

PANDEMIC AND RECESSION STRATEGIC AND TACTICAL RESPONSE FRAMEWORK

1.0 INTRODUCTION

This document sets strategic (medium term) and tactical (short term) direction for Isaac Regional Council's response to the COVID19 pandemic and economic recession.

This document is not exhaustive and should be interpreted as a living document.

The objectives and actions set out in this report are to be read in concert with the lead and support agency plans for response to the pandemic disaster.

This Framework identifies the aspects of the disaster response and recovery which are within the influence/control of Isaac Regional Council.

2.0 INFLUENCES

The following table summarises the priority considerations and core responses of the drivers of this disaster which are;

1. Global Pandemic (declared)
2. Global Economic Recession (imminent).

Priority considerations (what matters)	Core responses (what we should do)
People	Support
Businesses	Business Continuity
Community	Frugality
Economy	Stimulation

3.0 ACTION PLAN

To deliver the core responses for the priority considerations there are many issues that will need to be addressed.

The plan for action is structured with four key themes and in two phases:

Phase 1- this document (now and short term - tactical)

- Council Business Continuity
- Disaster Response
- Business Support
- Community Support

Phase 2 – later second edition of this document (medium term - strategic)

- Council Business Sustainability
- Disaster Recovery
- Business Resilience
- Community Resilience

It should be noted that this phasing does not align with disaster management phasing and triggers associated with any one community. Instead this framework is structured on more generic phasing in which there exists seamless contiguity.

The following tables set out the issues along with potential responses for each issue.

3.1 Tactical

3.1.1 Council Business Continuity

No.	Objective (what we can control)	Actions (what we can do)	Custodian
T/CBC1	The provision of information and the engagement with stakeholders	1 Keep informed	CEO
		2 Ensure truth is prevalent	CEO

No.	Objective (what we can control)	Actions (what we can do)	Custodian
		3 Establish controlled courier arrangements	MBMC
T/CBC2	Provide services to the community	1 Conduct organisation-wide risk evaluation	ELT
		2 Prepare Contingency Plans for high risks	ELT
		3 Optimise supply chain security for critical materials	MPC
		4 Suspend high risk activities	CEO
		5 Redeploy resources to support critical services	CEO
T/CBC3	Provide infrastructure and facilities for community use	1 Conduct event risk assessment	DPECS
		2 Cancel/defer high risk events	CEO
		3 Conduct works on facilities during shutdown period	MCF and MCP
T/CBC4	Optimise regulation and compliance	1 Focus on critical compliance needs	DPECS
		2 Ease enforcement on lesser compliance needs	MCEC

No.	Objective (what we can control)	Actions (what we can do)	Custodian
		3 Lean forward to address pandemic-related compliance needs	MCEC
T/CBC5	Introduce stimuli	1 Enhance on-line service access	MIS
		2 Enhance employee support	MPP
		3 Redeploy free resources to business continuity needs	CEO
T/CBC6	Contain costs	1 Avoid waste and re-work	ELT
		2 Defer Certified Agreement negotiations	CEO
		3 Include an initiative that contains costs of Councillor Remuneration to current levels for the foreseeable future	CEO

3.1.2 Disaster Response

No.	Objective (what we can control)	Actions	Custodian
T/DR1	The provision of information and the engagement with stakeholders	1 Establish critical information channels	LDC
		2 Maintain leadership posture	Mayor

No.	Objective (what we can control)	Actions	Custodian
		3 Collect intelligence	LDC
		4 Ensure truth is prevalent	MBMC
T/DR2	Oversee critical service provision to the community	1 Monitor critical service provision	LDC
		2 Support health services	LDC
		3 Escalate service needs to District	LDC
		4 Plan for emergency service provision	LDC
T/DR3	Oversee critical infrastructure and facilities	1 Plan for emergency facilities	LDC
T/DR4	Optimise regulation and compliance	1 Monitor non-compliance with critical directives	LDC
T/DR5	Introduce stimuli	1 Establish neighbourhood support models	LDC and CEO
		2 Direct deployment of resources to critical needs	LDC
T/DR6	Understand commercial trends	1 Monitor economic indicators	LDC

