- Report any cases of contracted disease in employees to the CMT and support infected workers where possible.
- Attend CMT meetings as deemed necessary

8 Monitoring and Updating the LCPPP

The LCPPP will be monitored by the COVID-19 Taskforce and the CMT.

A weekly report of progress against actions will be produced and presented to the Joint Crisis Management Team.

The LCPPP is a living document which will be reviewed weekly and updated if the situation changes.

Local COVID-19 Pandemic Preparedness Plan

9 Communications

The Pandemic will create a great demand for accurate information.

Rumours and misinformation are likely to circulate as the dynamic situation progresses. The CMT will manage crisis communication which must be timely, coordinated, accurate and consistent.

The COVID-19 Taskforce will monitor developments, with special attention to information being provided by the WHO, the Commonwealth and State Governments, local government peak body Western Australian Local Government (WALGA) and public health authorities and will be making recommendations based on currently available information, such as isolation, quarantine, anti-viral/vaccine recommendations and travel restrictions etc.

The City's Communications Leader will be responsible for monitoring local information sources and reporting to the CMT on any developments.

Educating employees is an important part of pandemic preparedness and regular up to date information will be provided.

The Communications Plan is outlined below. The information program will include the following options:

- Daily updates from the CEO.
- Daily review of the Frequently Asked Questions.
- Continuous monitoring of the situation.
- Announcements of any changes due to State and Commonwealth Government changes in protocol.
- Weekly community statement from the Mayor.
- Additional Statements from the Mayor as required.
- Soft copy brochures, produced by WHO, Government, provincial/local health and other specialists provided to all locations.

Local COVID-19 Pandemic Preparedness Plan

- Postings on the websites.
- Daily health alert emails.
- Visual aids, such as posters, to remind staff of personal hygiene and respiratory etiquette procedures.

As the Pandemic progresses, staff should be regularly updated, with focus on pandemic preparedness actions. City staff (including sub-contractors) should know what is expected throughout each of the foreseeable scenarios. City policies will be reviewed regularly, updated as necessary, and communicated to employees.

10 Travel Restrictions

There are currently strict travel restrictions in place and the Commonwealth and State government have shut the international and State borders respectively subject to some exemptions.

For the latest travel advice please refer to both the commonwealth and State government websites.

<https://www.homeaffairs.gov.au/news-media/current-alerts/novel-coronavirus>

<https://www.wa.gov.au/organisation/department-of-the-premier-and-cabinet/coronavirus-covid-19-travel-and-transport-advice>

Local COVID-19 Pandemic Preparedness Plan

11 Risk Reduction Strategies

Reducing Exposure and Spread

Early in the Pandemic, the focus will be on avoiding contracting infection. Later in the Pandemic, when avoiding infection is no longer possible, the emphasis shifts to minimising the impact of the infection. As the Pandemic strain becomes established and better understood, further methods of risk reduction may become evident.

Social Distancing

Social distancing is a public health measure that is employed to reduce the spread of a pandemic virus. It includes isolating infected people and quarantining contacts. Social distancing may help prevent an international pandemic, or at least delay the spread of the disease.

The Australian and New Zealand government health agencies have issued public health guidelines including for social distancing.

All City employees are now subject to those guidelines as implemented by national authorities. These include:

- School/day care closures
- Restrictions on travel
- Closure of workplaces
- Closure of entertainment venues
- Cancellation of large public gatherings

Local COVID-19 Pandemic Preparedness Plan

Self-assessment

Prompt self-awareness of flu like symptoms allows earlier segregation of those infected from the general community. Employees will be required to monitor their own health and complete the [COVID-19 Infection control training](#).

Employees displaying flu-like symptoms must remain home self-isolated for 14 days.

Personal Hygiene

Good personal hygiene and respiratory etiquette practices and other non-medical interventions will be the principal methods used to protect against, or at least delay infection increasing during the pandemic.

Hand washing is a vital personal hygiene practice. As indirect transmission (e.g., from hand-to-hand, or hand to contaminated object and the contaminated object to hand) is an important way in which virus is passed from person to person.

