



Shire of Northam
Heritage, Commerce and Lifestyle

COVID-19 Virus Response Strategy / Framework

The Shire of Northam is a vibrant growing community that is safe, caring and inclusive. We are recognised as a community that values our heritage, preserves our environment and promotes our commerce.

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1) Background / Context

Western Australia is in a State of Emergency because of the COVID-19 (coronavirus) pandemic. The Federal and Western Australian Governments have made it clear that our country is in the grips of a once in a life time health and subsequent economic crisis.

Western Australians are facing unprecedented restrictions of movement not only internationally, but also interstate, intrastate and interregional, as well as a range of other social distancing measures put in place in an attempt to control the spread of the COVID-19 virus. In addition to the health crisis, our international, national, state, regional and local economies are facing challenges the like we have never experienced. The Premier of Western Australia has called upon local governments to play their role, not only in the management of this health crisis, but also in the management of the economic crisis facing our communities.

This strategy has been developed by the Shire of Northam to provide a framework for moving through this state of emergency. It is acknowledged that the rate of change from a health, community and economic perspective is rapid. Consequently this plan will be reviewed, and endorsed by Council, not less than monthly to ensure it is providing the most accurate picture of what our response and recovery look like.

The following is a brief timeline of events to date which have shaped the context of this strategy;

- 27 February 2020 - Prime Minister Scott Morrison announced the Federal Government was activating the Australian Health Sector Emergency Response Plan for Novel Coronavirus (COVID-19).
- 1 March 2020 - Australia reported the first death from COVID-19.
- 12 March 2020 - a \$17.6 billion stimulus package announced by Prime Minister to "protect Australians' health, secure jobs and set the economy to bounce back" from the crisis.
- 15 March 2020 - Premier Mark McGowan declared a state of emergency in Western Australia, along with a formal public health emergency.
- 16th March 2020- Declaration of Public Health State of Emergency(WA)
- 18 March 2020 - a human biosecurity emergency was declared by the Governor-General, David Hurley, under Section 475 of the Biosecurity Act 2015.
- 18th March 2020- Public Health Act (WA)– Mass Gatherings Directions (No 1) issued
- 20th March 2020- Public Health Act(WA)- Mass Gatherings Directions (No 2) issued
- 23rd March 2020- Emergency Management Act (WA)- Closure of certain Places of Business, Worship and Entertainment Directions (No 1)(places closed include pubs, bars, clubs, gyms, recreation centre, restaurant (dine in), place of worship)
- 25th March 2020 - Emergency Management Act (WA)- Closure of certain Places of Business, Worship and Entertainment Directions (No 2)(places now include community centres, libraries, swimming pools)
- 25th March 2020- Public Health Act(WA)- Preventative Restriction of Activities Directions (No 1)

- 30th March 2020- Public Health Act(WA)- Closure of certain Places of Business, Worship and Entertainment Directions (No 3)((playgrounds, skate parks and outdoor gyms now included)
- 30th March 2020- Public Health Act(WA)- Preventative Restriction of Activities Directions (No 2)
- 31st March 2020- Public Health Act (WA) – Prohibited Gathering Directions
- 7th April 2020- Emergency Management Act (WA) – Closure and Restriction (Limit the Spread) Directions (No1)
- 26th April 2020- Emergency Management Act (WA) – Closure and Restriction (Limit the Spread) Directions (No2)
- 10th May 2020 - The WA Government released a COVID-19 roadmap, which will see some restrictions relaxed further from 18 May. <https://www.wa.gov.au/sites/default/files/2020-05/COVID19-WA-roadmap.pdf>
- 17th May 2020-Emergency Management Act (WA)- Closure and Restriction (Limit the Spread) Directions (No 3)
- 29th May 2020- WA Government announced Phase 3 of Roadmap will be in place from 6th June 2020



COVID-19 WA roadmap

Phase 1

27 April 2020



- Gatherings limit raised from 2 to 10 people
- Some additional non-contact public activities permitted
- Soft start to Term 2 for public schools introduced
- Home opens permitted in accordance with the limit on gatherings
- Weddings and funerals, up to 10 people
- Outdoor personal training (no shared equipment) up to 10 people

