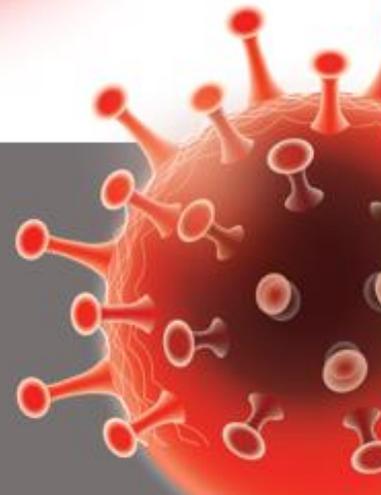




# COVID-19 RELIEF & RECOVERY STRATEGY

## IMPLEMENTATION PLAN

1 May 2020



# PART 1 – RELIEF & RECOVERY STRATEGY

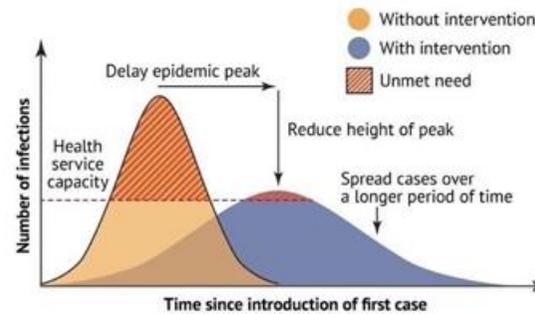
## 1.1 Background

### Public Health Context

Health and wellbeing is a high priority for the Shire of Narrogin. The emergence of COVID-19 in Australia has significantly changed the way the Shire – both the community and organisation – views and manages public health. Initiating a public health response to COVID-19 involves strong and decisive action to minimise the gathering and movement of people. It has also led to there being a quickly changing policy environment whereby the Shire is required to anticipate the next stages of COVID-19 relief and recovery. COVID-19 is not just about public health, and we have to start preparing to implement strategies to promote and recover our local economy, environment, social connection and wellbeing. This relief and recovery phase is likely to last at least six months. It is a time which requires agile decision making, while ensuring the Shire analyses the potential benefits to inform decisions.

The purpose of the health directives to manage COVID-19 is to protect the vulnerable people in our community. COVID-19 symptoms may not be significant for some, while presenting serious health issues for others including severe pneumonia or even death. We must work together to protect those who are more vulnerable, including seniors and immunocompromised. The approach to flatten the curve is in place to prevent strain on our health system. By reducing the spread of COVID-19 we are making sure everyone can access the healthcare they need. For this reason, the Shire is committed to being a

strong community role model to support our health and wellbeing.



### Policy Context

In Australia, state and territory governments have primary responsibility for protecting life, property and environment within their borders. They have established plans in place to respond to, and recover from, natural and human-caused emergencies.

To complement the efforts of state, territory and international governments responding to a disaster or emergency, the Australian Government can also provide physical and financial assistance. The Australian Government has activated the National Coordination Mechanism (NCM) in response to the spread of COVID-19. The NCM will operate through the Department of Home Affairs and together with the states and territories will coordinate the whole of government responses to issues outside the direct health management of COVID-19. The NCM provide support and advice alongside the Australian Health Protection Principle Committee and state and territory chief medical officers in advising the National Cabinet on matters relating to COVID-19.

Local governments in Western Australia are required to implement public health and emergency directives from

the State Government and to support the response and recovery of the State Government in accordance with the Emergency Management Act 2005. The Shire of Narrogin is acting in accordance with emergency management directions under the Act. A list of these directives and the Shire's ongoing response is included at Item 2.3.

The Shire will continue to make considered and agile risk-based public health decisions to support the worldwide and nationwide interventions to protect the community from COVID-19.

