



Local Operational Recovery Plan

COVID 19

Disclaimer: The information contained in these documents is the best information available at this point in time. These are working documents that will be updated in response to Federal and State directions & announcements.

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INTRODUCTION

Recovery is one part of the emergency management Prevention, Preparedness, Response and Recovery (PPRR) model. The range of impacts of disasters on a community can be described across the social, built, economic and natural environments.

An operational recovery plan is designed to enable collation of impact information in a format that can be utilised by the Recovery Management Team (RMT) to better understand the known impacts and damages requiring recovery activities. Information will continue to emerge throughout the response and recovery phases of an incident and requires ongoing assessment. Each operational recovery plan will be different depending upon the nature of the emergency and the severity of the impact and disruption.

This Local Operational Recovery Plan is COVID-19 specific and will assist in informing the community, business, government, and other functional areas within the City of Kalamunda.

AIM

The Local Operational Recovery Plan is developed to assist the community in attaining an appropriate level of function as soon as practical after an emergency incident or natural disaster. Recovery activities will normally commence in conjunction with response activities however is likely to continue for an extended period after response activities have concluded.

PURPOSE

The purpose of the COVID-19 Local Operational Recovery Plan is to provide a framework for a more localised and event specific recovery plan, which can be tailored to requirements as needed under direction of the State. This document will assist the RMT in the commencement of the recovery process where it outlines the strategic intent, responsibilities, authorities, and the mechanisms for recovery. The plan, which is supported by guidelines and State direction, allows for the development and implementation of a planned recovery following any natural disaster or other emergency.

OBJECTIVES

- Support the community in the restoration of emotional, social, economic, and physical wellbeing
- Identify the opportunity to improve the emotional, social, economic, and physical wellbeing beyond previous conditions, by enhancing social and natural environments, infrastructure, and economies to a more resilient community
- A local pandemic recovery action plan has also been developed which identifies key actions for the City to fulfill inline with State recovery roadmap and broken up into the 4 phases. The Action plan is an appendix to this document.

- A local economic recovery plan has been developed which will guide and identify actions for local businesses. The economic recovery plan is an appendix to this document.

LIST OF ATTACHMENTS

| Attachment No. | Title & description (e.g. map, report, photo) |
|----------------|---|
| 1 | Organisational Structures |
| 2 | Local Pandemic Recovery Action Plan |
| 3 | Kalamunda Local Economic Recovery Plan |

1. DETAILS

| | | | |
|---|-----------|--|--|
| COVID 19 Operational Recovery Plan commencement date: | | 12 MAY 2020 | |
| Version/sequence number: | | v1.2 20/05/2020 | <input type="checkbox"/> Final version |
| Prepared by: | Name: | James Wickens | |
| | Position: | Manager Environmental Health & Community Safety | |
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APPROVED BY:

| | |
|----------------|--|
| Name: | Peter Varelis |
| Position: | Director Development Services / Local Recovery Coordinator |
| Time and Date: | |
| Signature: | |

AGREED BY:

| | |
|-------------------------------------|--|
| Local Government: City of Kalamunda | |
| Name: | Rhonda Hardy |
| Position: | Chief Executive Officer |
| Time and Date: | |
| Signature: | |
| LG contact re this document: | Name: James Wickens Phone: 9257 9999 Email: james.wickens@kalamunda.wa.gov.au |

COPY TO: (reporting purposes)

| | |
|--------------------------------------|--------------------------------------|
| State Emergency Management Committee | |
| Name: | Dr Ron Edwards |
| Position: | Chair |
| Agency: | State Emergency Management Committee |
| Time and Date: | |

2. INCIDENT DETAILS

| | | | |
|--------------------------------------|---|----------------|---|
| Incident name: | Coronavirus COVID-19 | | |
| Incident Type: | Pandemic | | |
| Incident Level: | Declared Level 3 (State Hazard Plan – Human Biosecurity) https://semc.wa.gov.au/emergency-management/plans/state-hazard-plans/Documents/StateHazardPlanHumanBiosecurity.pdf | | |
| Incident Impact: | Global - National - Statewide | | |
| Local government(s) affected: | All (Statewide) | | |
| Date commenced: | State of Emergency declared: 15/03/2020 Extension declared: 14/05/2020 WA Public Health Emergency declared: 16/03/2020 Extension declared: 07/05/2020 https://www.wa.gov.au/government/document-collections/covid-19-coronavirus-state-of-emergency-declarations | | |
| Hazard Management Agency: | Department of Health | | |
| Combat Agency: | WA Police Force | | |
| Incident Coordinators / Controllers: | State Emergency Coordinator (SEC) Commissioner WA Police Force – Chris Dawson WA Department of Health Chief Health Officer - Dr Andrew Robertson State Welfare Coordinator Director General of Communities – Ms Michelle Andrews State Welfare Controller Public Sector Commissioner – Sharyn O'Neil | | |
| Local government(s) affected: | All (Statewide) | | |
| Additional information attached: | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO | Maps attached: | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO |

| | | | |
|--|---|---|---|
| Incident Management Team stood down: | <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO | LG recovery arrangements activated? | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO |
| Incident Support Group stood down: | <input type="checkbox"/> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> N/A | Local Recovery Coordination Group activated? | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO |
| Local Recovery Coordinator (LRC) details: | <input checked="" type="checkbox"/> LRC | Director Development Services | Peter Varelis |
| | <input type="checkbox"/> Deputy LRC 2 | Director Corporate Services | Gary Ticehurst |
| | <input type="checkbox"/> Deputy LRC 3 | Director Asset Services | Brett Jackson |

3. INCIDENT DESCRIPTION

COVID-19 is a respiratory illness caused by a new virus. Symptoms include fever, coughing, a sore throat, and shortness of breath. The virus can spread from person to person, but good hygiene can prevent infection.

Symptoms of COVID-19 can range from mild illness to pneumonia. Some people will recover easily, and others may get very sick very quickly.

The virus can spread from person to person through:

- close contact with an infectious person (including in the 48 hours before they had symptoms).
- contact with droplets from an infected person's cough or sneeze.
- touching objects or surfaces (like doorknobs or tables) that have droplets from an infected person, and then touching your mouth or face.

COVID-19 is a new disease, so there is no existing immunity in our community. This means that COVID-19 could spread widely and quickly. In Australia, the people most at risk of getting the virus are:

- travelers who have recently been overseas
- those who have been in close contact with someone who has been diagnosed with COVID-19
- people in correctional and detention facilities
- people in group residential settings

People who are, or are more likely to be, at higher risk of serious illness if they get the virus are:

- Aboriginal and Torres Strait Islander people 50 years and older with one or more chronic medical conditions
- People 65 years and older with chronic medical conditions
- people 70 years and older
- people with compromised immune systems

At this stage, the risk to children and babies, and the role children play in the transmission of COVID-19, is not clear. However, there has so far been a low rate of confirmed COVID-19 cases among children, relative to the broader population. There is limited evidence currently regarding the risk in pregnant women.

Everyone must do the following things to slow the spread of COVID-19 and protect those who are most at risk.

- Good hygiene
- Social distancing
- Public gatherings
- Self-isolation

If you are sick and think you have symptoms of COVID-19, seek medical advice. If you want to talk to someone about your symptoms, call the National Coronavirus Helpline for advice.

National Coronavirus Helpline

Call this line if you are seeking information on coronavirus (COVID-19) or help with the COVIDSafe app. The line operates 24 hours a day, seven days a week.

[1800 020 080](tel:1800020080)

Further detailed information available via below link

<https://experience.arcgis.com/experience/359bca83a1264e3fb8d3b6f0a028d768>

The [WA Government Pandemic Plan](#) has been updated and is in action. It sets out the arrangements for protecting the community and considers potential impacts, ranging from demands on the health care system to pressures on workplaces, businesses and law and order, disruption to community events and gatherings and demands on goods, services and supplies.

4. CHECKLIST OF IMPACT

Tick all items where there are known, emerging or anticipated areas of impact.

