Local COVID-19 Pandemic Preparedness Plan

City of
Kalamunda

Contents

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 23rd March 2020
Rev 1	Crisis Management Team (CMT)	Executives, MHR, MEH&CS, MC&PR	By Tuesday 24th March 2020
Rev 3	CEO	CEO	BY Friday 27th 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 Docassember 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

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 LCPPP is to protect the City's employees and to ensure business continuity in the event of a pandemic.

This LCPPP 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 LCPPP 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.

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.

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, Forrestfield 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.

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
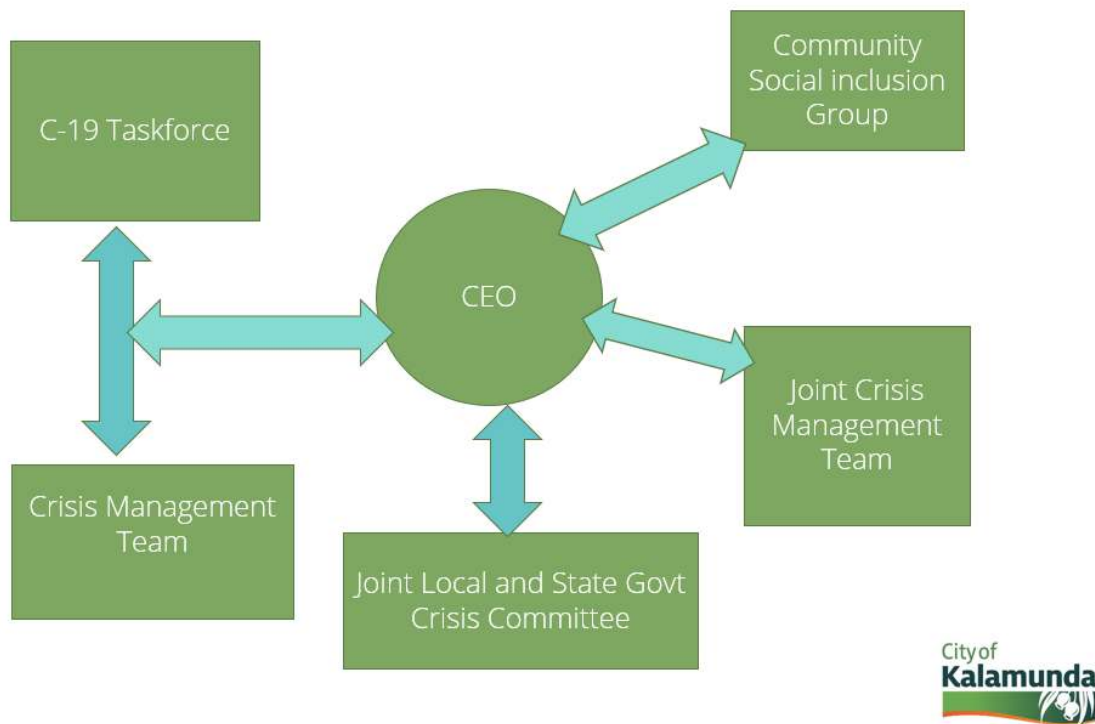
OUR KEY RAPID RESPONSE PRIORITIES ARE:

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

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.

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
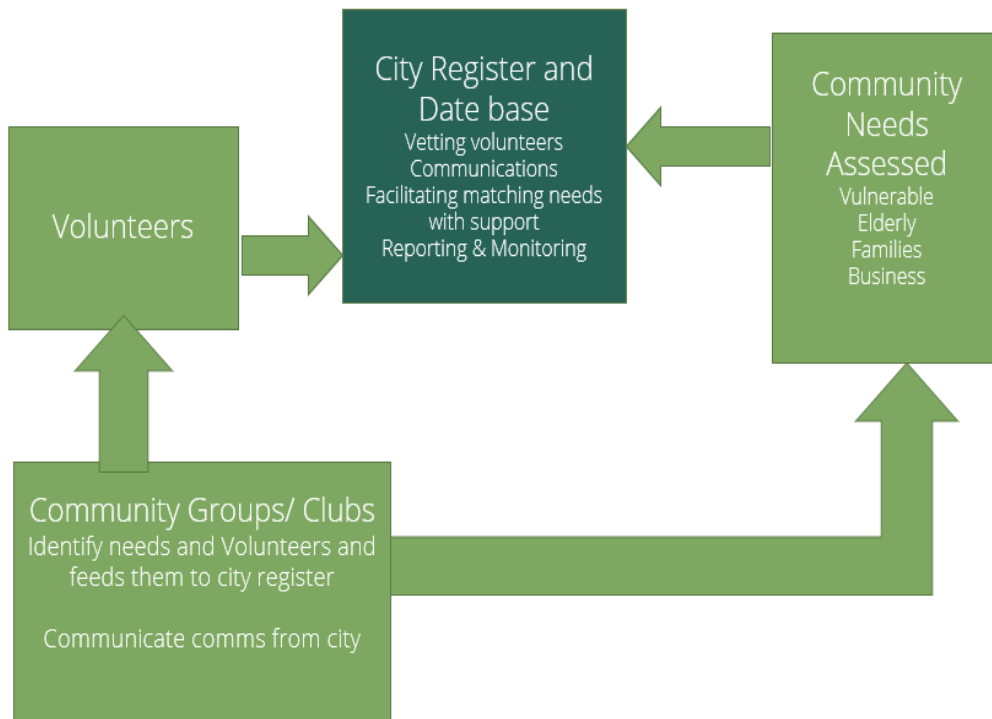
CITY PROVIDING A SAFE WORKPLACE