Further to this, the Shire has a number of documents guiding its response as an organisation. This includes the Shire's Strategic Community Plan 2017-2027. This Plan is the Shire's most significant guiding document and establishes the community's vision for Narrogin's future. The Plan drives our planning, budgeting, resource allocation and service delivery over the next decade, in order to focus our efforts and align our activities to achieve the community's vision. In addition, the Shire is operating within its Policy 4.1.26 – Risk Management. Under the policy, the COVID-19 impacts on the Shire have been determined to be "Almost Certain" and to be of a "Major" to "Extreme" consequence requiring urgent action. The Shire also has a Business Continuity Plan. The purpose of this plan is to guide the Shire's Administration in responding to matters that affect business continuity at an operational level.

## 1.2. About the Shire of Narrogin COVID-19 Relief & Recovery Strategy & Implementation Plan

### Purpose

The purpose of this Plan is to:

1. Support recovery initiatives in relation to COVID-19 at a State and Federal Government level by establishing a framework for the Shire to:
  - 1.1 Identify, monitor and document the impact of COVID-19 specific to the Shire of Narrogin;
  - 1.2 Ensure agile and efficient decision making and communication during the recovery phase;
  - 1.3 Provide a road map to the Shire's short, medium and long term actions to provide relief and recovery as a result of COVID-19;
  - 1.4 Guide the Shire's future decision making in relation to the Shire's COVID-19 relief and recovery; and
  - 1.5 Provide support and civic leadership to our well-connected and resilient community during the recovery phase.

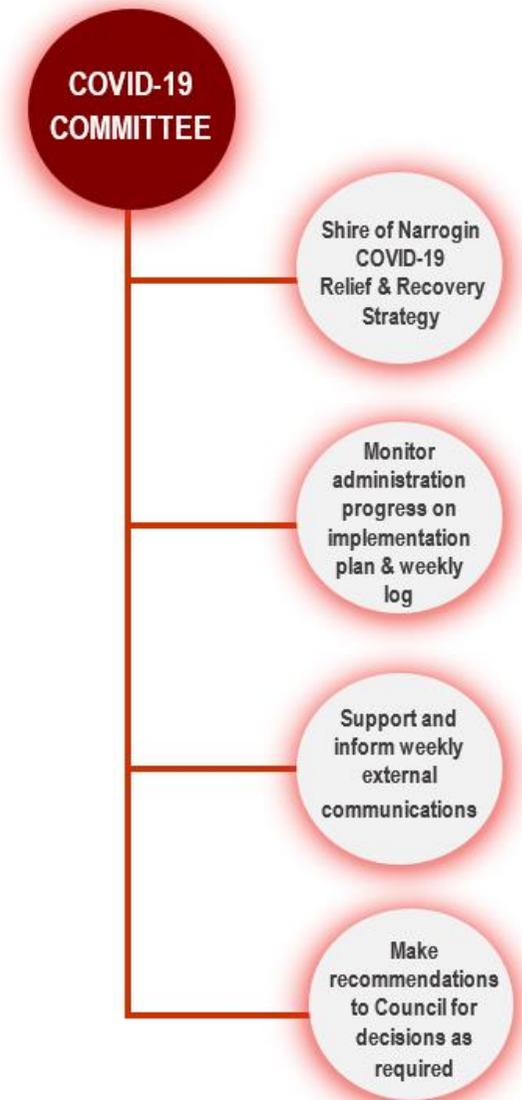
### Relief & Recovery Strategy & Implementation Plan Structure & Governance

This document is divided into two parts. Part 1 is the Relief & Recovery Strategy. This part provides a summary of the COVID-19 context, sets out the purpose and structure of the approach, provides a governance structure for the Shire to implement the Plan and sets

out the guiding principles during each phase of recovery.

Part 2 is the Implementation Plan. This part includes a summary of directives and requests that the Shire has received, the various stimulus packages and announcement from the State and Federal Government's and sets out the key actions that the Shire will be undertaking to provide relief and recovery from COVID-19.