Phase 2

18 May 2020



- Non-work gatherings limit raised to 20 people
 - Weddings and funerals up to 20 people inside or 30 outside
 - People are encouraged to return to work, unless they are unwell or vulnerable
 - Regional travel restrictions relaxed, travel permitted between:
 1. Perth, Peel, Wheatbelt, South West & Great Southern
 2. Mid-West, Gascoyne & Pilbara*
 3. Within the Goldfields-Esperance region*
 4. Local Government Areas in the Kimberley*
 - Public pools permitted to open with strict rules
 - Cafes and restaurants permitted to reopen with meal service, including within pubs, bars, clubs, hotels and casino, up to 20 patrons, with the 4sqm rule applied
 - Places of worship, libraries, community centres & community facilities may reopen, with a 20 patron limit
 - Indoor and outdoor fitness and dance classes allowed, with a 20 participant limit, minimal shared equipment and 4sqm rule applied
 - Non-contact community sport and training allowed, with a 20 person limit
- * Restrictions on travel to biosecurity zones and remote communities remain in place

Phase 3

Around 4 weeks after Phase 2

- Further increases in non-work gatherings
- Contact community sport
- Beauty therapy services
- Public playgrounds, skate parks, cinemas and concert venues

- Phase 3 will be subject to health advice, but will focus on continuing to build stronger links within the community and include further resumption of commercial and recreational activities. It may include:
- Further increase to non-work gathering limits
 - Reopening playgrounds, skate parks and outdoor gym equipment
 - Reopening galleries, museums, zoos, theatres, cinemas and concert venues
 - Resuming beauty therapy and personal care services
 - Resuming community contact sport
 - Restrictions further relaxed for gyms, health clubs and indoor sport centres
 - Reopening auction houses and real estate auctions
 - Possible further adjustments to regional boundaries

Phase 4

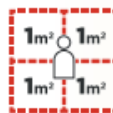
Future easing of restrictions will be determined and occur in line with expert health advice



Avoid close contact with others
Keep at least 1.5 metres away



Healthy hygiene
Wash your hands regularly
Cover your mouth/nose when you cough/sneeze



4 square metres per person



Download the COVIDSafe app

We're all in this together.

WA.gov.au

2) Our Objectives

- To support and communicate the State and Federal Government Health messages and requirements;
- To provide strong, decisive & clear leadership for the Shire of Northam Community;
- To support our local community, with a focus on the elderly and 'at risk' segments (including but not limited to our noongar, youth, homeless and unemployed);
- To support our business community, acknowledging their challenges and providing a supportive environment;
- To support, and wherever possible stimulate our local economy first, regional economy second and then the broader macro economy;
- To manage the Councils finances on behalf of the community as effectively as possible;

- To be a supportive and understanding employer.

3) Strategy / Response

The Shire of Northam is looking at this state of emergency in three established timeframes, being short, medium and long. In this context the following definitions have been applied to the three timeframes;

- **Short term - 27 February 2020 to 30 June 2020**
- **Medium term - 1 July 2020 to 30 June 2021,**
- **Long term - 1 July 2021 and beyond.**

Because of the WA Government declaring a State of Emergency, on approximately Friday, 20 March 2020 the Chief Executive Officer and Executive Management Team of the Shire of Northam made a decision to activate the Councils Business Continuity Plan. The activation of the plan resulted in a realignment of the organisation to position the Shire of Northam to respond to the crisis. The following response/management structure was put in place;

- Organisation & Economy - Chief Executive Officer
- Response & Recovery - Executive Manager Development Services
- Financial - Executive Manager Corporate Services
- Community Resilience - Executive Manager Community Services
- Project Delivery - Executive Manager Engineering Services

In developing this strategic response to the COVID-19 pandemic crisis, the Shire of Northam has taken a risk based approach. A risk-based approach in this context simply means Council has categorised our response into Organisation, Economy, Response & Recovery, Financial, Community Resilience and Project Delivery. Within each of these categories Council has attempted to identify, understand and assess the short, medium and long terms risks, developing a clear set of actions and directions to manage these risks to the best of the Councils ability (financial, human resource, advocacy). The risk ratings have been based on the inherent, or untreated risks identified. A formal residual risk rating has not been assigned at this point, suffice to say the mitigation actions are considered to be significantly reducing risk to Council.

The framework identifies a range of economic stimulus initiatives, including \$1,000,000 set aside as a short term response in 2019/20, and a further \$2,000,000 set aside for 2020/21. While this is the case over the April – June 2020 period Council will be exploring the opportunity to commit to a more substantial range initiatives and additional funding to assist the community navigate this challenging time.