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.

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.

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.

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.

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.

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.

- 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

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

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

- 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.

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 withCOVID-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.

	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		
		Communications Plan.	
Events Requirements	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. |
| Community Halls for Hire | 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 us of any new technologies |

	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		
		and reporting. Planning for post COVID-19.	utilised during the pandemic.
Community Engagement	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.

		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		
			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.

	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		
	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.

		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		
			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.

	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		
	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	• Investigate options for	Reassess and recover rebuilding financial capability.

	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		
	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. • 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.

	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		
	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.

	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		
		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) - 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.

	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		
	- 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: 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: 1. Statutory planning assessments. 2. Building application assessments. 3. Pool inspections.	Recover levels of service including but not limited to: 1. Statutory planning assessments. 2. Building application assessments. 3. Pool inspections.

Appendix 2: Communications Plan

Stakeholder Identification

Stakeholder Identification	
Impact Analysis Who is impacted?	*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*
Interest Analysis Who would be interested based on past experience? Who is talking about the topic?	*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*
Diversity Analysis Are we reaching a diverse audience?	*Stakeholders have been identified based on their level of interest and influence.*
Access Analysis Who is typically hard to reach? Who is missing?	*The older community, or those without internet access would be difficult to reach through digital platforms such as social media*
Frequency Analysis Who is talking and not very much?	ALL Media Social media monitoring: Facebook, Twitter, LinkedIn, YouTube

Stakeholder Mapping & Analysis

Manage Closely - Collaborate	Keep Satisfied - Empower
• Residents including community groups, sporting clubs and schools • Local businesses and associations • Vulnerable Community members *Residents usually have a high level of interest and moderate–low influence.*	• Mayor and Councillors – decision makers • Council Executive – delivery of plans Have high level of Influence and interest as the decision makers and drivers of services.
Keep Informed/Consult	**Monitor – Involve**
• Federal MP Hasluck • Minister for Local Government • State MP Kalamunda • State MP Forrestfield • State Government Agencies • Community • All Stakeholders *Involvement of government agencies will vary. For some projects, their role will be higher (e.g. Collaborate).*	• Media – have moderate level of impact as they are very influential in swaying public opinion/perceptions.

Interest

MATERIALS	CHANNEL	ACTION By	TIMING
Initial Announcements All staff emails – build trust, reassurance and provide a single source of truth	Email and Hard copy to all outside staff not online	CEO	daily
Mayoral Announcements to the Community	Community News Social media Website Press releases	Manager CPR	Weekly and as required
Pandemic Intranet site The site should contain all relevant factual materials; This site should contain all relevant materials, including: ▪ LCPPP ▪ Corporate communications ▪ Health Alerts ▪ Voluntary-self-assessment checklist ▪ Regular updates ▪ LCPPP contact details ▪ Hotline details Links to WHO, Gov. & local health authorities	Intranet	Manager CPR	Live from 13 March 2020. Updated Daily
Pandemic Internet site for community information To include all materials which are deemed appropriate for an external site. An external website will be necessary if and when the Intranet site is no longer accessible by employees during a pandemic.	Website	Manager CPR	Daily

Information Flyers and Posters These flyers should contain approved education materials for distribution to employees: ▪ 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 The information contained should be such that it will not require much updating prior to distribution.	Email Posters	Manager CPR	Updated as required based on current list available. Reviewed Daily

Tactics & Tools – Examples

Tool	Purpose	Format/examples
Media Releases	Released at key milestones	Facebook, Twitter, Instagram, LinkedIn and City websites All media contacts
Social Media/Digital	Directing traffic to online information. Providing regular updates as the situation changes	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. **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

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	