The Shire has formed a new COVID-19 Relief & Recovery Critical Incident Management Team, (the Committee), together with Elected Members, to oversee the implementation of this Strategy and Implementation Plan. In line with this governance approach Part 1 of this document is intended to be high level, fairly static, and strategic. Part 2 is intended to be a live document that is updated and reported regularly to the Shire's COVID-19 Relief & Recovery Committee. Some actions in the Implementation Plan will be determined by the COVID-19 Committee and some will require formal decisions of Elected Members via Council. The COVID-19 Relief & Recovery Committee, in liaison and conjunction with the Shire President, will also lead stakeholder engagement and communications with the community. This structure will allow the Shire to continuously monitor and respond to the changing nature of the COVID-19 pandemic.



### 1.3. Objectives & Principles

#### Objectives

The objectives of this document are to:

Key Focus Area Objective	
Our Health & Wellbeing	<p>Ensure the Shire monitors for and responds to new directives and manages the current and ongoing risks to public health.</p> <p>Raise awareness of public health messages in the community and with our key stakeholders.</p>
Our Community	<p>Monitor the impact of the COVID-19 pandemic on vulnerable groups, community groups, sporting clubs and our business community. Develop innovative approaches to support our community to recover.</p>
Our Organisation	<p>Monitor the impact of the COVID-19 pandemic on the Shire's operations. Reorient our organisation to recovery efforts and deliver on the Strategic Community Plan during recovery.</p>



## Principles

It is anticipated that there will be three key phases to recovery over the short, medium and long term. Some principles apply to all three phases of recovery, with further specific principles applying to each specific phase.

## Overarching Principles

The following principles apply through all phases of recovery:

- Act in a highly responsive, comprehensive, coordinated and safe manner to ensure health and emergency management directives are implemented as the highest priority.
- Ensure consistent and regular communication with community and staff.
- Recognise, understand and action the support needed for vulnerable groups, community organisations, sporting clubs and local businesses. Recognise, understand and action the support needed for our workforce.
- Partner and collaborate with our key stakeholders to support relief and recovery.
- Deliver agile and responsive decision-making through the establishment of the Shire's COVID-19 Committee, reporting to the Shire President and Deputy Shire President at least weekly and to the Elected Members at least monthly.

## Phase 1 – Short Term – Response & Relief

This phase is expected to last between March and May 2020. This phase of the recovery is focused on understanding and responding to the immediate changing impacts of COVID-19.

The following principles apply to Phase 1:

- Realign and reprioritise the Shire's existing services, programs and projects.
- Understand the impact on the Shire's current 2019/20 budget and cash flow.
- Assess all available resources for relief and recovery efforts.
- Establish a framework for relief and recovery.

## Phase 2 – Medium Term – Adapt

This phase is expected to last between March and June 2020. This phase of recovery is focused on adapting to the impacts of COVID-19. The following principles apply to Phase 2:

- Consider and implement medium term actions identified in the Implementation Plan through continuous review by the Shire's COVID-19 Relief & Recovery Committee.
- Forecast and plan for a significantly impacted 2020/21 budget.
- Refocus and redirect all available resources toward recovery.
- Restore services and access to community facilities where possible.
- Maintain connection in our community through innovative business practices, expansion of online communication and remote community building initiatives.
- Remain responsive and adaptable to the changing needs of vulnerable groups, community organisations, sporting clubs and local businesses.

- Remain responsive and adaptable to the changing needs of our workforce and realign the Shire's existing workforce to recovery efforts.

## Phase 3 – Long Term – Recovery

This phase is expected to last between April and December 2020 and beyond. The focus of this phase is integrating the impacts of COVID-19 into a new way of operating. The following principles apply to Phase 3:

- Consider and implement long term actions identified in the Implementation Plan through continuous review by the Shire's COVID-19 Committee and Elected Members.
- Reorient the way the Shire delivers services during and after COVID-19.
- Support economic rebound and social reconnection.
- Build on the resilience and innovation of our organisation and community developed during COVID-19.
- Consider the ongoing impacts and needs of vulnerable groups, community organisations, sporting clubs and local businesses.
- Consider the ongoing impacts and needs of our workforce.
- Reflect on performance during recovery in delivering on the Strategic Community Plan.