| SOCIAL ENVIRONMENT | | |
|---|---|---|
| <input type="checkbox"/> Deaths <input type="checkbox"/> People unaccounted for <input checked="" type="checkbox"/> People isolated <input type="checkbox"/> People evacuated <input type="checkbox"/> Evacuation centres <input type="checkbox"/> Cultural heritage impacts | <input checked="" type="checkbox"/> Vulnerable people needing assistance <input type="checkbox"/> Injuries <input checked="" type="checkbox"/> Disease, illness, or contamination <input type="checkbox"/> Significant issues with pets/assistance animals | <input checked="" type="checkbox"/> Home and Community Care <input checked="" type="checkbox"/> Medical / health services <input type="checkbox"/> Public transport <input checked="" type="checkbox"/> Community activities/interactions impacted <input type="checkbox"/> Other |
| NATURAL ENVIRONMENT | | |
| <input type="checkbox"/> Water catchments <input type="checkbox"/> Wetlands <input type="checkbox"/> Coastline <input type="checkbox"/> Marine areas | <input type="checkbox"/> National parks <input type="checkbox"/> State forests <input checked="" type="checkbox"/> Reserves and parks <input type="checkbox"/> Exclusion areas | <input type="checkbox"/> Threatened or iconic species <input type="checkbox"/> Wildlife <input type="checkbox"/> Other |
| ECONOMIC ENVIRONMENT | | |
| <input checked="" type="checkbox"/> Agriculture / horticulture / vineyards incl. livestock <input type="checkbox"/> Fisheries <input type="checkbox"/> Forestry / forest products | <input type="checkbox"/> Mining / industrial <input checked="" type="checkbox"/> Retail incl. food suppliers, banking services <input checked="" type="checkbox"/> Other large employers | <input checked="" type="checkbox"/> Small / local business <input checked="" type="checkbox"/> Tourism <input checked="" type="checkbox"/> Workforce implications <input type="checkbox"/> Other |
| BUILT ENVIRONMENT | | |
| Buildings <input type="checkbox"/> Residential properties <input type="checkbox"/> Water tanks / contamination <input checked="" type="checkbox"/> Community buildings <input checked="" type="checkbox"/> Heritage/cultural buildings/sites <input checked="" type="checkbox"/> Commercial/industrial/retail buildings <input type="checkbox"/> Rural buildings <input checked="" type="checkbox"/> Emergency service buildings <input checked="" type="checkbox"/> Hospitals <input checked="" type="checkbox"/> Primary care facilities <input checked="" type="checkbox"/> Residential group homes / aged care homes <input type="checkbox"/> Correction centres / prisons <input checked="" type="checkbox"/> Childcare centres <input checked="" type="checkbox"/> Schools <input checked="" type="checkbox"/> Training centres / universities <input checked="" type="checkbox"/> Local government offices <input type="checkbox"/> Other buildings | Hazardous materials <input type="checkbox"/> Asbestos <input type="checkbox"/> CCA treated timber <input type="checkbox"/> Chemicals / hazardous materials <input type="checkbox"/> Marine hydrocarbons <input type="checkbox"/> Firefighting foam <input type="checkbox"/> Other Transport infrastructure <input type="checkbox"/> Main roads <input type="checkbox"/> Local roads <input type="checkbox"/> Bridges <input type="checkbox"/> Rail – passenger <input type="checkbox"/> Rail – freight <input type="checkbox"/> Ports <input type="checkbox"/> Airfields <input type="checkbox"/> Major drainage | Utilities (services) <input type="checkbox"/> Electricity supply <input type="checkbox"/> Gas supply <input type="checkbox"/> Fuel / oil supply <input type="checkbox"/> Water supply <input type="checkbox"/> Sewerage infrastructure incl. wastewater / re-use <input type="checkbox"/> Waste management <input type="checkbox"/> Telecommunications <input type="checkbox"/> Exclusion zones <input type="checkbox"/> Other |

5. SUMMARY OF KNOWN, EMERGING OR ANTICIPATED IMPACTS

This section should include a high-level summary of significant impacts

| | |
|---|--|
| <p><u>Social Environment:</u></p> <p>Covid-19 has had a significant impact on the social environment of Western Australia, including the City of Kalamunda. As a result, a Community sub-committee has been developed which will identify actions for community recovery.</p> <p><u>Isolation / Quarantine:</u></p> <p>557 confirmed cases across WA as of 18 MAY 2020 with 3 cases still active and 1 hospitalised. 545 have recovered with 9 deaths in total across the State (18/05/2020). It is also noted that this changing daily and for up today information it is important to regularly check the WA Department of Health website and daily snapshot.</p> <p>9 active cases were identified within the City of Kalamunda on 31 MAR 2020, similarly it is important to regularly check the daily snapshot for updates.</p> <p><u>Community Services</u></p> <ul style="list-style-type: none"> • \$159 million COVID-19 Crisis Relief Fund — \$59 million immediately available for crisis and emergency relief support, and \$100 million from profits from Lotterywest to be put into the Fund • one-off \$2500 offset for around 2800 charities to assist with electricity bills from May 2020 • funding certainty for Government contracts • rent-relief on Government-owned buildings from 30 March to 30 September 2020 <p><u>Community Safety</u></p> <ul style="list-style-type: none"> • A WA Police enforcement squad of more than 200 police officers has been formed to ensure compliance with quarantine and gathering requirements and maintain community safety. • \$1000 on the spot fines for individuals and \$5000 on the spot fines for businesses can be enforced for non-compliance with requirements. • Penalties of up to \$50,000 for individuals still apply under the Emergency Management Act, however, the on-the-spot fines will allow WA Police to issue fines immediately, without having to go through the courts. | <p>Responsible Agency: Multi-Agency</p> |
|---|--|

Social distancing / Restrictions on gatherings:

Social distancing and good hygiene have been a key health messages that have been prominent throughout the pandemic and will continue for the foreseeable future. This has been a key principle which has underpinned all the State direction, including relaxation of the directions as we move forward. Important advice in regards to social distancing and good hygiene is outlined on the [Australian Government, Department of Health website](#).

In Western Australia, a State of Emergency under the *Emergency Management Act 2005* and a State of Public Health Emergency under the *Public Health Act 2016* has been enacted.

This has resulted in many State of emergency declarations which has included directions regarding how we gather and where we can visit.

For a full list and up-to-date version of directions please refer to the [WA Government website](#).

As we start to recover and rebuild the WA government has implemented a roadmap. The roadmap will help West Australians return to work safely, and start rebuilding the State's economy.



The roadmap has been developed in conjunction with the National cabinet principles. For full details on the WA Roadmap please visit the [WA Government website](#).


Mental Health

Mental health is going to be a significant issue as we recover from Covid-19 and has been identified as a key issue by the City's Community Social Inclusion group.

The Australian Government is providing support for mental health and information can be found on their [head to health website](#).

Built Environment:
Local centres and facilities:

**Responsible
Agency:**

| | |
|---|--|
| <p>Covid-19 has had a significant impact on the built environment with many places having to shut because of the pandemic.</p> <p>An Infrastructure sub-committee has been created which has been guiding the reopening of these facilities.</p> <p>As we start to recover and building and facilities start to reopen, they are being required to complete Covid-19 Safety Plan. This includes the City own facilities.</p> <p>The City response has been to ensure Covid-19 Safety plans are in place for all our halls, recreation centres, libraries, visitor centre, gallery and even the Walliston Transfer Station. The City is also ensuring that all user groups that are booking facilities have their own Covid-19 Safety Plans.</p> <p>The City Environmental Health team has been supporting and providing guidance to internal business units and community groups in the preparation of the safety plans.</p>  | <p>Local Government & Businesses</p> |
| <p>Economic Environment:</p> <p>Covid-19 has had a huge impact on the economy and these impacts are likely to be felt for years to come. In response an Economic sub-committee has been developed and reports to the Recovery Management Team. The sub-committee has prepared it's own Kalamunda Local Economic Recovery Plan which guide economic recovery, and I refer you to that document for further details.</p> <p>The WA State government also has information available regarding what types of financial relief measures exist for businesses and new stimulus initiatives are being announced regularly. For up to date information please refer to WA government website.</p> | <p>Responsible Agency: Multi-agency</p> |

6. EMERGING RISKS

This information is used as a guide for local governments on risks to 'look out for' or anticipated impacts that cannot be quantified at the time of preparing this document.

Overview:

- Second wave of virus infection.
- Social Disfunction
- Economic disfunction

7. POLITICAL AND LEGAL MATTERS FOR CONSIDERATION

Provide an overview of any political sensitivities; any known involvement of Members of Parliament or other elected members; and/or other matters likely to require or attract the attention of politicians. Any known legal considerations, confidentiality concerns or matters requiring expert legal or political advice should be highlighted.

Overview:

Local Members of Parliament and Elected Members of Council are informed through regular updates on all Covi-19 Recovery and Response actions.

No political issues are prevalent.

8. IMPACT REVIEW

8.1 Social Environment

| Category | Resources available and required | Impact: what has happened and what are the implications? | Status: what is happening now, who is managing it and how long for? | Actions: what needs to happen next, who will be involved and how long for? |
|--------------------------------------|----------------------------------|--|--|---|
| People Isolated | Community Development | COVID-19 has seen the state enforce 14-day quarantine for those positive to the virus. It is also implemented the need for people across the State to work from home, reduce staff numbers and isolate for health and safety where possible. | Restrictions are continuing to ease with the numbers of people allowed to gather steadily increasing. The need to social distance is still required and people who are suffering symptoms still recommended to self-isolate. | The City has established a community assistance register to enable those most in need to be matched with volunteers aiding. |
| Vulnerable people needing assistance | As above | As above | As above | As above |
| Disease, illness, or contamination | | The number of cases continue to rise slowly refer to daily snapshot . | This is monitored daily by Department of Health | No action is required from Local Government except to comply with the State directions. |

| | | | | |
|--|-------------------|---|--|--|
| Community activities / interactions impacted | City of Kalamunda | Due to the restrictions imposed by State public facilities were closed which stopped / cancelled community events already planned | With restrictions easing recreation centres, libraries and other community events will commence re-opening | Open facilities in accordance with WA Roadmap. |
| As the pandemic progresses and recovery continue, we many need to add to this impact register. | | | | |