a) Response / Recovery

i) Risk Assessment

Risk Category	Description	Inherent Rating (likelihood x consequence)	Mitigation Action
Financial	Council unable to undertake response activities due to inadequate finance	Possible(3) x Extreme(5) = High(15)	Refer to section F (finance) - Section ii, iii, iv
Health & Safety	Food businesses not aware of responsibilities / implications of COVID19-measure	Likely (4) x High(4) = High(16)	Section ii 1a
	Community not aware of local issues surrounding the COVID-19 pandemic	Possible(3) x Extreme(5) = High(15)	Section ii 1b
	Refuse collection not being operation resulting in public health issues	Likely(4) x Extreme(5) = Extreme(20)	Section ii 2a
	Not understanding the medium to long term effect on the community	Possible(3) x High(4) = High(12)	Section iv 1c
	Exposure of staff to high traffic community services (such as licensing)	Possible(3) x High(4) = High(12)	Section (4) (e)
Reputation	Social distancing measures not being adhered to in council facilities resulting in complaints	Likely(4) x Medium(4) = High(16)	Section ii 4a
	Council fails to support community in recovery actions	Likely(4) x Medium(4) = High(16)	Section 3 of this report
	Shire response & messaging is reactive, unclear and unorganised	Possible(3) x High(4) = High (12)	Section ii (6)

	Community unable to access key Council services	Possible(3) x High(4) = High (12)	Section ii (6)
Service Interruption	Staff unable to work / fall ill due to insufficient PPE	Likely(4) x Extreme(5) = Extreme(20)	Section ii 4b
	Public not being able to access services of Council	Likely(4) x Extreme(5) = Extreme(20)	Section ii 4b
Compliance	OSH procedures and protocols not being followed in workplace	Likely (4) x High(4) = High(16)	Section ii 4c
Property	Council facilities (including closures) not being able to be operated in accordance with social distancing requirements	Likely (4) x High(4) = High(16)	Section ii 4c
Environment	Non operation of waste pickup and facilities resulting in increased illegal dumping in reserve areas	Possible(3) x High(4) = High(12)	Section ii 2a & 2b

ii) Short term actions

- (1) Health services;
 - (a) Education – local business communicated with regarding specific COVID-19 measures / opportunities such as take-away food options
 - (b) Education –website development with links to relevant Dept. of Health and other, sites. Develop information sheet for businesses
 - (c) Compliance – business (soft approach), in particular ensuring food standards are met
 - (d) Education – engagement with local businesses and community groups to outline requirements of phase three of WA Government roadmap to recovery. To be undertaken by established Covid-19 Education Team
- (2) Waste and recycling management;
 - (a) Secure continuity of both kerbside collection and waste disposal service with contractors
 - (b) Ensure waste disposal sites can continue to operate through contractors
 - (c) Ensure sufficient cover material to enable waste disposal site to operate (and comply)
- (3) Ranger Services;
 - (a) Secure continuity of service
- (4) Organisational;
 - (a) Provide advice to staff on correct cleaning and sanitising protocols, development of COVID-19 specific Safe Work Method Statements
 - (b) Ensure sufficient supplies of cleaning materials, PPE (hand sanitisers) are available to all staff
 - (c) Physical modification to all operational centres to ensure social distancing
 - (d) Reduction in site inspections(e.g. swimming pools), site visits and non-essential meetings, to allow redeployment of officer time to COVID-19 related focuses
 - (e) Keep key administration services open, limiting access to areas such as licencing, promote service by appointment
 - (f) Commence reopening Shire of Northam facilities (at 6 June 2020) in line with the requirements of phase three of WA Government roadmap to recovery. This will include phased bring back of staff into office environments
- (5) Bush Fire Brigades;
 - (a) Provide guidelines for operational purposes, cleaning and disinfecting vehicles and facilities

- (6) Develop Covid-19 Virus Response Strategy / Framework & report progress to Council, and community;
- (7) Emergency Response;
 - (a) Call Local Emergency Management Committee meeting
 - (b) Provide opportunity for regular (initially weekly) LEMC briefings
- (8) Council
 - (a) Introduce online meeting protocols for all Full Council Meetings
 - (b) Suspend all non-essential Committee meetings of Council
 - (c) As at 18 May 2020, revert to meeting in person protocols for Full Council Meetings

iii) Medium term actions

- (1) Health services;
 - (a) Ongoing community education programs
 - (b) Ongoing business consultation/compliance
 - (c) Assist Department of Health, where requested, following up notifiable cases and tracing contacts
- (2) Waste and recycling management;
 - (a) Review need to increase service levels (two weekly pickups?)
 - (b) Review need for green waste verge side collection service, in the case of total lockdown
 - (c) If operating develop strict protocols and guidelines for operation of tip shop in regards to COVID-19 issues
- (3) Ranger Services;
 - (a) Soft approach to compliance due to financial stress (dog/cat registration fees etc.)
 - (b) Investigate 1 year free dog/cat registration rollover
- (4) Organisational;
 - (a) Continuity of supply of PPE (including sanitisers), cleaning equipment
 - (b) Development of protocols for cleaning regime following notification of COVID-19 infection in the workplace/Council facility
- (5) Bush Fire Brigades;
 - (a) Development of protocols for cleaning regime following notification of COVID-19 infection in a Brigade/appliance

(b) Review impact on volunteer's base.