## PART 2 – IMPLEMENTATION PLAN (as at 1 May 2020)

### 2.1. Key Actions (see live version for up to date responses)

Key Action Focus Area	Key Action	Responsible Team	Timing			Status	Updates
			Short	Medium	Long		
Our Health & Wellbeing Our Community	<b>1</b> That the 2019/20 Budget be amended to reprioritise \$220,000 of expenditure to immediate Recovery & Relief Strategies and Projects.	Corporate	○	○	○	Completed	
Our Health & Wellbeing Our Community	<b>2</b> That immediate rate relief packages for businesses of the Shire be eligible on application and assessment on the following basis (total Budget pool available of \$20,000 GST exempt): a) Up to 100% of local government rates (not ESL or refuse) from the date of any declaration taking effect until its cessation; b) Applications are to be in writing and determined jointly by the Shire President and Chief Executive Officer; c) They have retail / shopfront; d) They must have been directly impacted negatively by National or State closure declarations; e) Any approvals are credited to their next year's rates; f) Priority for funding relief will be as follows: i) Cafes and Bakeries that were forced to close dining operations from 23 March 2020; ii) Beauticians, Masseuses and Spa's forced to close operations from 26 March 2020; iii) Hotels that were forced to close hotel operations from 23 March 2020; iv) Other Businesses that can demonstrate that as a DIRECT result of a declaration, that they have been negatively affected.	Governance	○	○		Commencing	

Key Action Focus Area	Key Action	Responsible Team	Timing			Status	Updates
			Short	Medium	Long		
Our Health & Wellbeing Our Community	3. That the proposed COVID-19 Financial Hardship Chief Executive Officer Directive for dealing with request for rate or debt leniency be endorsed.	Corporate	○	○	○	Commenced and Ongoing	
Our Health & Wellbeing Our Community	4. That the rent owed by the Upper Great Southern Hockey Association to the Shire (via the YMCA WA) for the period 1 April 2020 to 30 June 2020 totalling \$18,750 (incl. of GST) be waived.	Governance	○	○		Completed	
Our Health & Wellbeing Our Community	5. That the rent on the Shire's commercial tenancy operating as AJ's Café in Federal Street, be waived from 13 March 2020 until 30 June 2020, at an estimated cost of \$5,000 (inclusive of GST).	Governance	○	○		Completed	
Our Health & Wellbeing Our Community	6. That the rent on the Shire's community group properties operating as Regional Early Education and Development Inc (REED) (both in Federal Street and William Kennedy Way) and Arts Narrogin (Federal Street) be waived from 13 March 2020 until 30 June 2020, at an estimated total cost of \$2,200 (incl of GST).	Governance	○			Completed	
Our Health & Wellbeing Our Community	7. That the recommendation of the Shire of Narrogin Local Emergency Management Committee, to expand the membership of the Committee to include a representative of the Department of Education, be endorsed.	Regulatory	○			Completed	
Our Health & Wellbeing Our Community	8. COVID-19 RECOVERY@NARROGIN DOLLARS; and a) That the Shire President and Chief Executive Officer be authorised to enter into a Memorandum of Understanding with the Narrogin Chamber of Commerce at an estimated cash cost of \$35,000 (incl GST).	Governance	○	○		Commenced	
	b) That the 3,177 estimated electors of the Shire each receive \$50 in Narrogin Dollars, to be distributed from 2 June 2020, and which must be expended by 31 August 2020 at participating and eligible local businesses, at an estimated cash cost of \$158,850 (incl of GST).						