The World Health's Organisation (WHO) pandemic declaration requires each corporate office and all operational sites to review workplace and washroom cleaning procedures and plan for changes to frequency and types as escalation occurs. Post up signs and make sure regular disinfecting is occurring.

Self-Isolation Guidance

To help limit the spread of coronavirus, you should isolate yourself in the following circumstances:

- If you have been in close contact with a confirmed case of COVID-19, you must isolate yourself for 14 days after the date of last contact with the confirmed case

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- All people returning from international travel on or after 12.00am 16 March 2020, must self-isolate for 14 days after the date of return to Australia
- All people arriving from overseas who arrived prior to 16 March 2020, must self-isolate for 14 days.

Please note that this information is changing rapidly so continue to monitor [Department of Health](#) advice.

How to isolate yourself

- Stay in your home, hotel room or other accommodation
- Maintain social distancing if you live with other people (e.g. staying in an isolated room preferably with a separate bathroom – if available)
- Cover your mouth and nose when you sneeze or cough
- Wash your hands often and thoroughly for at least 20 seconds
- Ensure that you do not share household items with other people in your home.

You must stay in your place of isolation and not go out, except to seek medical care, for the length of time as advised by your doctor or public health unit.

Antiviral Medicines & Vaccinations

Although current flu vaccines are not expected to give any protection against a pandemic flu strain or COVID-19, the annual flu vaccinations are still strongly recommended and should be obtained by as many employees as possible.

The COVID-19 Taskforce will continue to monitor Commonwealth and State government advice in regard to a vaccine for COVID-19.

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12 APPENDIX

Appendix 1: Action Plan Across Escalation Phases

	Stage One	Stage Two	Stage Three
Scenarios	1. Virus has spread internationally at a level so virulent the WHO has declared a pandemic.	2. Virus infection becomes widespread in Australia	3. The global average of cases decreases until it levels out to original global average of cases.
RESPONSIBILITY	ACTIONS		
CEO	Establish a rapid response structure to oversee and facilitate all aspects of the threat.	Implement all structures and commence response actions.	Down scale to business as usual with COVID-19 Taskforce Leader monitoring global developments.
	Develop a Local COVID-19 Pandemic Preparedness Plan (LCPPP) to guide the City's response.	Enact and implement the LCPPP.	Reassess and recover to business as usual.
	Develop a reporting framework to ensure the progress against action plan is monitored and reported to the JCMC.	Implement the reporting framework.	Redesign the reporting structure to deal with Local recovery processes.
Crisis Management Team (CMT) -	Review Business Continuity Plan	Enact Business Continuity Plan.	Reassess and recover to business as usual.
	Consider requirement for work from home arrangements and social distancing measures required.	Implement ongoing	Reassess and recover to business as usual.
Manager Customer & Public Relations	Create and implement an ongoing Communication plan.	Continue.	Move to recovery communications.
	Prepare regular communication to staff and community.	Ongoing implementation and review of	Finalise but retain pandemic flu intranet site.

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	Stage One	Stage Two	Stage Three
Scenarios	1. Virus has spread internationally at a level so virulent the WHO has declared a pandemic.	2. Virus infection becomes widespread in Australia	3. The global average of cases decreases until it levels out to original global average of cases.
RESPONSIBILITY	ACTIONS		
Events Requirements		Communications Plan.	
	Review of guidelines and subsequent cancellation of community events and workshops as required. Notify all affected stakeholders.	Ongoing monitoring. Planning for post COVID-19. Working with event organisers who still have a need to meet and are able to do so under current government regulations.	Return to business as usual. Planning and assistance to community event organisers who wish to hold future events.
	Cancellation of all Community Group bookings and Casual Hire bookings. Closure of all City of Kalamunda halls and facilities.	Ongoing monitoring. Planning for post COVID-19. Working with individual groups who still have a need to meet and are able to do so under current government regulations.	Return to business as usual. Planning and assistance to community groups and casual hirers who wish to reinstate bookings/ commence their regular activities in the future.
Customer Service	Revise Customer Service procedures to ensure agile and adaptive to changing circumstances. Investigate potential of a chat bot.	Implement changes to the system utilising online and telephone due to need to remove face-to-face options for customer service across the business. Ongoing monitoring	Return to full service - business as usual. Review to determine future service provision utilising a combination of traditional and continued use of any new technologies