8.2 Economic Environment

| Category | Agency/ Source | Impact: what has happened and what are the implications? | Status: what is happening now, who is managing it and how long for? | Actions: what needs to happen next, who will be involved and how long for? |
|---|-------------------------------|---|--|--|
| Agriculture / horticulture / vineyards / incl livestock | Multi-agency / Private sector | Severe impact to cellar door, sales, visitation, affecting profitability and staffing levels. Suppliers to overseas markets have had their supply chain impacted. | Some vendors have pivoted to online sales. Currently cellar doors now open with seating restrictions in place. | Open facilities in accordance with WA Roadmap. |

| | | | | |
|--|-------------------------------|---|--|--|
| Other large employers | Multi-agency / Private sector | Freight and logistics – mixed results. Some businesses experienced an increase in activity e.g. those involved in the mining sector, those involved in container handling had less activity due to a reduction in shipments arriving. Those involved in the last mile delivery had an increase as people moved to online purchasing. | Moving to more normalised operations as each stage of opening progresses. Construction businesses seeing increased enquiries due to State and Federal housing initiatives. | Open facilities in accordance with WA Roadmap. |
| Retail incl food suppliers, banking services | Multi-agency / Private sector | Significant impact on profitability and need to lay off staff. Hardware saw an increase in activity. Most non-essential and personal services were closed. | Food operators have moved to takeaway and delivery options. Retail reopened with hygiene requirements. | Open facilities in accordance with WA Roadmap. |
| Small / Local business | Multi-agency / Private sector | Significant impact on profitability and need to lay off staff. City of Kalamunda undertook a COVID19 impact survey with small business sector, 15% of respondents reported a highly negative impact, 10% moderately negative and 5% a moderately positive impact. 25% reported a negative impact on profitability, 20% an impact on capital investment, 25% impact on cashflow. | Some commercial operations moved to phone consultations. Small business support program implemented by the City of Kalamunda to provide free business advice to affected local businesses. | Open facilities in accordance with WA Roadmap. |

| | | | | |
|--|-------------------------------|---|---|--|
| Tourism | Multi-agency / Private sector | Hospitality and tourism have been particularly affected due to closures. Significant impact on profitability and need to lay off staff. | Businesses pivoted and offered takeaway and delivery options. The City of Kalamunda's tourism arm, Experience Perth Hills, developed an online Takeaway guide for local businesses. Accommodation providers were hard hit with movement restrictions. | Open facilities in accordance with WA Roadmap. |
| Workforce Implications | Multi-agency / Private sector | Major impact on accommodation and food services with loss of jobs. Followed by arts, recreation services and retail trade. | Health team very supportive of food-based services being able to recommence operations safely. | Open facilities in accordance with WA Roadmap. |
| As the pandemic progresses and recovery continue, we many need to add to this impact register. | | | | |

8.4 Built Environment

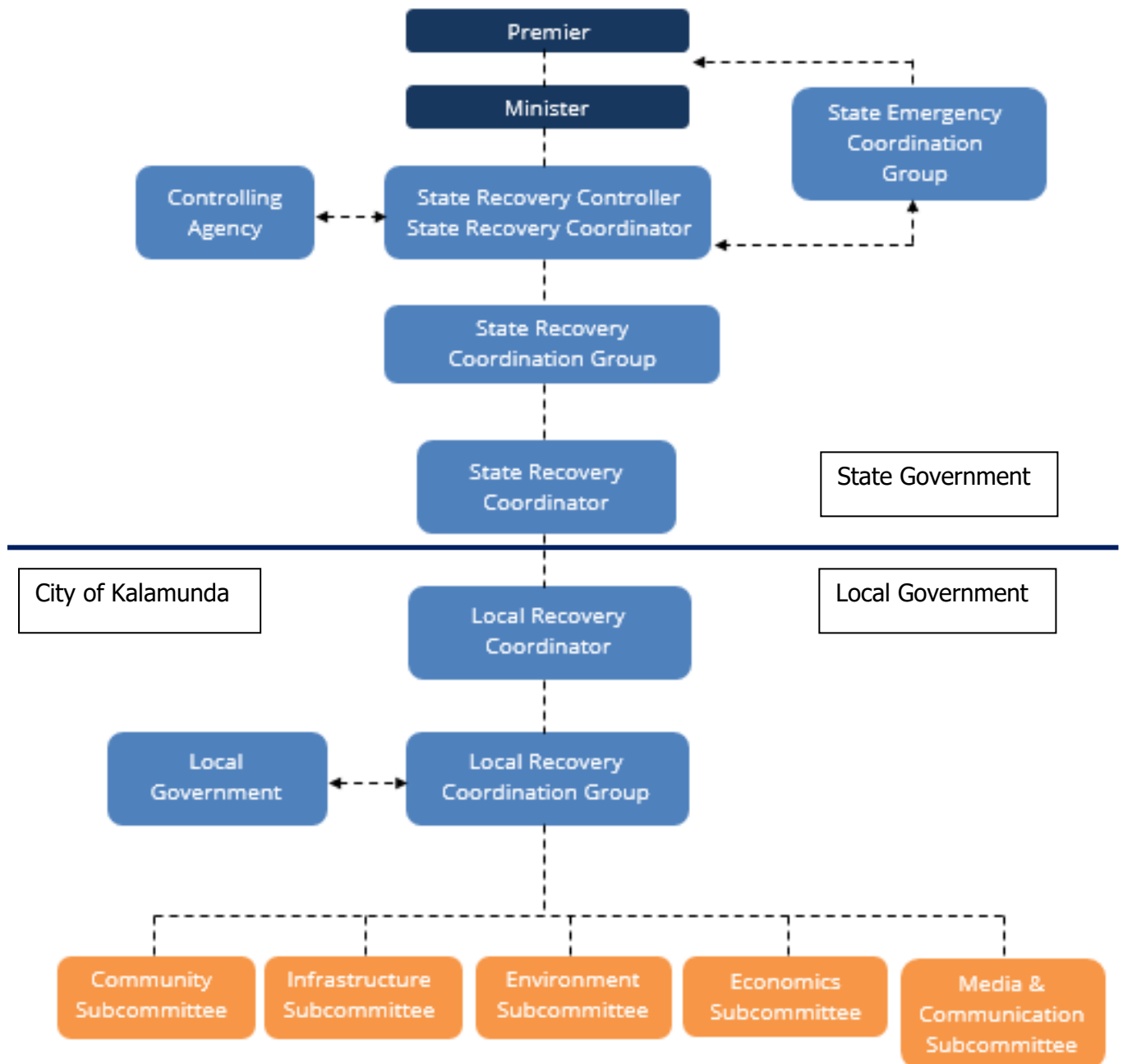
Ensure that all ticked items from the checklist: Economic Environment, are transferred to this table. Add more rows as required.

| Category | Agency/ Source | Impact: what has happened and what are the implications? | Status: what is happening now, who is managing it and how long for? | Actions: what needs to happen next, who will be involved and how long for? |
|---|----------------------|---|--|---|
| Community buildings | City of Kalamunda | Community building were closed and have started to reopen from 18 May. | The Infrastructure sub- committee through the Recovery Management Team is overseeing the reopening of facilities | COVID Safety Plans are in place for each facility. |
| Commercial / industrial / retail buildings | Private sector | Most workplaces down sized and staff worked from home. | Staff are starting to return to workplaces. | Continue to operate as per State directions |
| Residential group homes / aged care homes | Private sector | Restriction in place for visitors. | Residential aged care facilities to operate in line with Australian Health Protection committee principal advice | In line with advice from AHPCC. |
| Childcare centres | Private sector | Centre encouraged to remain open and support provided by the Government | Early Childhood education and Care Relief Package extended to 12 July 2020. | Refer to Department of Education, Skills and Employment website . |
| Schools | DoE and others | Parents encouraged to continue sending their children | Restrictions have been lifted and school | For more information on schools please refer to |

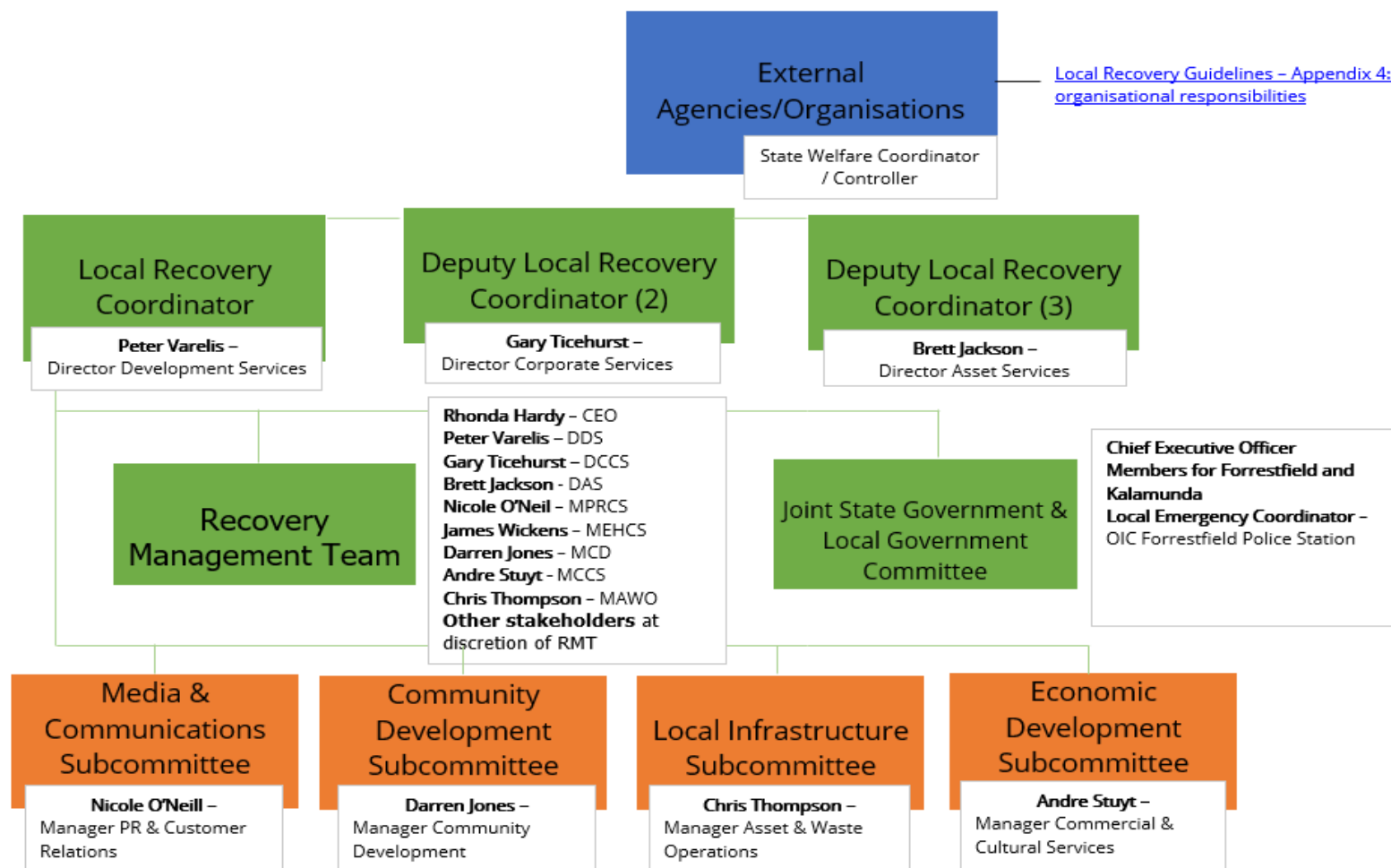
| | | | | |
|--|-------------------|--|---|---|
| | | to school for a time then restrictions were put in place. | attendance is mandatory for all students. | the WA Government website |
| Local Government Offices | City of Kalamunda | Many staff worked from home, social distancing and hygiene measure implemented, front counter closed to the public and increased cleaning. | Social distancing, and hygiene measure continue, staff encouraged to return to the office and increased cleaning continued. | Managers monitoring and updating action plan. |
| As the pandemic progresses and recovery continue, we many need to add to this impact register. | | | | |