Key Action Focus Area	Key Action	Responsible Team	Timing			Status	Updates
			Short	Medium	Long		
	<p>c) That the Shire President be authorised to promote the COVID-19 RECOVERY@NARROGIN DOLLARS relief project in accordance with the Poster, Letter to Electors and Letter to Businesses.</p> <p>d) That the Chief Executive Officer be authorised to engage with staff redeployed with the assistance of the YMCA (WA) Narrogin, to assist in distribution of the Narrogin Dollars promptly, securely and efficiently.</p>						
Our Organisation Our Health & Wellbeing Our Community	<b>9.</b> Regularly review services, facilities, events and processes to respond to the Pandemic and comply with Directives.	Governance	○	○	○	Commenced and Ongoing	
Our Organisation	<b>10.</b> Communicate frequently and, clearly and concisely with Elected Members and employees.	Governance	○	○	○	Commenced and Ongoing	
Our Health & Wellbeing Our Community	<b>11.</b> Utilise Facebook for timely and critical messaging about the pandemic and consistent government messages.	Governance	○	○	○	Commenced and Ongoing	
Our Health & Wellbeing Our Community	<b>12.</b> Utilise the Mobile Message Boards (SAM) Trailers (Shire and DFES) for timely and critical messaging about the pandemic.	Technical	○	○		Commenced and Ongoing	
Our Organisation	<b>13.</b> Establishment of the Critical Incident Management Team (the Committee)	Governance	○	○		Commenced and Ongoing	
Our Organisation	<b>14.</b> Business Continuity Plans be modified to deal with COVID-19 operations	All	○			Prepared and Ongoing	

Key Action Focus Area	Key Action	Responsible Team	Timing			Status	Updates
			Short	Medium	Long		
Our Health & Wellbeing Our Community	<p><b>15.</b> That the Chief Executive Officer be instructed to commence framing the Council's proposed 2020/21 Budget on the following guiding parameters:</p> <ul style="list-style-type: none"> <li>a) A zero net rate increase on 2019/20 rating levels including deferral of rating with respect to Council Policy number 3.6, entitled Rating – Merger Parity Transition (Rating), for one year.</li> <li>b) A zero increase on fees and charges, including refuse and recycling, on 2019/20 levels.</li> <li>c) Utilising 100% of the Economic Development Reserve.</li> <li>d) Reducing the rate of interest on overdue rate amounts from 11% for the financial year.</li> <li>e) Reducing the cap of interest for rates instalments and due debts from 5.5% for the financial year.</li> <li>f) Maximising buy local initiatives in accordance with Council Policy 3.2 entitled Regional Price Preference Policy, to the fullest extent legally possible.</li> <li>g) Increasing the Community Chest Grants Scheme for Community Groups from \$25,000 to \$100,000.</li> <li>h) With respect to Shire employees' salaries: <ul style="list-style-type: none"> <li>i. A zero automatic increase for employees who ordinarily earn an annual salary above \$75,000;</li> <li>ii. For those on the minimum wage, any increase approved by the Fair Work Commission;</li> <li>iii. For those earning above minimum wages and less than \$75,000 annual salary, a 1% increase, or the Fair Work Commission's determination, whichever is the lessor.</li> </ul> </li> </ul>	All	○	○	○	Commenced and Ongoing	

Key Action Focus Area	Key Action	Responsible Team	Timing			Status	Updates
			Short	Medium	Long		
Our Health & Wellbeing Our Community	<b>16</b> The Local Emergency Management Committee (LEMC) be convened and meet as required.	Regulatory	○	○		Commenced and Ongoing	

## 2.3 Announcements (as at 1 May 2020)

The State and Federal Government, and other agencies and organisations make announcements in relation to COVID-19.