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	Stage One	Stage Two	Stage Three
Scenarios	1. Virus has spread internationally at a level so virulent the WHO has declared a pandemic.	2. Virus infection becomes widespread in Australia	3. The global average of cases decreases until it levels out to original global average of cases.
RESPONSIBILITY	ACTIONS		
Community Engagement		and reporting. Planning for post COVID-19.	utilised during the pandemic.
	Review processes – Implementation of additional online opportunities for engagement. Co-Design workshops to be undertaken using online video conferencing style software. (Virtual Workshops).	Promote new opportunities. No face to face engagement. Ongoing monitoring and evaluation. Planning for post COVID-19.	Return to utilisation of integrated marketing and communications, including face to face and workshop style engagement. Review to determine future service provision utilising a combination of traditional and new technologies.
Manager Human Resources	Review Occupational Safety and Health (OSH) practices and policies focused on hygiene practices.	Monitor compliance with OSH Regulations ensuring staff receive ongoing safety briefings. Toolbox meetings to increase with regular updates and instructions.	Review and report on success of hygiene promotion.
	Confirm flu vaccination program is in place.	Promote and extend flu vaccination program.	Report on number of vaccinations done.
	Prepare for Work from Home (WFH) arrangements including OHS self-assessments and agreements.	Enact Temporary WFH arrangements.	Disband temporary WFH arrangements Conduct debrief on lessons learnt.

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	Stage One	Stage Two	Stage Three
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RESPONSIBILITY	ACTIONS		
		Enact OSH WFH assessments and agreements.	
	Oversee activation of a dedicated email for staff questions.	Enact employee designated email contact and promote to staff.	Deactivate the designated email address.
	Update personal and emergency contact information for employees for communication purposes. Work with Finance to ensure no payroll disruption issues can arise. Provide policy advice on employee leave options including guidelines.	Request all employees confirm personal details Assist outside workforce to access Employee Online (EON) Provide payroll support to avoid any disruptions. Enact employee leave policies and monitor closely. Provide status update on absenteeism.	Maintain employee detail records Return to normal conditions. Return to normal leave policies.
	Initiate contact with Union Representatives and delegates in preparation of change in employee conditions.	Manage IR issues Liaise with Union Representatives and keep communication open.	Return to normal communications and interactions.
	Liaise with EAP provider to ensure they have the	Manage ongoing EAP services and promote resources	Manage and close out related EAP matters.

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	Stage One	Stage Two	Stage Three
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RESPONSIBILITY	ACTIONS		
	resources necessary to cope with demand. Prepare EAP resources on building resilience, promote their services.	regularly throughout the period.	Provide recovery Advice to CMT for staff who have experience hardship.
	Begin preparing critical staff list (skeleton staff) for all units.	Enact only critical staff attendance in the workplace.	Deactivate critical staff and reinstate all employees.
	Review travel, training, seminars and conference booking and seek cancellations.	Cancel all unnecessary business travel. Cancel attendance at all seminars & conferences Training to be delivered via teleconference or online. Cancel training if appropriate.	Reinstate to business as usual. Attendance as normal for seminars and conferences. Resume normal training program.
			Reflect and consider what could be done for future similar issues to build ongoing resilience and urgent response systems.
	Ensure adequate PPE and cleaning products are held in stock.	Consider how shortages can be overcome.	Case by case by response to absenteeism.
COVID-19 Taskforce	Review the LCPPP. Plan for initiation of actions.	Ongoing monitoring and managing of	Scale back effort and maintain watching brief.

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RESPONSIBILITY	ACTIONS		
		impacts on business operations.	
	Monitor and review and Local Government regulations and local laws that need to be revised or enacted.	Implement and enforcement ongoing.	Return to business as usual.
	Develop subcontractor awareness material	Keep subcontractors and suppliers informed.	Return to business as usual.
	Brief and provide recommendations to the CMT daily.	Brief and provide recommendations to the CMT daily or more if required.	Brief and provide recommendations to CMT on recovery phase.
	Develop and distribute awareness materials.	Continue distributing materials.	Provide recommendations to how to return to business as usual.
ICT Services	Partner with business to support technical solution for business continuity.	Expand ICT functionality as required	Reassess and recover to business as usual.
	Monitor systems due increased external connectivity load.	Support help line activation	Return to business as usual
	Continue to provide business as usual support via ServiceDesk portal.	Assist in identifying ICT logistics, needs and issues. Support the taskforce and CMT with all ICT needs.	Actively seek out feedback on remote working solution and performance with a view to improving remote access options.