(6) Emergency Recovery;

(a) Monthly LEMC meetings

iv) Long term actions

(1) Health services;

(a) Undertake audit of food business premises to understand who/what is still operating

(b) Develop guidelines for free food business registration for new enterprises

(c) Undertake a baseline community survey following the finalisation of the pandemic and a follow up survey 12 months later to gauge any major changes

(2) Waste and recycling management;

(a) Monitor/review protocols and guidelines for operation of tip shop in regards to COVID19 issues

(3) Ranger Services;

(a) Develop procedure/policy for free reduced dog/cat registration/microchipping

(4) Organisational;

(a) Increased inspection regime on those previously postponed (e.g. swimming pool fences)

(5) Bush Fire Brigades;

(a) Assess impacts of COVID-19 on volunteer base

b) Organisational

As at 1 March 2020 the Northam Shire Council had 150 employees, made up of 6 on contract, 73 full time, 34 part time, 10 fixed term and 25 casual. Of this number 3 fixed term and 14 casual employees were due to complete their tenures because of the Northam Aquatic facility season ending. In addition there were 2 casuals working on an as needs basis at the Bilya Koort Boodja Centre for Aboriginal Cultural & Environmental Knowledge.

At 1 April 2020 the Council employed 128 employees.

i) Risk Assessment

Risk Category	Description	Inherent Rating (likelihood x consequence)	Mitigation Action
Financial	Council unable to financially sustain workforce	Almost Certain (5) x Extreme (5) = High (25)	Section f (financial) & Section iii (7)
Health & Safety	Unable to provide safe work environment	Possible (3) x Extreme (5) = High (15)	Section iii (2)
	Staff become disengaged as result of working remotely / individually	Possible (3) x Extreme (5) = High (15)	Section iii (1)
Reputation	Unable to deliver appropriate services	Possible (3) x Extreme (5) = High (15)	Section ii (1)
	Insufficient work to keep staff gainfully employed / busy	Possible (3) x Extreme (5) = High (15)	Section iii (3) (5) Section ii (3) Section I (3)
	Service outputs are not maintained as result of crisis	Possible (3) x Extreme (5) = High (15)	Section iii (4) (5) Section iv (1) (2)
Service Interruption	Services unable to continue as a result of being closed down by State government	Almost Certain (5) x Extreme (5) = High (25)	Section ii (1)
	Staff fall ill as result of virus and unable to attend work, impacting service deliverables	Almost Certain (5) x Extreme (5) = High (25)	Section ii (1)
	Employees stood down or terminated do not return when activities relaunch resulting in loss of corporate knowledge	Almost Certain (5) x Extreme (5) = High (25)	Section iii

Compliance	As result of pandemic focus and staff working offsite compliance with policy & legislation 'slips'	Possible (3) x Major (4) = High (12)	Section iii (6)
Property	NIL		
Environment	NIL		

ii) Short term actions

- (1) Activate business continuity plan;
 - (a) Ensure the occupational health & safety of employees
 - (b) Closure of facilities (redeployment of staff)
 - (c) Move staff offsite
 - (d) Move to working from home model
 - (e) Provide security of tenure for employees
 - (f) Monitor staff levels to ensure service delivery can be maintained.
 - (g) Recruit additional staff if service levels are unable to be maintained due to leave being taken as a result of COVID-19
 - (h) Extend invitation to redeploy staff externally to health and WAPOL
 - (i) Continue services online, where possible;
 - Development services
 - Health
 - Building
 - Planning
 - Regulatory
 - Emergency
 - Administrative & financial
 - Governance
 - Community services
 - Libraries (online / click & collect)
 - Youth
 - (j) Commence reopening Shire of Northam facilities (at 6th June 2020) in line with the requirements of phase three of WA Government roadmap to recovery. This will include phased bringing back of staff into office environments
 - (k) Finalise reverting redeployed staff back to their primary workplaces from 18 May 2020.

iii) Medium term actions

- (1) Monitor health & wellbeing of employees;
 - (a) Online survey
- (2) Provide training & retraining opportunities where required/possible;