Date	Announcement	Responses (Maintained on live Version)
<b>12 March 2020 &amp; 22 March 2020</b>	The Federal Government has announced a series of stimulus packages to support the Australian economy as it deals with this challenge: <a href="http://www.treasury.gov.au/coronavirus">www.treasury.gov.au/coronavirus</a>	see
<b>13 March 2020</b>	Advice against holding non-essential public gatherings of more than 500 people from 16 March 2020: <a href="http://www.pm.gov.au/media/advice-coronavirus">www.pm.gov.au/media/advice-coronavirus</a>	see
<b>16 March 2020</b>	Self-isolation required for all people entering Australia for a period of 14 days: <a href="http://www.pm.gov.au/media/coronavirus-measures-endorsed-national-cabinet">www.pm.gov.au/media/coronavirus-measures-endorsed-national-cabinet</a>	see
<b>16 March 2020</b>	The State Government announced economic response and relief packages to support the Western Australian economy as it deals with the impacts of COVID-19: <a href="http://www.mediastatements.wa.gov.au/Pages/McGowan/2020/03/COVID-19-economic-response-Relief-for-businesses-and-households.aspx">www.mediastatements.wa.gov.au/Pages/McGowan/2020/03/COVID-19-economic-response-Relief-for-businesses-and-households.aspx</a> .	see
<b>18 March 2020</b>	Non-essential indoor gathering limited to 100 people, social distancing of 1.5metres and hygiene measures required: <a href="http://www.pm.gov.au/media/update-coronavirus-measures">www.pm.gov.au/media/update-coronavirus-measures</a>	see
<b>20 March 2020</b>	Four square metre density applied to indoor gatherings: <a href="http://www.pm.gov.au/media/update-coronavirus-measures-0">www.pm.gov.au/media/update-coronavirus-measures-0</a>	see
<b>22 March 2020</b>	The following facilities were restricted from opening from midday local time 23 March 2020: <ul style="list-style-type: none"> <li>• Pubs, registered and licenced clubs (excluding bottle shops attached to these venues), hotels (excluding accommodation)</li> <li>• Gyms and indoor sporting venues</li> <li>• Cinemas, entertainment venues, casinos, and night clubs</li> <li>• Restaurants and cafes will be restricted to takeaway and/or home delivery</li> <li>• Religious gatherings, places of worship or funerals (in enclosed spaces and other than very small groups and where the 1 person per 4 square metre rule applies)</li> </ul> <a href="http://www.pm.gov.au/media/update-coronavirus-measures-220320">www.pm.gov.au/media/update-coronavirus-measures-220320</a>	see
<b>24 March 2020</b>	Additional prohibited activities and venues to apply from 11.59pm (local time) 25 March 2020, including beauty therapists, health clubs, swimming pools, galleries, and restrictions on weddings, funerals and outdoor bootcamps: <a href="http://www.pm.gov.au/media/update-coronavirus-measures-24-March-2020">www.pm.gov.au/media/update-coronavirus-measures-24-March-2020</a>	see

For the latest in State Government COVID-19 Announcements:

<https://www.wa.gov.au/government/document-collections/covid-19-coronavirus-state-of-emergency-declarations>

For the latest in State Government COVID-19 Announcements:

<https://www.australia.gov.au/>

## 2.4 Requests (as at 1 May 2020)

The State Government makes requests to Western Australian Local Governments to support recovery from COVID-19.

Date	Request	Response
17 March 2020	Hon. Mark McGowan MLA requested that the local government sector freeze all local government household rates, fees and charges in 2020/21 to ease the financial pressure on households and businesses.	<ul style="list-style-type: none"><li>• Council agreed with the request at its meeting of 28 April 2020.</li></ul>
25 March 2020	Hon. Rita Saffioti MLA requested that the local government sector to use discretionary powers and planning processes to both promote development and support businesses and adopt flexible approached to enforcement and compliance actions for servicing supply of supermarkets during this period.	<ul style="list-style-type: none"><li>• The Shire's Town Planning Officers will be adhering following this request.</li></ul>

## APPENDIX 1 (available separately)

- Resources
  - Shire COVID Website: <https://www.narrogin.wa.gov.au/covid19.aspx>
  - Healthy WA Website: [https://healthywa.wa.gov.au/Articles/A\\_E/Coronavirus](https://healthywa.wa.gov.au/Articles/A_E/Coronavirus)
  - Commonwealth Department of Health Website: <https://www.health.gov.au/resources/collections/novel-coronavirus-2019-ncov-resources>
- Media Release ([click here](#))
  - Narrogin COVID-19 Dollars Advertisement <https://www.narrogin.wa.gov.au/news/50narrogin-dollars/618>
  - Business Poster (Narrogin \$ Accepted here) - see [media release](#)
  - Letters to Electors – see [media release](#)
  - Letters to Businesses - see [media release](#)
  - MOU with Narrogin Chamber Commerce - see [media release](#)

## ACKNOWLEDGEMENT

The Shire of Narrogin acknowledges the City of Vincent for providing the foundation text for this document. Actions and strategies have been developed specifically for the community of Narrogin.