3.1.3 Business Support

No.	Objective (what we can control)	Actions	Custodian
T/BS1	The provision of information and the engagement with the business community	1 Keep informed	MEP
		2 Establish connection with business communities	MEP
		3 Collect intelligence	MEP
		4 Public economic indicators reports	MEP
		5 Develop webinar/podcast program concept	DPECS
T/BS2	Provide services to the business community	1 Maintain essential services	ELT
		2 Optimise non-essential services	ELT
T/BS3	Provide infrastructure and facilities for business community use	1 Maintain essential facilities	ELT
		2 Explore distributed facility models for pop-up activities	DPECS
		3 Explore virtual business hub models	DPECS

No.	Objective (what we can control)	Actions	Custodian
T/BS4	Optimise regulation and compliance	1 Establish amnesty and moratoriums on non-critical non-compliances	MCEC
		2 Enhance advisory role on pandemic related compliance	MCEC
		3 Provide advice on alternative food delivery modes	MCEC
		4 Establish rapid response capacity to triage needs	DPECS
T/BS5	Introduce stimuli	1 Encourage local procurement and bring forward Shop Isaac program	MEP
		2 Waive some fees and charges	CEO
		3 Establish "Community Chest" to provide grants for small-medium business funded by large corporate businesses	CEO
		4 Develop virtual "Small Business Month" to support business confidence	MEP
		5 Facilitate "Down-time Hackathon" event to encourage innovation from adversity	MEP
T/BS6	Reduce Council cost burden on business community	1 Relieve financial hardship from rates and charges	MFS
		2 Contain costs and reallocate potential savings	MFS
		3 Adopt frugal budget	CEO

3.1.4 Community Support

No.	Objective (what we can control)	Actions	Custodian
T/CS1	The provision of information and the engagement with stakeholders	1 Keep informed	CEO
		2 Ensure truth is prevalent	MBC
		3 Establish controlled courier arrangements	MBC
		4 Implement engagement software (Bang The Table)	MEC
		5 Strengthen connection and visibility	MBC
T/CS2	Provide services to the community	1 Maintain essential services	ELT
		2 Optimise non-essential services	ELT
		3 Expand and promote libraries e-stock	MEC
		4 Explore use of library Wi-Fi external to library	MEC
		5 Explore webinar/podcast modes for delivering services	MEC

No.	Objective (what we can control)	Actions	Custodian
T/CS3	Provide infrastructure and facilities for community use	1 Engage with schools and child-care service providers	MEC
		2 Strengthen place management capacity	MEC
T/CS4	Optimise regulation and compliance	1 Encourage compliance with empathy	DPECS
		2 Establish amnesty and moratoriums on non-critical compliance	MCEC
		3 Lean forward to address pandemic-related compliance needs	MCEC
T/CS5	Introduce stimuli	1 Establish virtual community focal points and distributed activities	MEC
		2 Celebrate positive actions and milestones	MBMC
		3 Strengthen vulnerable persons support	MEC
		4 Redirect Round 15 community grants to most critical needs	MEC
		5 Explore virtual community support and capacity building models	DPECS
		6 Promote concepts of volunteering and neighbourhood support	MEC

No.	Objective (what we can control)	Actions	Custodian
T/CS6	Reduce Council cost burden on community	1 Relieve financial hardship from rates and charges	MFS
		2 Contain costs and reallocate potential savings	ELT
		3 Adopt frugal budget	CEO
		4 Offer immediate rent relief for clubs and organisations in Council assets	MFS
		5 Offer immediate rates concessions for clubs and organisations	MFS

4.0 IMPLEMENTATION

Following adoption of this document by Council in March 2020, the implementation of the plan will be subject to prompt action.

For each assigned action a concise project brief will be created and submitted by the custodian to the CEO. These project briefs will outline the steps and timeframes required to complete the action.

The CEO's office will collate the complete portfolio of briefs and will monitor implementation. A monthly report on progress will be presented to Council.

GARY STEVENSON PSM
Chief Executive Officer

Date: 24 March 2020