9. ORGANISATIONAL STRUCTURES

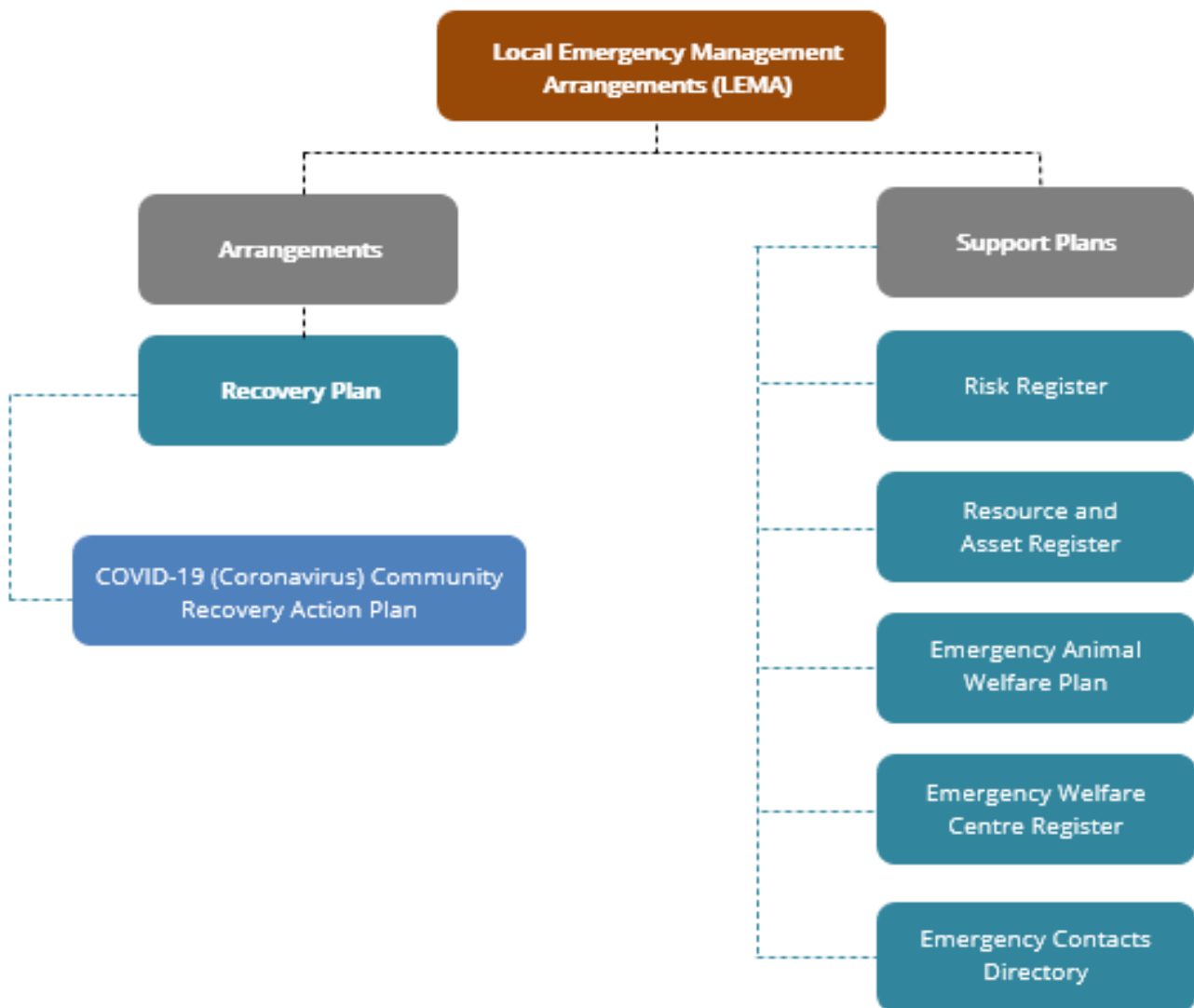
9.1.1 State recovery structure



9.1.2 Local Recovery Management Team Structure



9.1.3 Local Emergency Management Arrangements structure





Appendix:
Local Pandemic Recovery Action Plan
Local Economic Recovery Plan

Appendix 1

City of Kalamunda

Local Pandemic Recovery Action Plan

The City of Kalamunda has now moved from COVID-19 Crisis to COVID-19 Recovery phase. The Recovery Management Team has been established to provide oversight and direction to the recovery processes and have created a Local Operational Recovery Plan (LORP).

The following Local Pandemic Recovery Action plan (LPRAP) will guide and monitor the City's recovery in close alignment with State and Federal Government direction and requirements.

Notwithstanding the above, the City will still ensure close assessment of all recovery actions and will apply precautionary principles in all stages and action undertaken during recovery. Should there be any identified or perceived risks to community safety or Occupation health and safety of staff the City will determine the suitability and extend of all recovery actions.

