



CITY OF VINCENT

# CITY OF VINCENT REBOUND PLAN

ADDENDUM TO COVID-19 RELIEF & RECOVERY STRATEGY





## MAYOR'S MESSAGE

As much of the world still grapples with the devastating effects of the COVID-19 pandemic, we have been fortunate enough to move our focus to rebound and recovery.

The City of Vincent Rebound Plan will help us prioritise the community's health and wellbeing, encourage people to reconnect and help local businesses thrive, diversify and start up.

Through the realities of public health restrictions imposed earlier this year, our community and local businesses were remarkably resilient. But we know there were many who did it tough, and many who are still doing it tough.

To support business, we have already reduced red tape through planning exemptions, but there is more that can be done to ease the burden.

We will deliver priority capital works and improvements to our town centres and our spending, wherever possible, will be with local businesses and contractors.

And while we're supporting local, we will keep pushing our community to do the same.

We've partnered with our neighbouring local governments to collectively promote our inner-city attractions and we're working with our town teams to make sure Vincent remains vibrant.

We want to bring our community together – safely – to enjoy smaller scale events, celebrate our diversity, experience public art and participate in our community groups and sporting clubs.

As the Victorian experience has sadly shown, things can change quickly in this new COVID world. But we have a unique opportunity to move forward and make the most of our current circumstance.

Our focus has to be on learning from what we have been through, supporting our businesses and community members to recover and – of course – washing our hands.

### C40 Climate Leadership Group Statement of Principles

The City of Vincent Rebound Plan aligns with the Statement of Principles of the C40 Climate Leadership Group, which provides guidance to local governments on building a more sustainable, resilient and fairer society out of the recovery from the COVID-19 crisis.

[www.c40.org](http://www.c40.org)

# VINCENT REBOUND PLAN

## City of Vincent Rebound Plan

### Background

COVID-19 has had a significant impact on the City's services, facilities and workforce. The onset of COVID-19 required timely decision making and a coordinated approach to establish and deliver relief measures. To guide decision making and provide oversight to the City's support efforts, the COVID-19 Relief and Recovery Committee (the Committee) was established and the COVID-19 Relief and Recovery Strategy (the Strategy) endorsed at the Special Council Meeting on 30 March 2020.

The Strategy has guided the City's actions during COVID-19 and has enabled agile and responsive decision making. The Strategy sets out three phases to recovery and the City has commenced phase 3:

Phase 1 - **Response & Relief**

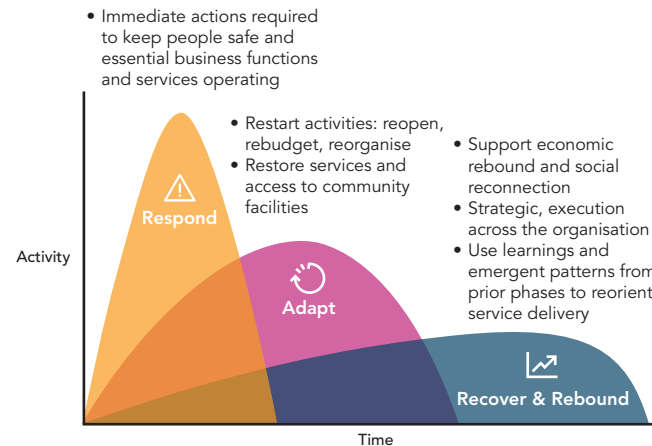
Phase 2 - **Adapt & Evaluate**

Phase 3 - **Recovery & Rebound**

Through the implementation of the Strategy, a suite of 65 relief measures have been actioned to date. These have ranged from developer contribution funded Arts Relief Grants to on-ground public health support, assisting businesses to become COVID Safe.

The rate of COVID-19 community transmission in WA has been considerably lower than other states and territories, and there has been a noticeable shift to economic and public health recovery. This has led

to a change in approach from delivering a quantity of response actions very quickly to delivering quality recovery and rebound actions focusing on the local economy, social environment, community health and wellbeing, and maintaining a resilient organisation.



In the absence of a vaccine or cure for COVID-19, any rebound in economic performance, community wellbeing or organisational sustainability could easily be followed by another round of response, relief, adapt and recover, so the City is actively seeking to absorb lessons learned to date and build sustainable changes into organisational operation and service delivery to support the City's places, businesses and community.