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	Stage One	Stage Two	Stage Three
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RESPONSIBILITY	ACTIONS		
	Ensure external facing website is available at all times.	Continue to monitor and enhance external website.	Return to business as usual.
	Monitor phishing and scams.	Continue to focus on security and cybersecurity awareness.	Return to business as usual.
	Partner with the business to provide phone line solutions for front counter staff.	Roll out phone line solutions for wider staff according to business priority.	Return to business as usual whilst embracing learning to improve future mobility options.
	Partner with the business to provide cybersecurity risk assessments on any new proposed software or digital services that could compromise operational or community activities.	Partner with the business to provide cybersecurity risk assessments on any new proposed software or digital services that could compromise operational or community activities.	Return to business as usual while embracing learning opportunities.
Risk Management	Evaluate insurance risk coverage.	View legal obligations and liabilities.	Collate insurance losses.
	Ensure force majeure provisions in contracts are evaluated.	Review legal risk exposures.	Manage post event information.
	Provide policy guidance as required.	Manage insurance issues.	Manage post event information.
	Develop legal and risk messaging requirements.	Review messaging.	Return to business as usual.
Financial Services	Continue with business as usual, while preparing for working	<ul style="list-style-type: none"> Investigate options for 	Reassess and recover rebuilding financial capability.

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	Stage One	Stage Two	Stage Three
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RESPONSIBILITY	ACTIONS		
	from home for the team. Review policies and procedures. Plan strategies for rates hardship. Plan for payroll disruptions. Project impacts for revenue adjustments. Liaise with central agencies to renegotiate financial ratios.	financial hardships. <ul style="list-style-type: none"> Consider back up options for core services to such as Payroll, Accounts Payable and statutory reporting requirements. Considerations for financial implications of current conditions. Considerations of impact on the City's Long-Term Financial Plan. 	Return to business as usual
Asset Service - Operations	Discuss with key contractors their own planning for service delivery in face of increasing absenteeism.	Implement scale back of services linked to resources and priorities.	Develop and implement return to service plans including prioritisation of areas suffering damage.
	Implement new work processes at Operations Centre that increases social distancing.	Make safe & secure facilities that are closed including utilities.	Review and update forward works budgets in line with funding changes.
	Prepare priority list of activities that would be suspended as	Ensure appropriate technical support is provided to CMT.	Celebrate the success.

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RESPONSIBILITY	ACTIONS		
	increasing levels of absenteeism occur.		
	Review staff register of licenses and tickets held in preparation for Cross Skilling.	Ensure appropriate technical support is provided to CMT.	Celebrate the success.
	Review Waste Operations and service suppliers plans.	Maintain waste services including kerbside pickup and Walliston Transfer Station with amended service levels reflecting resource availability.	Restoration of waste services to business as usual reflecting staged return of service suppliers capacity.
Cultural Services Libraries:	Close libraries to public access offering electronic services where appropriate.	Continue to evolve electronic service options.	Return to business as usual.
KPAC:	Close facilities to public access offering access to webinar where appropriate.	Continue to evolve webinar options where appropriate.	Return to business as usual.
Community Development Services	Key health messages have been provided to sporting clubs and community groups.	Ongoing communications.	Return to business as usual.
	Closure of Kalamunda Water Park and Recreation Centre operations to the public.	Ongoing monitoring of COVID-19. Consider redeployment opportunities for staff.	Return to business as usual.