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-----------------|--|---|--|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| CEO | Down scale to business as usual with COVID-19 Taskforce Leader monitoring global developments. | Commencing 20 May 2020 all restrictions eased are to be assessed through LRC and reported to Council. | Commencing June 8th all City services to resume to Business as usual subject to COVID Safety Plans and social distancing requirements. | TBA |
| | Reassess and recover to business as usual. | Reassessments of all Phase 2 actions are to enhance the precautionary principle. | All Phase 3 actions are to be implemented subject to social distancing and COVID safety Plans. | TBA |
| | Redesign the reporting structure to deal with Local recovery processes. | The revised structures have been completed as outlined in the LPRP. | No changes required to structure. | TBA |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-------------------------------------|---|---|--|--|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| Local Recovery Committee (LRC) | Reassess and recover to business as usual. | Oversee changes to the City's operations in response to Phase 2 easing of restrictions. Prepare key actions and next steps for potential Phase 3 easing of restrictions. | Oversee changes to the City's operations in response to Phase 3 easing of restrictions. Prepare key actions and next steps to implement Phase 3 easing of restrictions. | Oversee changes to the City's operations in response to Phase 4 easing of restrictions. Prepare key actions and next steps to implement Phase 4 easing of restrictions. |
| Manager Customer & Public Relations | Move to recovery communications. | Develop and Implement Recovery Communications Plan | Revise and Implement Recovery Communications Plan in accordance with Phase 3 directions and decisions of the Recovery management team. | Continue to revise and Implement Recovery Communications Plan in accordance with Phase 4 directions and decisions of the Recovery management team. |
| | Finalise but retain pandemic flu intranet site. | Pandemic and Flu Intranet site continue to be updated | Pandemic and Flu Intranet site continue to be updated | Pandemic and Flu Intranet site continue to be updated This will continue as with other key health |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|---------------------|---|--|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| Events Requirements | <p>Return to business as usual. - Note this is based on full recovery, revised due to the nature of the Pandemic and restrictions place.</p> <p>Planning and assistance to community event organisers who wish to hold future events.</p> | <p>Ability to host small events of up to 20 people. Measures undertaken to ensure this occurs with requirements for COVID Safe plans to be developed and adherence to all State Government requirements</p> <p>Planning and assistance to community event organisers who wish to hold future events.</p> | <p>Physical distancing, good hygiene and the 2 square metre rule apply to all activities permitted in Phase 3.</p> <p>Limits are as follows for Community events:</p> <ul style="list-style-type: none"> • non-work indoor and outdoor gatherings of up to 100 people per single undivided space, and up to 300 people in total per venue over multiple spaces (100/300 rule) • weddings and funerals up to 100 people. | <p>Advise event organisers that from Saturday, 27 June (11.59pm Friday, 26 June) and the following will apply:</p> <p>all existing gathering limits and the 100/300 rule removed</p> <p>gathering limits only determined by WA's reduced 2sqm rule</p> <p>the 2sqm rule will only include staff at venues that hold more than 500 patrons</p> <p>removal of seated service requirements at food businesses and licensed premises</p> <p>no requirement to maintain patron register at food businesses and licensed premises</p> <p>alcohol can be served as part of unseated service arrangements</p> <p>all events permitted except for large scale, multi-stage music festivals</p> <p>unseated performances permitted at venues such as concert halls, live music venues, bars, pubs</p> |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-----------------|---|---|--|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | | | <p>Planning and assistance to community event organisers who wish to hold future events.</p> <ul style="list-style-type: none"> • food businesses and licensed premises may operate but only with seated service • alcohol may be served without a meal at licensed premises (patrons must be seated) • food courts can reopen, but patrons must be seated when eating. | <p>Communicate regarding the requirement to keep a patron register no longer being required.</p> <p>Planning and assistance to community event organisers who wish to hold future events.</p> |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|--------------------------|--|--|--|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| Community Halls for Hire | <p>Return to business as usual. - Note this is based on full recovery, revised due to the nature of the Pandemic and restrictions place.</p> <p>Planning and assistance to community groups and casual hirers who wish to reinstate bookings/ commence their regular activities in the future.</p> | Restrictions of 2 people meaning that bookings cannot be taken. Continue management of the City of Kalamunda Community halls for hire as per the Crisis Management Plan. | <p>Review directions and scenarios in regards to Hall bookings. Develop COVID Safe Plans for each Hall that is proposed to be reopened based on the maximum allowable number of people of 20 persons and the 1 person per 4sqm requirements.</p> <p>Write to hall hirers and survey to confirm their requirements/ wishes. Note: Not all halls available, smaller rooms and facilities to remain closed due to the maximum number of people per Sqm.</p> | <p>Review directions and scenarios in regard to Hall bookings. Revise COVID Safe Plans for each hall currently open. Revise attendance numbers.</p> <p>Develop COVID Safe Plans for each Hall that is proposed to be reopened based on the maximum allowable number of people for Phase 4. Present to RMT.</p> <p>Note: This is expected this will allow some of the halls still closed in Phase 3 to come back online. Still not likely to have all halls available, smaller rooms and facilities to remain closed due to the maximum number of people per Sqm.</p> <p>Continue taking applications for Hall hire with new Conditions of Hire, Cleaning requirements and COVID</p> |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|------------------|---|---|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | | | <p>Facilities may increase capacity to 100 patrons in each room, up to 300 per venue.</p> <p>Commence taking applications for Hall hire with new Conditions of Hire, Cleaning requirements and COVID safe plans all required for review prior to a booking being confirmed.</p> <p>Communicate with Users about the limited venue availability in line with restrictions.</p> | <p>safe plans all required for review prior to a booking being confirmed.</p> <p>Communicate with Users about the impact on venue availability in line with restrictions.</p> |
| Customer Service | Return to full service - business as usual. | Continue customer service as per the Crisis Management | Continued customer service in accordance with the Customer | Update the Administration front counter COVID Safety Plan and explain how the business will take |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|----------------------|--|---|--|--|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | <p>Review to determine future service provision utilising a combination of traditional and continued use of any new technologies utilised during the pandemic.</p> <p>Note this is based on full recovery, revised due to the nature of the Pandemic and restrictions place.</p> | Plan. (No face to face) Email, phone, website, social media enquiries. | <p>Service Strategy, Policy and Charter.</p> <p>Ensure social distancing measures are in place, in accordance with the COVID safety plan, for all face to face customer interactions.</p> <p>Regularly cleaning of all customer contact areas in accordance with the COVID safe plan.</p> <p>Revised maximum number of patrons in accordance with the COVID safety plan.</p> | <p>steps to implement the requirements and the advice set out in these guidelines.</p> <p>Continued customer service in accordance with the Customer Service Strategy, Policy and Charter.</p> |
| Community Engagement | Return to utilisation of integrated | Continue community engagement as per the Crisis | Continue to innovate and enable face to face delivery utilising | Return to utilisation of integrated marketing and communications, including face to face and workshop |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-----------------|--|--|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | <p>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.</p> <p>Note this is based on full recovery, revised due to the nature of the Pandemic and restrictions place.</p> | <p>Management Plan. (No face to face) All other activities in accordance with usual community engagement operations, utilising and integrated marketing and communications approach in accordance with the IAP2 Spectrum for Community Engagement</p> <p>Innovate to enable face to face delivery utilising technology, such as Microsoft Teams or Zoom to allow for Community Workshops to be</p> | <p>technology, such as Microsoft Teams to allow for Community Workshops to be held online, ensuring a high level of collaboration and community empowerment during the COVID-19 recovery.</p> <p>Review opportunities for upcoming Community Engagement Plans and the need for face to face workshops or drop- in sessions.</p> | <p>style engagement. Review to determine future service provision utilising a combination of traditional and new technologies.</p> <p>Carefully monitor situation in regards to COVID-19.</p> |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-----------------|---|--|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | | <p>held online, ensuring a high level of collaboration and community empowerment during the COVID-19 recovery.</p> <p>Develop online materials for information campaigns and community education, hosted on the City of Kalamunda You tube channel.</p> <p>Continue to live stream Council Meeting</p> | | |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-------------------------|--|---|--|--|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| Manager Human Resources | Review and report on success of hygiene promotion. | Cleaning routines increase in regularity to address the return of employees to the workplace Continue to review hygiene promotion throughout the business and remind where necessary | Continue to review hygiene promotion throughout the business and remind where necessary. | Periodical reminders of appropriate hygiene practices throughout the business. |
| | Report on number of vaccinations done. | Next round of vaccinations being conducted 4 June | 103 employees have received their flu vaccinations | Provide alternative options (not chargeable to the City) for any employees who missed out on Flu vaccinations. |
| | Disband temporary WFH arrangements Conduct debrief on lessons learnt. | Review of WFH policy to be a more permanent arrangement Ask SMG to review WFH policy inclusive of their experiences | WFH policy reviewed by SMG and feedback incorporated into policy to be approved by CEO | WFH policy implemented and now forms part of ongoing Flexible Work Arrangements |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-----------------|---|---|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | Deactivate the designated email address. | Cease promoting the email address as a means of communication | Stop promotion of email | Delete email address from system |
| | Maintain employee detail records | Employee records update completed | Educate employees on the importance of keeping records current | Every year make the request to employees to update their details |
| | Return to normal conditions. | Review leave patterns to ascertain deviations | No further review of leave patterns | No action required; business as usual |
| | Return to normal leave policies. | Special leave entitlements withdrawn, and leave granted on a case by case basis | Normal practice for leave applications | No action required; business as usual |
| | Return to normal communications and interactions. | Revert to normal methods of employee communication and interaction albeit with adherence to | Normal communications and interactions re resumed | Normal communications and interactions have resumed |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-----------------|--|--|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | | social distancing and hygiene practices | | |
| | <p>Manage and close out related EAP matters.</p> <p>Provide recovery Advice to CMT for staff who have experience hardship.</p> | <p>Contact EAP provider to confirm pandemic circumstances have ceased</p> <p>All record of employee hardships has been presented to CMT with advice provided</p> | <p>EAP returns to normal services</p> <p>No further advice is required at CMT</p> | <p>EAP returns to normal services</p> <p>No further advice is required at CMT</p> |
| | Deactivate critical staff and reinstate all employees. | <p>All employees re-engaged in pre-pandemic roles</p> <p>All employees notified of reinstatement</p> | <p>Employees have returned to pre-pandemic work environment</p> <p>No FTE employees are in redeployment</p> | <p>No action required; business as usual</p> <p>No requirement for redeployment tasks</p> |
| | <p>Reinstate to business as usual.</p> <p>Attendance as normal for</p> | Seminars and conferences resume albeit with increased hygiene, limited numbers, and social distancing practices | Seminars and conferences remain off the agenda for employees until the business has financially recovered | <p>Budget has fully recovered to pre-pandemic allocation for employees to attend seminars and conferences</p> <p>Training of all kinds is allowed</p> |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-----------------|--|---|--|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | seminars and conferences. Resume normal training program. | Training to resume to normal delivery | Training resumes for compulsory training only | |
| | Reflect and consider what could be done for future similar issues to build ongoing resilience and urgent response systems. | HR Maps out a response plan to reflect the purpose of the CMP Staff survey specific to the pandemic and the organization's handling of the crisis Reflect on employee's mental health and address accordingly | Contact EAP provider for statistical information and resources Increase training in resilience and strength Increase training in Mental Health First Aid | No further action required, EAP as usual Resilience is incorporated into mandatory training Employees continue to undertake Mental Health First Aid |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|--------------------|---|---|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | Case by case by response to absenteeism. | Liaise with Managers where there is concerns on absenteeism. Contact the relevant employees | Employees attend work as per normal hours | No further action required |
| COVID-19 Taskforce | Scale back effort and maintain watching brief. | Management Taskforce has ceased (RMT decision 20 May 2020) with management responses convened through SMG (Senior Management Group) and escalated to RMT accordingly. | Management Taskforce has ceased (RMT decision 20 May 2020) with management responses convened through SMG (Senior Management Group) and escalated to RMT accordingly. | Management Taskforce has ceased (RMT decision 20 May 2020) with management responses convened through SMG (Senior Management Group) and escalated to RMT accordingly. |
| | Return to business as usual. | Phase staff back into the office. | Continue to phase staff back into the office. | Business as usual. |
| | Brief and provide recommendations to CMT on recovery phase. | Taskforce has been folded into Recovery Management Team to streamline | Taskforce disbanded and Recovery Team in place | No further actions required |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-----------------|--|--|--|--|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | | activities and decision-making process | | |
| | Provide recommendations to how to return to business as usual. | Taskforce disbanded but review of effectiveness to be conducted | Report on effectiveness of Taskforce | Create a Taskforce Manual for use in any future pandemics/crises |
| ICT Services | Reassess and recover to business as usual. | Maintain existing service levels and support the organisation in recovery activities | Maintain existing service levels and support the organisation in recovery activities | Maintain existing service levels and support the organisation in recovery activities |
| | Return to business as usual | Maintain existing service levels and support the organisation in recovery activities | Maintain existing service levels and support the organisation in recovery activities | Maintain existing service levels and support the organisation in recovery activities |
| | Actively seek out feedback on remote working | Continue to monitor IT environment via management tools. | Continue to monitor IT environment via management tools. | Replay any feedback gained back to the organization and Leadership |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-----------------|---|---|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | solution and performance with a view to improving remote access options. | Review ServiceDesk tickets for feedback and continue to discuss with people what their experiences were on current systems and how they can be improved. | Review ServiceDesk tickets for feedback and continue to discuss with people what their experiences were on current systems and how they can be improved. | team. If any changes are required, consider budget requirements. |
| | Return to business as usual whilst embracing learning to improve future mobility options. | Continue to monitor IT environment via management tools. Review ServiceDesk tickets for feedback and continue to discuss with people what their experiences were on current systems and how they can be improved. | Continue to monitor IT environment via management tools. Review ServiceDesk tickets for feedback and continue to discuss with people what their experiences were on current systems and how they can be improved. | Replay any feedback gained back to the organization and Leadership team. If any changes are required, consider budget requirements. |
| | Return to business as usual while embracing | Continue to monitor IT environment via management tools. | Continue to monitor IT environment via management tools. | Replay any feedback gained back to the organization and Leadership |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|--------------------|---|--|--|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | learning opportunities. | Review ServiceDesk tickets for feedback and continue to discuss with people what their experiences were on current systems and how they can be improved. | Review ServiceDesk tickets for feedback and continue to discuss with people what their experiences were on current systems and how they can be improved. | team. If any changes are required, consider budget requirements. |
| Risk Management | Collate insurance losses. | Review insurance losses and submit claims to LGIS | Review insurance losses and submit claims to LGIS | Review insurance losses and submit claims to LGIS |
| | Manage post event information. | Monitor return to full services | Monitor return to full services | Monitor return to full services. |
| | Return to business as usual. | Ensure that reopening of City facilities and services closed during Phases 1 and 2 are managed so as to mitigate risk | Ensure that the reopening of city facilities and services closed during Phases 1 and 2 are managed so as to mitigate risk | Return to business as usual. |
| Financial Services | Reassess and recover rebuilding | Adopt budget putting in place overdraft | Monitor cashflow, in particular focusing on | Monitor cashflow and prepare budget review submissions for Council. |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|--|---|--|---|--|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | financial capability. Return to business as usual | and closely monitor cashflow. | rates and phasing of capital works projects. | |
| Asset Service – Operations, Parks & Environmental Services; Planning and Capital Works | Develop and implement return to service plans including prioritisation of areas suffering damage. | Manage the physical works needed to support re-establishment of facilities recommencing in Phase 2 | Manage the physical works needed to support re-establishment of facilities recommencing in Phase 3 | Manage the physical works needed to support re-establishment of facilities recommencing in Phase 4 |
| | Review and update forward works budgets in line with funding changes. | Identify major variances needed in FY20 and FY21 budgets based on previous assumptions and Staged re-opening | Identify major variances needed in FY20 and FY21 budgets based on previous assumptions and Staged re-opening. Seek approval for major spends | Identify major variances needed in FY21 budgets based on previous assumptions and Staged re-opening Seek approval to re-establish a new FY21 Budget |
| | Suspend service delivery in light of restrictions that | Develop and implement alternate service delivery | Consider methodology for engagement with KEAC and other | Complete restoration of face to face service contacts |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|------------------------------|---|--|--|--|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | rely on face to face contact | <p>schemes (such as plants for residents and commemorative trees) aligned to social distancing.</p> <p>Restore customer service reception at Operations within safety plan</p> | community groups necessary for delivery of strategic initiatives and implement within safety plan | |
| Cultural Services Libraries: | Return to business as usual. | <p>Restrictive Opening of Kalamunda & High Wycombe Libraries. Implementing COVID19 Safety plan actions including infrastructure, booking system and customer number restrictions</p> <p>ZZVIC open. Implementing COVID19 Safety plan</p> | <p>Phase 3 – All Libraries open and operating in accordance with COVID 19 Safety Plan</p> <p>Facilities to open as per normal operations procedures with restricted hours of operation.</p> <p>History Village – Consider reopening in</p> | Facilities to open as per normal operations procedures with restricted hours of operation. |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|---------------------------------|---|---|--|--|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | | actions. Safety plan actions including customer registration and customer number restrictions History Village remains closed | consultation with History Society | |
| KPAC: | Return to business as usual. | Remains closed as facility numbers | Consider activation where gathering limits are raised in line with facility capacity Explore deficit funded programming to allow for facility activation to occur after July 1 as well as Launch event. | Consider activation where gathering limits are raised in line with facility capacity |
| Community Development Services. | Recreation Centres: Return to business as usual. | Remains closed. Actively monitor announcements and | Phase 3 – All Recreation Facilities to open and operate in accordance | Return to business as usual |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|----------------------------|--|--|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| Recreation Centres. | | adapt service delivery model | with COVID 19 Safety Plan | |
| Sporting Clubs and Groups. | Sporting Clubs and Group: Return to business as usual. | Partial reopening of reserves, subject to COVID Safety Plan. Actively monitor announcements and adapt service delivery model | Phase 3 – All Sporting Clubs and Groups to open and operate in accordance with COVID 19 Safety Plan | Return to normal operations |
| Kalamunda Water Park | KWP: Return to business as usual. Currently closed as seasonal | Remains closed. Progress scenario planning in readiness for 2020/21 season. | Phase 3 – KWP to prepare to open for 2020/21 season and operate in accordance with COVID 19 Safety Plan | Return to business as usual |
| Environmental Health | Continue EH programs and return to business as usual with | EH are reviewing and providing guidance to businesses on their Covid-19 safe | Continue to support businesses as they implement their covid-19 safe plans. Provide | Continue to provide technical health advice as we move into phase 4 easing of restrictions. |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|-----------------|--|--|--|--|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | strong emphasis on recovery. | plans, this includes advice to internal business units, community groups and sporting organizations. | advice to internal business units as the City starts to reactivate services and open facilities. | |
| | Ensure a risk-based approach is applied to all decision-making regarding recovery from COVID-19. | Risk and evidence-based approach is considered in all decision making. | Risk and evidence-based approach is considered in all decision making. | Risk and evidence-based approach is considered in all decision making. |
| | Health promotion materials targeting recovery. | Health promotion materials are continuing to be developed. The Community Health Promotion Officer is a member of the Community Sub-committee. The Community safety | Continue to produce health promotion material and identify training opportunities such as mental health first aid and red cross communicating in recovery. | Continue to produce health promotion material that are targeting people identified as in need during recovery. |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|------------------|---|---|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | | and Crime Prevention Officer is also supporting with health promotion initiatives and has been successful in securing a grant for up to 8 staff and 7 community members to be trained in mental health first aid. | | |
| Community Safety | Return to business as usual. | The Rangers are continuing to operate as business as usual and have adapted to Covid-19. This includes patrols and monitoring public gathering requirements and assisting local police. | Returning to business as usual. | Return to business as usual. |
| | Continue Local Recovery | The Community Safety team continue | The Community Safety team continue to | Continue to provide support to the Recovery Management Team. |