- (3) Review organisational structure (based on learning of new business model implemented as result of COVID-19);
- (4) Review Human Resource Plan;
 - (a) Position organisation for back to full operations (staff levels)
 - (b) Assess employee numbers – retain/reduce/increase – in context of the new environment which exists;
- (5) Strong focus on compliance & internal audit;
- (6) Review effectiveness of working from home arrangements;
 - (a) Output assessment
 - (b) Staff survey
- (7) Develop taking of leave strategy to utilised current 100% backed leave reserve, to offset / lesson wages required for 20/21 budget (i.e. requirement for staff to take 10% of outstanding leave, potentially saving Council \$150k in 2020/21 operating expenses).

iv) Long term actions

- (1) Implement new business / service delivery models (if appropriate), based on learnings of COVID-19 response;
- (2) Implement new or retain current structure.

c) Community

Total Population 11,112

643 aboriginal population (5.8%) – classified as high risk to impacts of COVID-19

2,762 residents aged over 60 (24.8%) - classified as high risk to impacts of COVID-19

i) Risk Assessment

Risk Category	Description	Inherent Rating (likelihood x consequence)	Mitigation Action
Financial	Loss of income from council facility hire and patron entry fees	Almost Certain (5) x High (4) = High (16)	Section f (finance)
Health & Safety	Insufficient controls in place for service delivery areas still operating	Likely (4) x Medium (3) = High (12)	Section ii (1)
Reputation	Unable to provide appropriate services	Likely (4) x Medium (3) = High (12)	Section ii (1)
	Failure to support sporting/community groups during pandemic and recovery	Likely (4) x Medium (3) = High (12)	Section iii (3)
	Council seen as not providing sufficient support to the community	Likely (4) x Medium (3) = High (12)	Section ii (3) (4) (5) (6)
	Council seen as being non communicative	Likely (4) x Medium (3) = High (12)	Section ii (2)

Service Interruption	Services unable to run due to compulsory closedown	Likely (4) x Medium (3) = High (12)	Section ii (2) (3) (4) (5) (6)
	Sporting seasons postponed/cancelled	Possible (3) x Major (4) = High (12)	Section ii (2) (3) (4) (5) (6)
	Major events postponed/cancelled and coordinators do not have resources to conduct event	Possible (4) x Major (4) = High (16)	Section iii (1) Section iv (1)
Compliance	Due to change in scope of works, and staff redeployments, Council established policies and procedures are not followed.	Likely (4) x Medium (3) = High (12)	Section ii (1)
Property	NIL		
Environment	NIL		

ii) Short term actions

- (1) Activate organisational business continuity plan;
- (2) Develop community communication strategy and weekly implementation plan;
- (3) Coordinate human / social services response;
 - (a) Focus on 'at risk';
 - (i) Establish community support hot line
 - (ii) Develop neighbour assistance program
 - (iii) Personal contact to be made with registered pensioners
 - (iv) Personal contact to be made with noongar community (by Bilya Koort Boodja staff)
- (4) Coordinate youth services response;
 - (a) Develop programs with youth (online, at home / private activities)
- (5) Noongar Community;
 - (a) Elders to deliver message to noongar community
 - (b) Look at potential of noongar patrol (only with WAPOL identify need)
 - (c) Link with Aboriginal Health Services (ACOSH / WGP)
- (6) Volunteers;
 - (a) Engage with volunteers (focus bush fire brigades & SES)
- (7) Monitor community social media platforms daily to gauge community perceptions/concerns/issues/ideas.
- (8) Facilitate care for the homeless in Northam, including provision of food, shelter & shower facilities

iii) Medium term actions

- (1) Support & plan community events for recovery phase;
 - (a) Northam Weekend Markets (monthly)
 - (b) Local events to support local suppliers, businesses etc. where possible
 - (c) Northam Agricultural Show (September 2020)

- (d) Wundowie Iron Festival (October 2020)
 - (e) Christmas on Fitzgerald (December 2020)
 - (f) Bakers Hill Community Fair (December 2020)
 - (g) Northam Motor Sport Festival (April 2021)
 - (h) Avon Descent (August 2021)
 - (i) Confirm 2021 World Women's Ballooning Championships (September 2021)
- (2) Deliver Council projects which will support long term recovery activities;
 - (3) Continue to work closely with community support and youth agencies to coordinate service delivery;
 - (4) Connect with sporting clubs and associations to gauge how they are positioned to recommence activities after COVID-19 restrictions;
 - (a) Explore opportunities and support for potential of winter sports to be commenced and run through summer in conjunction with summer sports;
 - (i) Re-activate community facilities and sporting fields
 - (ii) Facility bookings to be coordinated
 - (iii) Explore opportunity to coordinate festival of sport week when sport is able to recommence
 - (iv) Work with State Sporting Associations to provide assistance to local sporting groups
 - (b) Provide ongoing support for sporting groups;
 - (i) Make contact with each sporting club to ascertain their planning around future seasons
 - (c) Ensure sporting facilities are maintained to high level whilst not being utilised
 - (5) Continue to maintain parks, gardens and reserves to a high standard;
 - (6) Monitor, and respond where appropriate, community social media platforms regularly to gauge community perceptions/concerns/issues/ideas;
 - (7) Develop local tourism activation plan, aimed at attracting visitors to the Shire, once they can;
 - (a) Promote local tourism experiences