To guide this new way of operating and rebound to a 'new normal', the City of Vincent Rebound Plan (Rebound Plan) has been developed. The Rebound Plan is an addendum to the Strategy and will guide the implementation of phase 3 - recovery and rebound.

### Purpose

The City of Vincent Rebound Plan (Rebound Plan) has been prepared to build on the City's COVID-19 response and relief actions completed to date and guide the recovery and rebound phase of the Strategy.

The Rebound Plan is a locally responsive action plan designed to support the City's community and businesses return to strong economic performance by making it easier to do business in the City, further cutting red tape and supporting initiatives to encourage community connection.

The Rebound Plan will track the City's economic development and social reconnection initiatives over a 24-month period. Building on the resilience and innovation of our organisation during COVID-19, service delivery will be refocused and improved to prioritise the community's health and wellbeing as well as provide ongoing business support.

### Objectives

The Rebound Plan has been developed under four key focus areas which build on the Strategy key focus areas and align with the Strategic Community Plan priorities 'Thriving Places', 'Connected Community' and 'Innovative and Accountable'.



THRIVING PLACES



CONNECTED COMMUNITY



INNOVATIVE & ACCOUNTABLE

The individual actions outlined in the Rebound Plan seek to achieve the following Rebound Plan objectives:

Focus Area	Objective
<b>Our Places</b> 	Create safe, easy to use and attractive, places for people that support social interaction, creativity and vibrancy
<b>Our Businesses</b> 	Provide a business enabling environment that supports local and small business to innovate and rebound to sustainable economic performance
<b>Our Community</b> 	Support an inclusive, empowered, resilient and socially connected community
<b>Our Organisation</b> 	Be known as an open, accountable, agile organisation that efficiently and sustainably manages resources and assets

### Process

The Rebound Plan captures all the actions and initiatives the City is undertaking to rebound, reconnect and improve our places, businesses, community and organisation in response to COVID-19.

The delivery of the actions and initiatives will be monitored and reviewed and the outcomes will

inform improvements to the City's services and the development of the Economic Development Strategy and Town Centre Place Plans.



The Rebound Plan has been developed in collaboration with Town Team community and business members. It is a living document, updated monthly, allowing for new opportunities and initiatives to be included as they arise.

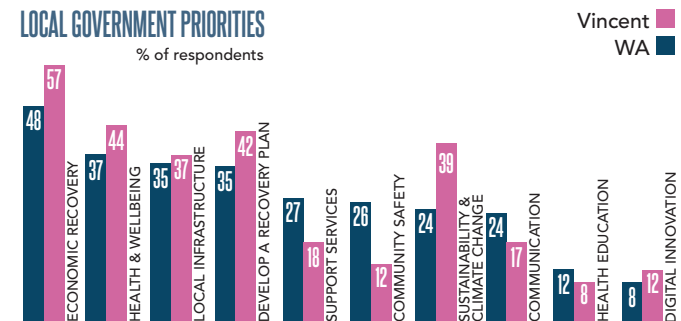
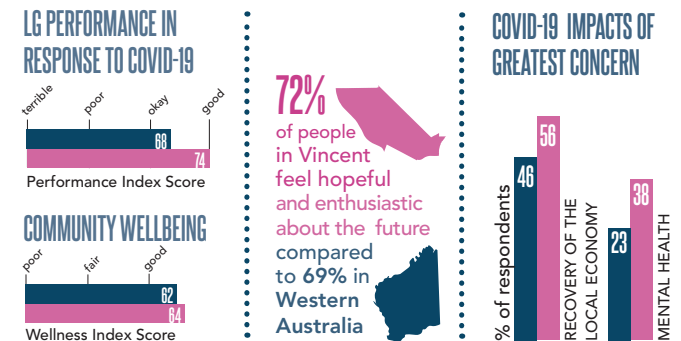
To guide future updates and the implementation of the Rebound Plan, the Rebound Roundtable has been established.

The Rebound Roundtable is a collaborative partnership, and forum to share learning and ideas, between the City, local business representatives and the local Town Teams. The Rebound Roundtable will help monitor and identify initiatives to support the community and businesses to recover and rebound towards sustainable economic performance.