| | Scenario 3 | Phase 2 | Phase 3 | Phase 4 and beyond |
|--|---|---|---|---|
| Recovery Phases | The Australian average of cases decreases until it levels out | The Federal & State governments have released Phase 2 Pathway to recovery | The Federal & State governments have released Phase 3 Pathway to recovery | The Federal & State governments have released Phase 4 Pathway to recovery |
| | Committee throughout the recovery phase and implement local recovery plan. | to support the Recovery Management group and frameworks that have been established. | support the Recovery Management group and frameworks that have been established. | |
| Approval Services / Strategic Planning | Recover levels of service including but not limited to: 1. Statutory / strategic planning assessments. 2. Building application assessments. 3. Pool inspections. | Recover levels of service including but not limited to: 1. Statutory / strategic planning assessments. 2. Building application assessments. 3. Pool inspections. | Recover levels of service including but not limited to: 1. Statutory / strategic planning assessments. 2. Building application assessments. 3. Pool inspections. | Recover levels of service and start to return to business as usual, including but not limited to: 1. Statutory / strategic planning assessments. 2. Building application assessments. 3. Pool inspections. |



CITY OF KALAMUNDA

Economic Subcommittee –
Local Recovery Coordination Group -

Kalamunda Economic Recovery Plan

Contents

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Introduction

COVID-19 has had a dramatic impact on society, with the impacts of the pandemic likely to be felt in the community for years after the medical implications have passed. To aid in recovery, the City has formed a Local Recovery Coordination Group, under which the Economic Subcommittee has been formed.

This strategy outlines the City of Kalamunda's response to the Economic Recovery of the City. Importantly, the distinction between response and recovery. Being that this document is very much focussed on efforts to rebuild the local economy rather than immediate actions to support businesses whose trade is currently impacted by the pandemic. The City is working to support these businesses where possible. However, in the context of a global crisis, the impact to which a local government can respond is limited.

The Economic Recovery Plan is considered a living document, and will need to be updated, altered and edited as further information comes to hand about the scale of the problem and the City's capacity to respond.