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Scenarios	1. Virus has spread internationally at a level so virulent the WHO has declared a pandemic.	2. Virus infection becomes widespread in Australia	3. The global average of cases decreases until it levels out to original global average of cases.
RESPONSIBILITY	ACTIONS		
		Consider alternate services that could be provided at HPRC. For example: online fitness classes.	
	Cancellation of all community programs, events and workshops. Notify all affected stakeholders.	Ongoing monitoring.	Return to business as usual.
Environmental Health	Maintain Environmental Health programs as per State Hazard Plan: (Human Biosecurity) <ul style="list-style-type: none"> - Food Safety - Aquatic Facilities - Vector Control - Wastewater - Safe waste disposal etc 	Continue programs and if required operate under instruction from Chief Health Officer (DoH) if special powers are issued to Authorised Officers (EHO's).	Continue EH programs and return to business as usual with strong emphasis on recovery.
	Ensure a risk-based approach is applied to all decision making regarding COVID-19.	Ensure a risk-based approach is applied to all decision making regarding COVID-19.	Ensure a risk-based approach is applied to all decision-making regarding recovery from COVID-19.
	Create Health Promotion materials with key messages about health and wellbeing to our community.	Ramp up health promotion materials focusing on areas such mental health, exercise and healthy eating.	Health promotion materials targeting recovery.
Community Safety	Maintain essential Community Safety Programs:	Continue essential Community Safety programs.	Return to business as usual.

Local COVID-19 Pandemic Preparedness Plan

	Stage One	Stage Two	Stage Three
Scenarios	1. Virus has spread internationally at a level so virulent the WHO has declared a pandemic.	2. Virus infection becomes widespread in Australia	3. The global average of cases decreases until it levels out to original global average of cases.
RESPONSIBILITY	ACTIONS		
	<ul style="list-style-type: none"> - Animal Control - Emergency management 		
	Monitor Emergency Management requirements update Local Emergency Management Arrangements (LEMA) and activate local emergency management committee (LEMC) if required.	Establish Local Emergency Management Committee and/or Local Recovery Committee and subcommittee to start planning for recovery,	Continue Local Recovery Committee throughout the recovery phase and implement local recovery plan.
	Rangers operating as usual, from their vehicles.	Maintain working from vehicles and undertaking patrols. Patrols will also focus on securing our community facilities and assisting environmental health.	Return to business as usual, with a strong emphasis on recovery.
Approval Services	Where possible, maintain current levels of service including but not limited to: <ol style="list-style-type: none"> 1. Statutory planning assessments. 2. Building application assessments and pool inspections. 	Maintain tailored levels of service, based on the scale of the outbreak, including but not limited to: <ol style="list-style-type: none"> 1. Statutory planning assessments. 2. Building application assessments. 3. Pool inspections. 	Recover levels of service including but not limited to: <ol style="list-style-type: none"> 1. Statutory planning assessments. 2. Building application assessments. 3. Pool inspections.

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Appendix 2: Communications Plan

Stakeholder Identification

Stakeholder Identification	
Impact Analysis Who is impacted?	<i>Staff All Residents – Directly impacted Community Groups and schools – Directly impacted Local Business – Directly & indirectly impacted Nearby local cafes and eateries – Directly impacted All other stakeholders – Directly Impacted. Vulnerable members of the community</i>
Interest Analysis Who would be interested based on past experience? Who is talking about the topic?	<i>At Risk members of the Community Active community members Community leaders Members of the community/public who have had previous contact/engagement with the City Staff Vulnerable members of the community</i>
Diversity Analysis Are we reaching a diverse audience?	<i>Stakeholders have been identified based on their level of interest and influence.</i>
Access Analysis Who is typically hard to reach? Who is missing?	<i>The older community, or those without internet access would be difficult to reach through digital platforms such as social media</i>
Frequency Analysis Who is talking and not very much?	ALL Media Social media monitoring: Facebook, Twitter, LinkedIn, YouTube

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Stakeholder Mapping & Analysis

Interest	Manage Closely - Collaborate	Keep Satisfied - Empower
	<ul style="list-style-type: none"> Residents including community groups, sporting clubs and schools Local businesses and associations Vulnerable Community members <p><i>Residents usually have a high level of interest and moderate-low influence.</i></p>	<ul style="list-style-type: none"> Mayor and Councillors – decision makers Council Executive – delivery of plans <p>Have high level of Influence and interest as the decision makers and drivers of services.</p>
	Keep Informed/Consult	Monitor – Involve
	<ul style="list-style-type: none"> Federal MP Hasluck Minister for Local Government State MP Kalamunda State MP Forrestfield State Government Agencies Community All Stakeholders <p><i>Involvement of government agencies will vary. For some projects, their role will be higher (e.g. Collaborate).</i></p>	<ul style="list-style-type: none"> Media – have moderate level of impact as they are very influential in swaying public opinion/perceptions.