(b) Promote local tourism ancillary businesses.

iv) Long term actions

- (1) Deliver key events, including;
 - (a) Confirm 2021 World Women's Ballooning Championships Celebration
 - (b) Northam Motor Sport Festival
 - (c) Wundowie Iron Festival
 - (d) Bakers Hill Community Fair
 - (e) Northam Agricultural Show
 - (f) Avon Descent
 - (g) Christmas on Fitzgerald
- (2) Focus on activation of Northam Central Business District;
- (3) Support sporting associations;
 - (a) Provide human resource support for sporting associations looking to reactivate
 - (b) Undertake opportunities identified in section iii
- (4) Survey Community to gauge community wellness and identify areas of focus.

d) Economic

The total GRP for the Shire of Northam is unknown, with these statistics only collected on a regional basis. The most recent information available for the Shire of Northam as it relates to the profile of locally registered businesses indicates;

Professional Services – 155; Health, Social Welfare and Education – 37; Retail, Tourism and Hospitality – 87; Construction – 165; Manufacturing – 37; Transport and Logistics – 62; Agriculture – 169; Other – 96

According to the Avon Sub Regional Economic Strategy the major drivers of the economy are industrial uses, professional services, agriculture and construction.

Economic Stratification (prioritized based on Economic Input to Community), Priority 1 - Construction, Manufacturing, Agriculture, Transport and Logistics, Priority 2 - Retail Tourism and Hospitality, Professional Services, Priority 3 - Health, Social Welfare and Education, Other

According to the Small Area Labour Markets - December quarter 2019, which is being used as the baseline for future comparative purposes, the Shire of Northam had a total labour force of 5,757 and an unemployment rate of 6.0%.

i) Risk Assessment

Risk Category	Description	Inherent Rating (likelihood x consequence)	Mitigation Action
Financial/ Economic	Council uses fund ineffectively	Almost Certain (5) x Extreme (5) = Extreme (25)	Section ii, iii, iv
	Local economy sustains significant medium/long term damage	Almost Certain (5) x Extreme (5) = Extreme (25)	Section ii, iii, iv
Health & Safety	NIL		
Reputation	Council not communicating effectively	Possible (3) x Medium (3) = Moderate (9)	Section ii (1) (2)

	Council fails to respond to economic crisis and provides no support	Likely (4) x Medium (3) = High (12)	Sections ii, iii, iv Section ii (a), (b)
	Council uses funds ineffectively	Likely (4) x Medium (3) = High (12)	Section ii (3) (f) Section ii (c)
	Council not supportive of business	Likely (4) x Medium (3) = High (12)	Section ii (3), (4) (f), iii (2)
	Council is seen to be not supportive / inclusive of NCCI	Likely (4) x Medium (3) = High (12)	Section ii (5), iii (1), iv
	Planned and new developments do not occur in Shire of Northam over the coming two years	Likely (4) x Medium (3) = High (12)	Section iii, iv
	Council owned land not available for development	Possible (3) x Medium (3) = Moderate (9)	Section iii (6)
Service Interruption	NIL		
Compliance	NIL		
Property	NIL		
Environment	NIL		

ii) Short term actions

- (1) Communicate Councils economic support and stimulus packages and decision;
- (2) Connect with business community;
 - (a) Direct email to businesses
 - (b) Private Facebook page
 - (c) Support business owners by writing to all 'shop' owners (lessors), encouraging rent relief
- (3) Provide initial small scale initial economic stimulus package;
 - (a) As part of our economic support package for Northam businesses, we're offering \$250,000 in grants for small to medium sized businesses and non-profit organisations to invest in online and e-commerce capabilities, take part in training and professional development to position themselves for future opportunities, and undertake capital works.
Grants could include:
 - Up to \$2,000 for investing in online and e-commerce activities.

- Up to \$2,000 for training and professional development.
- Up to \$1,000 for financial planning advice
- Up to \$10,000 for capital works projects, including preparation for upcoming Council projects, (matching dollar-for-dollar) to adapt to changing conditions.