The framework used in the strategy is based on other recovery plans with five pillar actions:

1. Supportive Regulatory Framework
2. Stimulating spending in the local economy (Township Activation & Buy Local)
3. Business Capacity Building
4. Workforce Development
5. Items for Advocacy

The focus surrounding the fourth pillar, "Workforce Development" is initially being captured in this plan. However, it is likely due to the technical nature of this work and the range of actions that the implementation and ongoing recovery efforts may become the role of a third subcommittee.

Recovery is defined as 'the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, environment and community, psychosocial and economic wellbeing' (s.3 EM Act).

This does not mean that recovery will return us to the precise conditions that existed prior to COVID-19. Changes to the local economy and retail landscape may have evolved or changed forever. Instead, we are working toward reconstruction of the economic wellbeing of the community.

At this moment, we do not know what our recovered economy will look like in terms of jobs, business make up and local workforce. The City's vision is a useful guide to consider actions against.

"Connected Communities, Valuing Nature and Creating our Future Together"

Methodology

The State Emergency Management Committee recognises six key concepts to successful recovery:

1. **Understand the context:** based on an understanding of the community context, with each community having its own history, values and dynamics;
2. **Recognise complexity:** successful recovery is responsive to the complex and dynamic nature of both emergencies and the community;
3. **Use community community-led approaches:** successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward;
4. **Coordinate all activities:** successful recovery requires a planned, coordinated and adaptive approach between community and partner agencies based on continuing assessment of impacts and need;
5. **Communicate effectively:** successful recovery is built on effective communication between the affected community and other partners; and
6. **Recognise and build capacity:** successful recovery recognises, supports and builds on individual, community and organisational capacity and resilience.

The City has formed an Economic Subcommittee of people from within Local Government and Kalamunda's key business stakeholder group to guide the efforts of this plan across these six concepts in the same way that a board guides a corporation.

Role of the City of Kalamunda

The City is well placed to lead the recovery, with a responsibility for these actions. The recovery process will require people to work beyond their traditional roles, adapt to new concepts and try new ideas.

While this context has changed, in some regards we should look at this as a new normal, with the City working alongside the community to facilitate outcomes.

Internally, it is recognised that our organisational values are key to the success of working together as a team to meet this challenge. Leading conversations from a values-based approach may help in giving City Officers the confidence and capacity to respond to the recovery effort focussed on outcomes.

Core Values

1. **Service:** We deliver excellent service by actively engaging and listening to each other.
2. **Respect:** We trust and respect each other by valuing our differences, communicating openly and showing integrity in all we do.
3. **Diversity:** We challenge ourselves by keeping our minds open and looking for all possibilities and opportunities.
4. **Ethics:** We provide honest, open, equitable and responsive leadership by demonstrating high standards of ethical behaviour.

Aspirational Values

1. **Creativity:** We create and innovate to improve all we do.
2. **Courage:** We make brave decisions and take calculated risks to lead us to a bold and bright future.
3. **Prosperity:** We will ensure our District has a robust economy through a mixture of industrial, commercial, service and home-based enterprises
4. **Harmony:** We will retain our natural assets in balance with our built environment

The simple guiding principle is to ensure everything we do will make Kalamunda socially, environmentally and economically sustainable.

Five Action Pillars

1. Supportive Regulatory Framework

Regulatory system exists because of recognised problems that have existed at some point and the government has responded to managing these issues through legislative response. The modern planning system has its origins in the health issues of the industrial revolution, while expectations of public advertising of developments can be linked to evolving civic participation. While these regulations have all begun from a well-meaning place, they may have unrealistic burdens on businesses trying to stay trading or emerge as part of recovery. To that end, the City though has initiated a number of measures pre and post COVID-19 to ensure the statutory process is fast tracked where appropriate, in addition consideration has been given to changing, suspending or keeping each action in order to best place the local Kalamunda Economy for recovery.

| Objective | Proposed Action | Anticipated impact | BU Lead | How | When |
|---|---|---|----------------------|--|--|
| 1.1 Review Statutory Fees to ensure that they are not a burden to businesses. | 1.1.1 Review Outdoor Dining Fees and consider the implication of nil fees and instalment plans. | Reduce the cost of doing business. | Environmental Health | Policy & Guidelines Review | Review and necessary actions to enact by the end of Q2, FY20/21 |
| | 1.1.2 Review Inspection Fees for Food & Health premises. | Reduce the cost of doing business. | Environmental Health | Inspection fees for Food & Health premises impacted by COVID19 waived in FY20/21 - excludes Supermarkets and food franchises not impacted. | Considered by Council at the 7 th April 2020 Special Council Meeting. |
| 1.2 Identify ways to speed up the approval process. | 1.2.1 Consider amending 'Use Classes' to reduce Advertising ('A') uses | Reduce to approval timeframes for uses that have statutory requirement for advertising. | Approval Services | Basic Development Applications to be assessed and determined within a 20-day timeframe Standard Development Applications to be assessed and determined within a 60-day timeframe Complex Development Applications to be assessed and determined within a 90-day timeframe. | Implementation underway and monitoring ongoing and reporting |

| | | | | | |
|---|--|--|--|---|---|
| | 1.2.2 Offer and advertise free planning and building advice for small local businesses, where this does not require a planning assessment | Provides clarity for the applicant about to participate in the DA process | Approval Services | <p>Greater promotion through a range of mediums of the benefits of pre-lodgement meetings with the applicant on potential DA.</p> <p>Monitored via the increase in pre-lodgement meetings as a percentage of total applications</p> | Ongoing throughout FY20/21 |
| 1.3 Encourage Businesses to try new things. | 1.3.1. Partner with retailers and business owners in main street locations facilitate activations in the public realm under Council's care and control | Give small businesses the confidence that the City is there to work with them and let them try new things. | Approval Services / Environmental Health | <p>Release of a 'Get out of Jail Free' card for distribution to business owners located in commercial precincts</p> <p>Monitored by the number of activations/engagements</p> | Engagement and information pack to relevant precincts by the end of Q2, FY20/21 |

2. Stimulating spending in the local economy (Township Activation & Buy Local)

The City of Kalamunda undertakes a large range of projects each year, as well as incurring a great range of ancillary expenses through the day-to-day running of the local government. While the City already looks for opportunities to spend this in the local community, targeting the City's discretionary project spending into areas with strong local supply chains, it may be possible to improve local economic confidence. In the context of the City of Kalamunda, this may be limited due to the growth nature of the City, where the financial capacity in reserve is less than other local authorities due to an already planned out infrastructure program.

| Objective | Proposed Action | Anticipated Impact | BU Lead | How | When |
|--|---|---|----------------------|--|--|
| 2.1 Increase foot traffic through City of Kalamunda's Retail Precincts | 2.1.1 Discuss with Kalamunda Chamber of Commerce recommending the Kalamunda Night Markets. | To encourage foot traffic through Retail Precincts within Kalamunda Town centre | Economic Development | Engagement and collaboration with market operators | Aim for Night Markets to recommence by Q2, FY20/21 |
| | 2.1.2 Discuss with the owner of Kalamunda Mall actions to increase visitation to Kalamunda Town Centre | | Economic Development | Ongoing dialogue and ideation with Shopping Mall Owner/Manager | By 31 July 2020 |
| | 2.1.3 Discuss with the owner of Forrestfield Shopping Centre actions to increase visitation | | Economic Development | Ongoing dialogue and ideation with Shopping Mall Owner/Manager | By 31 July 2020 |
| 2.2 Economic Impact Analysis | 2.4.1 Identify key economic benefits of undertaking Retail & Commercial precinct streetscape enhancement projects | Demonstrates that significant spending by City can result in long term growth and sustainability for businesses | Economic Development | Economic Impact Analysis Study by external parties | Study completed and distributed to Elected Members |

3. Business Capacity Building

Where the City can play the largest role is undertaking actions that support local business. By supporting them to create their own success and their own recovery, we place the local economy in the best possible position. Many of these actions will require ongoing support and the success of the recovery plan will be contingent upon the City's long-term involvement in supporting economic development.

| Objective | Proposed Action | Anticipated impact | BU Lead | How | When |
|-------------------------------|---|--|---------------------------------------|--|---|
| 3.1 Promoting Shop Local | 3.1.1 Develop a 'Shop Local' Promotion campaign. | Raise awareness of the importance of shopping local. | Communications / Economic Development | Promotional campaign to consider shop-based collateral and point of sale material | By Dec 2020 |
| 3.2 Promote Local Businesses | 3.2.1 Conduct an information session that informs local businesses of Council's upcoming spending opportunities / procurement processes | Enable businesses to be procurement ready for Council's spending. | Economic Development / Procurement | Workshop / Information Session. with Procurement Team | Biannually with first workshop scheduled in Q2, FY20/21 |
| | 3.2.2 Develop local stories that can be used online and via social media outlining local business successes | Raise awareness of the value of local businesses with our community. | Tourism Development / Communications | Leveraging social media activity to inform the value and successes of local businesses. | Ongoing |
| 3.3 Develop Existing Business | 3.3.1 Undertake gap analysis /survey of small businesses to ascertain training / development requirements and match requirements | Sustainable and resilient small business owners | Economic Development / KCC | COVID 19 Small Business Survey Ongoing survey engagements with local businesses Collaboration with KCC and its members | Ongoing |
| | 3.3.2 Promote the SBDC suite of programs designed to build small business capacity & resilience | Sustainable and resilient small business owners | Economic Development | Promotion on Council's Economic Development. Connecting local businesses in need with the SBDC | Ongoing |