## Local and State Context

### Community Response

Between 5 June 2020 and 8 July 2020, the City encouraged the community to participate in the state-wide **Community Resilience Scorecard**, designed to help local governments determine priorities and actions required to respond to COVID-19. The survey findings for local governments across WA in comparison to the City include:



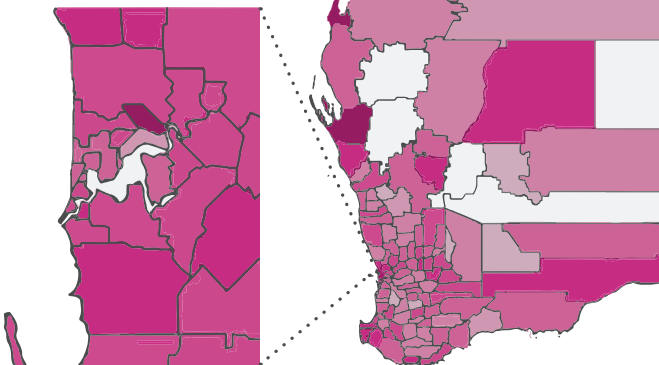
## Local Economy Impact

The COVID-19 pandemic has disrupted the local economy as well as the City's residential and business communities. Significant changes to local business operations have been required and a range of business sectors forced to temporarily close. Businesses have pivoted operations to respond to State and Federal Government restrictions and the reduction in operational and service capacity has seen a loss of business and jobs.

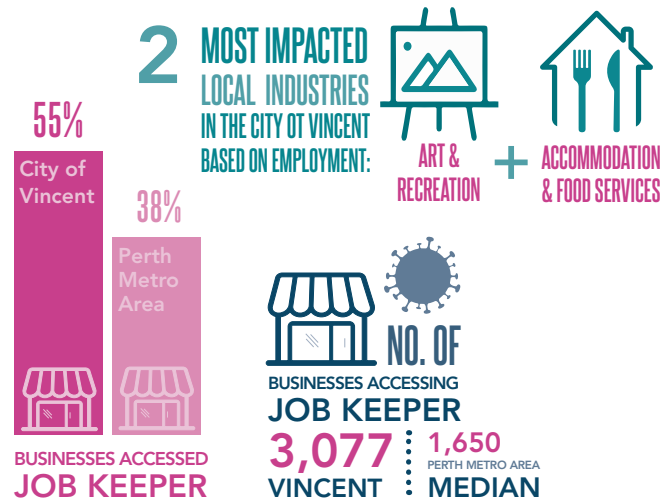
In August 2020 the Western Australian Local Government Association (WALGA) released the report COVID-19's Impact on WA's Local Economies. The report examines economic analysis undertaken for each WA Local Government Area as well as the City's specific results.

## BUSINESS IMPACT BASED ON JOBKEEPER

% of organisations accessing JobKeeper (May)  
0% 62%



The report found the relative economic impact in the City to be high, with densely populated LGAs and those with business centres in and around inner-city Perth being identified as the most severely impacted by COVID-19. Key findings include:



## State Government Response

The State Government's **WA Recovery Pan** was released in July 2020 and sets the recovery vision: **Western Australia gets back on the road to becoming a thriving and innovative community to live, work, visit and do business in.**

The three objectives of the plan are:

- **Reboot** our economy to get back onto the pre-pandemic growth trajectory as quickly as possible.
- **Regroup** our community at a personal, family and social level so people feel healthy and have the confidence to lead active lives.
- **Rethink** our future to lead us to the next normal.

Local governments in Western Australia have been encouraged to consider the strategic intent of the WA Recovery Plan when preparing localised response plans.