COVID-19 is testing us all – and part of our response must be to innovate. These new grants could be used to undertake online learning and webinars, purchase hardware and software, develop websites and e-commerce, or boost digital marketing.

- Develop online application form and assessment criteria
- Establish Committee of Council with delegated authority to make determinations on grants;
 - Shire President – Cr Antonio
 - Deputy Shire President – Cr Williams
 - Cr M Ryan
 - Cr A Mencshelyi

(4) Review policies and delegations to ensure fast / efficient development & building assessments and approvals;

(5) Engage 'forecast. ID' to build a community and economic profile for Shire of Northam;

(6) Consider reduction or deferral of planning, building and health fees and charges.

(7) Council will make determination on details (including estimated quantum) of medium – long term economic stimulus package (including but not limited to project stimulus focused, rate deferral or waivers, other initiatives)

(8) As part of recovery phase, commence buy local campaign in partnership with Northam Chamber of Commerce

iii) Medium term actions

(1) Facilitate future development opportunities to position for recovery;

- (a) [REDACTED] (est. 40 jobs)
- (b) [REDACTED] (est. 40 jobs)
- (c) [REDACTED] (est. 30 jobs)
- (d) [REDACTED] (est. 200 jobs)
- (e) [REDACTED] (Aged Care facility) (est. 40 jobs)

- (2) Intelligence;
 - (a) Monitor number of businesses going into hibernation / closing
 - (i) Request Chamber of Commerce to continue tracking
 - (b) Monitor unemployment / job seekers
 - (c) Liaise with local accountants group
- (3) Rate relief;
 - (a) Nil increase in Rates levied
 - (b) 5% discount on rates paid within 35 days of notice being issued
 - (c) Reduction in interest on outstanding rates, from 11% p.a (currently), to 0% - effective 1 April 2020 to 1 February 2021
 - (d) No charge for ratepayers who choose pay by instalment in 2020/21
- (4) Identify future development opportunities;
 - (a) Identify / secure land for future development (services)
 - (b) Ensure zoning appropriate for development
 - (c) Develop incentives for development
- (5) Assess need for development of longer term economic stimulus package;
- (6) Review Councils land rationalisation strategy to identifying property potential for development (look at innovative ways to develop).

iv) Long term actions

- (1) Resume / progress existing long term economic development strategies;
- (2) Intelligence;
 - (a) Monitor number of businesses not reopening;
 - (i) Request Chamber of Commerce continue tracking
 - (b) Monitor unemployment / job seekers levels
- (3) Market development opportunities within the Shire of Northam, assessing opportunities for incentives to development;
 - (a) Rate holidays

- (b) Peppercorn leases
- (c) Land provision.

e) Project Delivery

i) Risk Assessment

Risk Category	Description	Inherent Rating (likelihood x consequence)	Mitigation Action
Financial / Economic	Projects are delivered by contractors outside of the Shire of Northam, reducing local economic benefit	Likely (4) x Extreme (5) = Extreme (20)	Section ii (3), iii(1) Section d (economic) ii (3) a
Health & Safety	NIL		
Reputation	Unable to deliver appropriate services	Possible (3) x Medium (3) = Moderate (9)	Section ii (5 a-d)
	Insufficient work to keep staff gainfully employed / busy	Possible (3) x Medium (3) = Moderate (9)	Section ii (5b)
	Service level outputs are unable to be maintained as result of crisis	Possible (3) x Medium (3) = Moderate (9)	Section ii, (5d)
Service Interruption	Services unable to continue as a result of being closed down by State government	Likely (4) x Medium (3) = High (12)	Section ii (4)
	Staff fall ill as result of virus and unable to attend work	Likely (4) x Medium (3) = High (12)	Section ii, (5b) (5d)
	Employees stood down or terminated do not return when activities relaunch resulting in loss of corporate knowledge	Likely (4) x Medium (3) = High (12)	Section ii, (5d)

	Unable to deliver projects as the service cannot be obtained locally	Likely (4) x Medium (3) = High (12)	Section ii (5a)
	Insufficient internal staff effectively plan and deliver projects	Likely (4) x Medium (3) = High (12)	Section i (2)
Compliance	NIL		
Property	NIL		
Environment	NIL		

ii) Short term actions

- (1) Consolidate all Council projects into Engineering Services (this 'project' area);
- (2) Review human resource capacity assessing requirement to increase, to allow projects to be brought forward and delivered if required;
- (3) Review 2019/20 budget projects for local content and prioritise for input into short term budget review;
 - (a) Set aside \$1,000,000 for immediate response purposes in 2019/20
 - (b) Reallocate refocus reserve funds, setting aside \$2,000,000 for response purposes in 2020/21
- (4) Deliver currently budgeted projects;
- (5) Identify future potential projects which can be brought forward into 2019/20 & 2020/21 financial years that focus on;
 - (a) Positioning community for recovery, focusing on Council established strategies (CBD enhancement/activation, tourism, community infrastructure enhancement, regional centre of sport & recreational activities, events)
 - (b) Demonstrating a significant local content
 - (c) Maintaining and potentially increase Council works & services staffing levels.