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MATERIALS	CHANNEL	ACTION By	TIMING
<p>Initial Announcements</p> <p>All staff emails – build trust, reassurance and provide a single source of truth</p>	<p>Email and Hard copy to all outside staff not online</p>	<p>CEO</p>	<p>daily</p>
<p>Mayoral Announcements to the Community</p>	<p>Community News Social media Website Press releases</p>	<p>Manager CPR</p>	<p>Weekly and as required</p>
<p>Pandemic Intranet site</p> <p>The site should contain all relevant factual materials;</p> <p>This site should contain all relevant materials, including:</p> <ul style="list-style-type: none"> ▪ LCPPP ▪ Corporate communications ▪ Health Alerts ▪ Voluntary-self-assessment checklist ▪ Regular updates ▪ LCPPP contact details ▪ Hotline details <p>Links to WHO, Gov. & local health authorities</p>	<p>Intranet</p>	<p>Manager CPR</p>	<p>Live from 13 March 2020. Updated Daily</p>
<p>Pandemic Internet site for community information</p> <p>To include all materials which are deemed appropriate for an external site.</p> <p>An external website will be necessary if and when the Intranet site is no longer accessible by employees during a pandemic.</p>	<p>Website</p>	<p>Manager CPR</p>	<p>Daily</p>

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<p>Information Flyers and Posters These flyers should contain approved education materials for distribution to employees:</p> <ul style="list-style-type: none"> ▪ Public information leaflets: WHO, Government provincial/local health authorities ▪ Public information posters ▪ Voluntary self-assessment checklist ▪ Possible laminated cards for all employees ▪ Details on remote working <p>The information contained should be such that it will not require much updating prior to distribution.</p>	<p>Email Posters</p>	<p>Manager CPR</p>	<p>Updated as required based on current list available. Reviewed Daily</p>
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Tactics & Tools – Examples

Tool	Purpose	Format/examples
<p>Media Releases</p>	<p>Released at key milestones</p>	<p>Facebook, Twitter, Instagram, LinkedIn and City websites All media contacts</p>
<p>Social Media/Digital</p>	<p>Directing traffic to online information. Providing regular updates as the situation changes</p>	<p>Posters raising awareness of COVID 19 Frequently Asked Questions Hygiene Posters Closure Notices Restricted numbers notices How to get in contact with us Promoting online Services.</p> <p>Paid media – Facebook (carousel ads), Twitter (animated images), Google AdWords Owned media – Facebook and Twitter organic posts, Kalamunda website, LinkedIn and YouTube video story Earned media – eWOM on social media and on affiliate social media pages</p>

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Website	Dedicated landing pages redirecting traffic to information	Community Hub for information Webinars Online Communication
Print Advertising	Keep community informed through traditional print channels.	Community newspapers: Echo News, Hills Gazette, and The Reporter. Community newsletters/networks
Flyers/Posters	To be posted at the entry of all City contact points Libraries, Recreational centres, community group, venues etc.	Posters raising awareness of COVID 19 and advising of closures.
Direct Mail out	To residents	Direct Mail out to rate payers & residents
Internal briefings with staff	Maintain collaboration	Utilise Microsoft Teams
Email	Updates for community via direct electronic mail, daily updates for staff from the CEO	Weekly Message from the mayor Special Announcements as required Daily emails from CEO to staff Enewsletters to all contacts
Intranet	Daily staff updated	Staff Hub for information
Council briefings and briefing notes	Councillors will be kept informed of the process and outcomes and invited to participate.	Agenda items and reports to council Updates via memos and Councillor Bulletin
Phone	Communication with stakeholder's	

9. Meeting Closed to the Public

10. Closure