# VINCENT REBOUND PLAN - IMPLEMENTATION FRAMEWORK

**Table 1. Our Places:** Actions and initiatives to create safe, easy to use and attractive, places for people that support social interaction, creativity and vibrancy

Action - what we'll do	Deliverable - how we'll do it	Funding Allocation	Responsible Team(s)	Timing				Monthly Update
				2020/21		2021/22		
				Jul-Dec	Jan-June	Jul-Dec	Jan-June	
1.1 Make it easy to use town centre public spaces and simplify the process to host events and activations	<ul style="list-style-type: none"> <li>update SpacetoCo booking options and promote free hire of town centre public spaces</li> <li>explore opportunities to create pre-approved event spaces</li> </ul>	\$5,000	Marketing & Partnerships/ Policy & Place	•	•			
	<ul style="list-style-type: none"> <li>streamline events approval processes in consultation with Town Teams to ensure processes are fit for purpose</li> </ul>		Health Services	•	•			
1.2 Encourage and support events and activations	<ul style="list-style-type: none"> <li>collaborate with Town Teams and community event providers to activate our spaces and places</li> </ul>	\$30,000	Marketing & Partnerships		•			
1.3 Enhance the presentation of town centres and main streets	<ul style="list-style-type: none"> <li>implement streetscape enhancements including planter boxes, seating, greenery, tree planting, art, positive messaging and lighting</li> </ul>	\$220,000	Policy & Place/ Engineering	•	•			
1.4 Make it easy to get around Vincent and visit town centres and main streets	<ul style="list-style-type: none"> <li>prioritise parking patrols to ensure the efficient use of available parking to support local businesses</li> </ul>	Nil	Ranger Services	•	•	•	•	
	<ul style="list-style-type: none"> <li>prepare the Vincent Wayfinding Strategy and implement cycle, signage and car parking improvements</li> </ul>	\$208,000	Policy & Place/ Engineering	•	•	•		
1.5 Encourage and promote active transport to visit and shop local	<ul style="list-style-type: none"> <li>launch active transport campaign and Learn to Ride, Social Riding and Cycle Training sessions</li> </ul>	\$5,800	Engineering		•			
1.6 Enhance the public realm through improved development outcomes and incorporation of cultural infrastructure and activation	<ul style="list-style-type: none"> <li>investigate opportunities to pursue development incentives for community benefit</li> </ul>	Nil	Policy & Place		•	•		
	<ul style="list-style-type: none"> <li>complete phase 1 of the COVID-19 Arts Relief Grant funding</li> </ul>	\$151,000	Marketing & Partnerships	•	•			
	<ul style="list-style-type: none"> <li>launch phase 2 (Major Public Artwork) of the COVID-19 Arts Relief Grant funding</li> </ul>	TBC	Marketing & Partnerships	•	•			

**Table 2. Our Businesses:** Actions and initiatives to provide a business enabling environment that supports local and small business to innovate and rebound to sustainable economic performance

Action - what we'll do	Deliverable - how we'll do it	Funding Allocation	Responsible Team(s)	Timing				Monthly Update
				2020/21 Jul-Dec	2021/22 Jan-June	2021/22 Jul-Dec	2021/22 Jan-June	
2.1 Support businesses to innovatively use public space to grow, expand and diversify	<ul style="list-style-type: none"> <li>create a 'Use Public Space to Grow Your Business' flipbook</li> <li>implement a Parklet Fee Free 24-month Trial as part of the quarterly budget review</li> <li>transition COVID-19 Temporary Parklets to permanent Parklets</li> </ul>	\$3,000	Policy & Place	•				
2.2 Make it easier for businesses to start-up, pivot and co-locate through policy and regulation change and advocacy	<ul style="list-style-type: none"> <li>consider expanding change of use exemptions and land use definitions to provide greater flexibility and certainty for businesses seeking to alter operations or start-up</li> <li>consider the necessity for additional car parking to be provided for a change of use in non-residential areas</li> </ul>	Nil	Policy & Place	•	•			
	<ul style="list-style-type: none"> <li>advocate to Racing, Gaming and Liquor to streamline the Extended Trading Permit requirements and application process</li> <li>actively identify areas for improvement in the planning, building and health regulatory frameworks and advocate for change</li> </ul>	Nil	Built Environment & Wellbeing	•	•	•	•	
	<ul style="list-style-type: none"> <li>explore the opportunity to create a 'Start-up Incubator and Community Hub' in response to the Vacancy Project outcomes</li> </ul>	TBC	Policy & Place		•	•		
2.3 Partner with government agencies, third party providers and inner city local governments to support small business and attract visitors and tourism	<ul style="list-style-type: none"> <li>launch and promote Visit Perth Neighbourhood Map and Visit Perth Directory and increase local buy-in and use</li> <li>determine opportunities to deliver small business support in collaboration with the Perth Inner City Working Group (Town of Victoria Park, City of Subiaco, City of Perth and City of South Perth)</li> </ul>	\$20,000	Marketing & Partnerships	•	•	•	•	
	<ul style="list-style-type: none"> <li>determine a preferred platform to further develop the COVID-19 established Business Directory</li> <li>continue to engage with the Small Business Development Corporation (SBDC) and promote SBDC initiatives as they arise</li> </ul>	Nil	Policy & Place	•	•	•	•	
2.4 Improve engagement and communication with local and small business	<ul style="list-style-type: none"> <li>distribute quarterly Business E-News and six-month Business Health Check surveys</li> <li>expand the Business E-News database to increase reach</li> </ul>	Nil	Policy & Place	•	•	•	•	
2.5 Support local business and drive Support Local and Buy Local campaigns	<ul style="list-style-type: none"> <li>continue to use and promote Vendor Panel Marketplace to support local businesses and contractors</li> </ul>	Nil	Financial Services	•	•	•	•	
	<ul style="list-style-type: none"> <li>consider Christmas shop local campaign, in consultation with Town Teams and in partnership with the City of Stirling and City of Perth</li> </ul>	\$8,000	Marketing & Partnerships		•			
2.6 Improve the customer experience for businesses	<ul style="list-style-type: none"> <li>better integrate and connect approvals processes across service units (e.g. planning, building and health)</li> <li>streamlined approvals processes, supported by: information sheets/application requirements and clarity around assessment and process requirements</li> </ul>	Nil	Development & Design/ Built Environment & Wellbeing	•	•			
	<ul style="list-style-type: none"> <li>develop and distribute a 'Business Welcome Pack' including summary info sheets outlining requirements for various approvals, Public Space flipbook and Town Team welcome information</li> </ul>	\$3,000	Policy & Place			•	•	