iii) Medium term actions

- (1) Develop budget, with Council to determine suite of projects to be delivered as part of economic stimulus;
- (2) Deliver budgeted works;
- (3) Review asset plans to position for ongoing future sustainability;
- (4) Work with local business to ensure they are aware of upcoming projects focuses (tie in with economic grants – providing local businesses sufficient time and support to prepare for upcoming projects.

iv) Long term actions

- (1) Resume normal capital projects, with a specific focus on future asset sustainability.

f) Financial

As at 1 February 2020 the Shire of Northam had;

- A current ratio of 1:8.071, however this will continue to diminishing naturally as the financial year progresses. It is projected to be 1-2 by year end.
- \$4,477,268 in cash backed reserve funds.
- \$6,595,849 in long term debt
- A debt service ratio of 1:10.825
- 33% in outstanding rates, with the final instalment due in April 2020
- A capacity to borrow an additional \$8m-10m, based on the projections made in the most recent Long Term Financial Plan.

i) Risk Assessment

Risk Category	Description	Inherent Rating (likelihood x consequence)	Mitigation Action
Financial	Council experiences Liquidity Issues	Almost Certain (5) x Extreme (5) = Extreme (25)	Section ii, iii, iv
	Council makes decisions which are not financially sustainable	Possible (3) x Extreme (5) = Extreme (15)	Section ii, iii, iv
	Council borrowings exceeds capacity	Possible (3) x Extreme (5) = Extreme (15)	Section iii (5)
	Council unable to deliver future projects due to inadequate finance	Possible (3) x Extreme (5) = Extreme (15)	Section ii, iii, iv
Health & Safety	Nil		
Reputation	Council fails to meet its financial obligations	Possible (3) x Extreme (9) = Moderate (9)	Section ii, iii, iv
	Community dissatisfied with how Council applies funding	Possible (3) x Extreme (3) = Moderate (9)	Section ii, iii, iv

Service Interruption	NIL		
Compliance	Statutory requirements are not met	Likely (4) x Medium (3) = High (12)	Section iii (3) (4)
Property	NIL		
Environment	NIL		

ii) Short term actions

- (1) Review current financial position;
 - (a) Assess Councils capacity to take on additional debt if required
 - (b) Focus on short term liquidity
- (2) Monitor cash flow monthly;
- (3) Review policies to facilitate local purchasing;
- (4) Provide 7 day payment terms for small and medium sized business;
- (5) Rationalise current (2019/20 budgeted) projects with focus on local content;
- (6) Establish COVID-19 immediate response funds;
- (7) Review current reserves to position for medium & long term response to COVID-19 pandemic;
- (8) Develop financial hardship policy;
- (9) Review Council provided leases (discounting/waiving?);
- (10) Council will review complete list of projects to shortlist for immediate delivery or budget consideration (May 2020).
- (11) Council to make decision on short term community support / stimulus package (currently \$1,000,000)
- (12) Council will make determination on details (including estimated quantum) of medium – long term economic stimulus package (including but not limited to project stimulus focused, rate deferral or waivers, other initiatives).

iii) Medium term actions

- (1) Develop 2020/21 annual budget with the following parameters;
 - (a) Refer section 3 (d – economic) (iii) and section 3 (c – community) (iii) for rate parameters
 - (b) Focus on labour intensive programs
 - (c) Focus Council projects with significant local content
 - (d) Maintain and potentially increase Council works & services staffing levels to deliver high labour content projects
 - (e) Ensure whole of life cost of projects is considered when making decisions around projects
 - (f) Aiming to maintain Council within acceptable key financial indicator parameters
 - (g) No increase in individual wages or salaries in 2020/21
- (2) Review long term financial plan - establish 3 to 5 year financial recovery plan;
- (3) Focus on regulatory compliance and internal audit processes;
- (4) Continue quarterly Audit Committee meetings;

- (5) Council ensures its future borrowing (debt) decisions are in the context of its financial health indicators, including our debt service ratio.

iv) Long term actions

- (1) Implement 3 to 5 year financial recovery plan.

4) Summary of Progress of Key Actions

[illegible]