| Objective | Proposed Action | Anticipated impact | BU Lead | How | When |
|--|--|--|----------------------|--|---|
| | 3.3.3 Implement targeted business development programs to build small business capacity & resilience | Sustainable and resilient small business owners. Developing a growth mindset | Economic Development | Translating the results from business surveys, business and KCC engagement into well attended training programs and workshops | Ongoing |
| 3.4 Attract new business and investment to the Kalamunda | 3.4.1 Engaging with Department of Jobs, Tourism, Science and Innovation to raise the profile of the City of Kalamunda as a highly attractive new business and investment destination | Securing new business, investment and jobs to the Kalamunda Region. | Economic Development | Frequent engagement to better understand the perspective of JTSI as to how the City of Kalamunda might better position itself to attract new investment to our region. | Ongoing |
| | 3.4.2 Develop, publish and distribute a new investment prospectus. | Information to support efforts to attract new business, investment and jobs to the Kalamunda Region. | Economic Development | New investment prospectus and associated collateral developed inhouse. | By 31 Oct 2020 |
| 3.5 Support local businesses through Local Government Purchasing | 3.5.1 Shortened payment terms for local businesses. | Ensure businesses are paid quickly on fair terms. | Finance | Council has enacted a 14 day payment policy for creditors. | Completed |
| | 3.5.2 Review Policy & Tender Documentation to include elements that encourage local participation and content in major contracts. | Recognise the value to the local economy of procuring locally. | Procurement | Review and adjustment to procurement approach and procurement documentations. | By Q4, FY20/21 |
| 3.6 Direct Financial support - <u>COVID19 Crisis Relief Fund</u> | 3.6.1 Provide financial support to business facing hardship as a result of COVID19 | Reduce financial burden to small businesses | Finance | More flexible rate repayment arrangements and access to the Council's COVID19 Crisis relief fund. | Implementation by Q1, FY20/21. Funding distributed by Q2, FY20/21. |

4. Workforce Development

The local economy is likely to remain changed forever, with some retailing unlikely to return to the same format, growth in online literacy and shopping and a change in the public's attitudes to globalism. In recognising this, the COVID-19 pandemic will be the point where for some, their career pivots. With Kalamunda already having a large number of people employed in sectors vulnerable to the economic impact of the pandemic, retraining and support (both financial and emotional) will be key to the City's recovery.

| Objective | Proposed Action | Anticipated impact | BU Lead | How | When |
|---|---|--|------------------------------|--|----------------|
| 4.1 Promote the opportunities to employ local. | 4.1.1 Create awareness of the local skill base through interpretation of ABS data to better inform about worker skills in the region. | Awareness of local job opportunities | Economic Development | Publishing data about local opportunities | Quarterly |
| 4.2 Create work experience opportunities for youth. | 4.2.1 Examine where opportunities exist for short term work experience to allow youth to develop entry level skills and experience. | Allow youth to have some real work experiences to add to their CV. | People Services / Youth Team | Facilitate training opportunities with local retail establishments | Ongoing |
| 4.3 Career Expo | 4.3.1 Stage a Career Expo in Kalamunda or Forrestfield | Bring together Employers and those seeking employment | People Services / Youth Team | Seek a venue partner and re-instate event | By Q4, FY20/21 |

5. Items for Advocacy

In recognising that the economic landscape has changed, there are a range of challenges that the City will need the support of State and Federal Government as well as the private sector, to partner with to address. The strategy seeks to capture these items for advocacy and seek meetings to draw attention to these matters. As a local government with disproportionate unemployment and low socio-economic indicators, Kalamunda will need the support of others to recover to a stronger position than our pre-Covid-19 state.

| Objective | Possible Strategy | Anticipated impact | BU Lead | How | HOW |
|---|--|---|-----------------|--|---------|
| 5.1 Seek funding opportunities for major projects in Kalamunda. | 5.1.1 Work with the State government to leverage advocacy funding for prior projects within the City of Kalamunda | Facilitate key projects that contribute to the local economy during and post construction | OCEO | OCEO & Mayoral – engagement with key decision makers | Ongoing |
| | 5.1.2 Work with the Commonwealth government to leverage advocacy funding for prior projects within the City of Kalamunda | Facilitate key projects that contribute to the local economy during and post construction | OCEO | OCEO & Mayoral – engagement with key decision makers | Ongoing |

6. APPENDICES 1:

List of City of Kalamunda Advocacy Projects - Requiring Funding [as outlined in the Draft Corporate Business Plan FY20/21]

Stimulus Projects

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:

- could be largely funded from reserves, borrowings or (if available), State and Federal grants;
- relatively simple to add into the 2020/21 works program from a resourcing perspective;
- provide visible and / or tangible outcomes for the community; and
- 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.

| | Stimulus Projects Proposed | Amount Allocated |
|----|---|---|
| 1. | Walliston Transfer Station – Hard stand, drainage & Tip Shop (\$1.1m) | \$1,100,000 |
| 2. | LED Street Light roll out program to commence (\$1.1m) | \$1,100,000 |
| 3. | Enhanced inspection and cleans of drainage systems in peri urban and rural areas (\$220,000) | \$220,000 |
| 4. | 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 (\$2.3m) | \$2,300,000 |
| 5. | Improvements to selected parks, car parking expansion & improvement to reserves in <ul style="list-style-type: none"> High Wycombe (\$978,000), Maida Vale (\$266,000), Forrestfield (\$320,000), Gooseberry Hill (\$22,000). | \$1,586,000 |
| 6. | Haynes Street (\$2.4m) and/or Central Mall streetscape improvements to stimulate local businesses when this crisis is over | \$2,400,000 for Haynes St; indicative \$2,600,000 for Central Mall |
| 7. | City Park & Reserve Signage (\$220,000) | \$220,000 |
| 8. | Ray Owen Carpark (\$950,000), partly funded through cash-in-lieu | \$950,000 |
| 9. | Woodlupine Brook Restoration project (\$810,000), partly funded through cash-in-lieu | \$810,000 |

| | | |
|--|-------|---|
| | Total | \$10,686,000 (including Haynes St) \$13,286,000 (including Haynes St and Central Mall) |
|--|-------|---|

Advocacy Program 2020-21

The City will continue advocacy efforts and seek grant funding to increase stimulus activities. Any State or Federal stimulus packages or Lottery West funding will be monitored. The major projects that will be targeted are as follows

| Project Title | Project details | Total Amount |
|---|--|-----------------------|
| Ray Owen Reserve Master Plan | <ul style="list-style-type: none"> • Four additional indoor basketball / netball courts and supporting facilities at Ray Owen Sports Centre • Increased sports space for AFL and Cricket • Power and Water supply upgrades • Car parking and access improvements • Upgrade of Ray Owen Pavilion including unisex change rooms, storage and universally accessible toilet. • Other Infrastructure | \$18 million |
| Stirk Park Playground and Skatepark Development | <ul style="list-style-type: none"> • New nature playground • New skatepark • New youth and sports precinct including mini basketball court • Family picnic and BBQ areas • New toilet block • Car parking improvements | \$2.7 million |
| Maida Vale Reserve Master Plan | <ul style="list-style-type: none"> • Upgrade of site power and connection to sewer • Upgrade of sports floodlighting • Upgrade of Norm Sadler Pavilion (change rooms, storage and toilets) • Upgrade baseball infrastructure • Replace Archery Pavilion • Access improvements and expanded car parking • Upgrade existing netball courts to multipurpose courts. • Fitness trail and improved pathways | \$15.5 million |

| Project Title | Project details | Total Amount |
|---|--|------------------------|
| | <ul style="list-style-type: none"> • New playground and skate park • Reinstate disused tennis courts and expand sports space | |
| Scott Reserve Master Plan | <ul style="list-style-type: none"> • New sports pavilion and community centre • New nature playground and youth precinct including $\frac{3}{4}$ outdoor sports court • Refurbishments of playing fields (including reticulation and drainage) • Expanded car parking and traffic calming measures • Relocated cricket nets and associated amenities • Future sports floodlighting to southern oval and security lighting • Terraced seating • New fitness trail with exercise equipment, improved pathways and rest spots. | \$10.74 million |
| Kalamunda Cycle Plan Implementation | <ul style="list-style-type: none"> • Depending on success of companion grant funding, an annual program to achieve the forecast \$17.4m cycle plan over the next 5 years | \$17.4 million |
| Forrestfield North Transit Oriented Development | <p>Federal Government commitment to fund critical infrastructure to develop a world-class urban precinct:</p> <ul style="list-style-type: none"> • \$30 million to fund the Roe Highway flyover and connect Forrestfield North to the growing community in the east • \$15 million to design and construct critical sewer services to stimulate development • \$20 million to fund remediation works to the existing Brand Road landfill site for the future use as a district level sporting facility which will be co-located with the proposed primary school in Forrestfield North | \$125 million |

| Project Title | Project details | Total Amount |
|---------------------------------|---|-----------------------|
| | <ul style="list-style-type: none"> • \$50 million to fund the design and construction of a new multipurpose Community Hub and activity centre • \$10 million to enable the provision of Smart Cities Technology | |
| Managed Aquifer Recharge system | <ul style="list-style-type: none"> • Provision of second MAR in City and expansion of capacity of existing MAR | \$ 1.8 million |
| Woodlupine Hub Community Centre | <ul style="list-style-type: none"> • Construction of a new community hub including library / learning; community meeting rooms, playgroups and support services | \$ 13 million |

Major Master Planning in Progress

The City of Kalamunda has several major master plans currently in development. These include:

1. Hartfield Park Master Plan Stage 2 – with an objective of identifying where consolidated sports facilities can be located
2. Kalamunda Aquatic Facilities study – with an objective of identifying staged options in response to the aged Aquatic Centre