**Table 3. Our Community:** Actions and initiatives to support an inclusive, empowered, resilient and socially connected community

Action - what we'll do	Deliverable - how we'll do it	Funding Allocation	Responsible Team(s)	Timing				Monthly Update
				2020/21		2021/22		
				Jul-Dec	Jan-June	Jul-Dec	Jan-June	
3.1 Celebrate community resilience and build awareness of local community groups, volunteers and sporting clubs to increase participation and membership	<ul style="list-style-type: none"> <li>promote inspirational COVID-19 community stories from sporting clubs, organisations and volunteers, and as part of the Local History Awards and People of North Perth project in collaboration with North Perth Local</li> </ul>	\$1,500	Local History Centre/ Marketing & Partnerships	•	•			
	<ul style="list-style-type: none"> <li>facilitate club promotion and education, develop a new regular hirer events calendar and include sporting events and activities in events calendar</li> <li>refocus and relaunch the Vincent Community Support Network</li> </ul>	\$3,000	Marketing & Partnerships	•	•			
3.2 Support and promote healthy, active spaces, liveable neighbourhoods and social reconnection	<ul style="list-style-type: none"> <li>engage the community to determine Pop Up Play locations</li> <li>relaunch, promote and showcase Open Streets Events, street activation and Pop Up Play</li> </ul>	\$20,000	Marketing & Partnerships	•	•			
3.3 Support community groups and sporting clubs to become more sustainable and community based initiatives that respond to community need	<ul style="list-style-type: none"> <li>assist groups and clubs to develop attraction and retention strategies and seek funding and grant opportunities</li> <li>prepare and promote tools to aid club development and improve maintenance and lease management to assist club operation</li> </ul>	\$4,500	Marketing & Partnerships	•	•			
	<ul style="list-style-type: none"> <li>advocate for the continuance of community-based initiatives funded by the Leederville Gardens Trust</li> </ul>	\$3,000	Marketing & Partnerships	•	•			
3.4 Foster wellness by ensuring the community has knowledge of, and access to, services that enhance wellbeing, sense of safety and belonging	<ul style="list-style-type: none"> <li>build relationships with local community and wellbeing service providers and increase the visibility of mental health and wellbeing service providers through promotion</li> <li>identify vulnerable cohorts and support the delivery of targeted services and rebound activities that supports segments in need</li> </ul>	Nil	Marketing & Partnerships	•	•	•	•	
3.5 Provide opportunities to celebrate an inclusive and socially connected community	<ul style="list-style-type: none"> <li>recognise key Days of Importance by supporting innovative delivery models that align with economic and social outcomes, including celebrating NAIDOC and Youth Week</li> <li>provide targeted funding opportunities, under the COVID-19 Arts Relief Grant, for artists including LGBTQI+, Youth, ATSI and CaLD</li> </ul>	TBC (\$85,000)	Marketing & Partnerships	•	•	•		
3.6 Build community capacity to support a resilient community	<ul style="list-style-type: none"> <li>provide upskilling workshops for organisations, students and youths</li> <li>progress towards asset-based community development</li> <li>participation in cross-agency collaborations, networks and working groups to find opportunities for local organisations to partner</li> </ul>	TBC (\$20,000)	Marketing & Partnerships	•	•	•	•	



**Table 4. Our Organisation:** Actions and initiatives to create an open, accountable, agile organisation that efficiently and sustainably manages resources and assets

Action - what we'll do	Deliverable - how we'll do it	Funding Allocation	Responsible Team(s)	Timing				Monthly Update
				2020/21		2021/22		
				Jul-Dec	Jan-June	Jul-Dec	Jan-June	
4.1 Improve community engagement and support open and transparent communication	<ul style="list-style-type: none"> <li>monthly Rebound Roundtables with local Town Team and business representatives to identify initiatives to support community reconnection and businesses rebound</li> </ul>	Nil	Policy & Place	•	•	•	•	
	<ul style="list-style-type: none"> <li>update website, COVID-19 portal and conduct six-month community surveys to determine overall levels of success with implemented rebound projects and initiatives</li> </ul>	\$3,000	Marketing & Partnerships	•	•	•	•	
4.2 Seek external funding to deliver shovel ready projects and rebound initiatives	<ul style="list-style-type: none"> <li>develop and implement an advocacy agenda to attract Federal and State Government and private sector funding or investment in the local economy – including delivery of the East Perth Power Station development</li> </ul>	Nil	Marketing & Partnerships	•	•	•	•	
4.3 Provide economic stimulus and sustainably manage resources and assets	<ul style="list-style-type: none"> <li>complete critical works at Beatty Park Leisure Centre including retiling the indoor pool, modernising the change rooms and upgrading electrical and filtration systems</li> <li>expand Beatty Park Leisure Centre operating hours and services as attendance levels and demand increases</li> </ul>	\$2.9mill	Engineering/ Beatty Park Leisure Centre	•	•			

## Monitoring, Risk & Review

The City is committed to the ongoing improvement of services. The Rebound Plan has been developed as a living document, updated monthly, over a 24-month period, to enable the ongoing monitoring, tracking and adapting of services in a unique and uncertain environment.

The City will maintain an open and transparent dialogue with the Vincent community during the implementation of the Rebound Plan, to stay alert and responsive to the community's needs.

Preparedness for future outbreaks and maintaining good governance and communication is critical to the effective mitigation and management of the risks associated with COVID-19. The adjacent table outlines the City's approach to risk mitigation and management.

**Risk Management Table:** Our approach to prepare for future outbreaks and the risks associated with COVID-19

Risk what might happen	Management how we'll mitigate and manage
<b>A</b> Business and consumer confidence fails to return to post COVID-19 levels	Continue to demonstrate strong civic leadership and ongoing business and community support including: <ul style="list-style-type: none"> <li>implementing the actions outlined in the Rebound Plan</li> </ul>
<b>B</b> Second wave of COVID-19 forces tightening of restrictions, significantly impacting the economy	Preparedness for future outbreaks including: <ul style="list-style-type: none"> <li>maintaining good governance practices;</li> <li>ongoing engagement and communication with the community;</li> <li>demonstrating strong civic leadership and high standard of COVID-19 practices; and</li> <li>ensuring public health measures are engrained within service, program and project delivery.</li> </ul>
<b>C</b> Loss of employment and increased household and personal stress results in antisocial behaviour	Provide ongoing support for the local community as part of our 'new normal' business as usual approach including: <ul style="list-style-type: none"> <li>initiatives to encourage community reconnection; and</li> <li>ongoing engagement to promote positive mental and physical health.</li> </ul>