



SHRINE OF REMEMBRANCE  
MELBOURNE

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**MEMORANDUM**

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**TO: ALL SHRINE PERSONNEL**

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**FROM: SHRINE EXECUTIVE**

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**SUBJECT: DRAFT COVIDSafe PLAN 2.0**

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**DATE: November 2020**

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**1. INTRODUCTION**

In response to the COVID-19 pandemic Stage 3 Restrictions issued by the Victorian Government the Shrine temporarily closed to visitors on 16 March 2020. We briefly reopened for a period of eight days from 1 to 8 July under Stage 2 Restrictions. The Shrine remains closed under the Return of Stage 3 Restrictions on 9 July and the further introduction of Stage 4 Restrictions on 5 August.

During our closure we have suspended all face to face and Volunteer programs. We are operating under our Full Closure Period Extended COVID-19 Response Plan with staff working from home and only attending site for essential work and with permits, as required. Our on-site ceremonial and other programs remain suspended and we have implemented a Digital Engagement Plan to ensure that our community remains engaged in commemoration during this time.

In response to the Victorian Government's announcements on 6 September detailing the State's Roadmap out of Stage 4 Restrictions and subsequent announcements on 8 November including reopening of museums and galleries the Shrine has developed this DRAFT COVIDSafe Plan 2.0 as the next iteration of our previous Recovery Plan.

The Shrine has consulted resources and taken guidance from WorkSafe Victoria and the Department of Health and Human Services, as well as the Safe Work Australia Checklists, National COVID-19 Coordination Commission, Victorian Public Sector Coronavirus (COVID-19) guidance notes and industry specific advice from the Victoria Tourism Industry Council, Creative Victoria and Visit Victoria.

In line with WorkSafe advice on good OHS practice in planning for a pandemic we have:

- kept informed and up to date on pandemic information through monitoring official channels of information and liaising with our key stakeholders;
- educated and kept employees up to date with regular communication on the pandemic, where to get information and the actions they can take to help control risk and work attendance and arrangements;
- undertaken OHS risk management by managing the direct and indirect risks to our staff, volunteers and community; and
- incorporated OHS preparations and risk control measures into our updated Business Continuity Plan and reviewed and evaluated risk control measures.

We are now moving into our second round of planning and management of our Recovery Period including the staged return of staff and volunteers, our resumption of regular programming and reopening to our visitors. Our Recovery Period is a planned process to gradually normalise our operations within the parameters of ongoing transmission reduction.

An appendix is included that outlines the Shrine's operations and response at each Step in the Victorian Government's Roadmap to reopening.

Following the Victorian Government's announcements on 8 November that museums and galleries may reopen with capacity limits of 20 patrons per space:

- the Shrine will reopen to general visitors on 23 November with patron limits in place.
- access will be via a single entry and exit point and with a one-way visitor flow.
- contact tracing and capacity management will be via QR Code.
- our Ceremonial Program intends resumption of physical, services from 6 December within capacity limits and held at outdoor ceremonial locations.
- due to the focus on COVIDSafe outdoor events some outdoor programming will be delivered over the COVID-Normal summer including serendipitous face to face engagement and self-led activities.
- all programming will continue to include digital components as we work towards integrating our digital programming across all aspects of our Program Strategy.

Our people and our COVIDSafe Plan:

- staff will return to work on a gradual and staggered basis leading up to our reopening and resumption of normal programming.
- employees will be encouraged to download the COVIDSafe app.
- communication with employees, volunteers and our community will be crucial for a successful transition to 'COVID-Normal', but different, operations. Management support will be ongoing and staff will be reminded of our Employee Assistance Program (EAP).
- staff onsite coordinated via the Shrine calendar to ensure capacity is not exceeded, start, finish and break times are staggered and, where possible, cross over is reduced.
- staff use the existing hazard and incident reporting system to report any COVID-19 related incidents or near misses.
- updated COVID-19 FAQ information sheet circulated to staff along with regular communications from the CEO, Directors and Managers.
- training of staff and volunteers will be completed virtually prior to them returning to site.
- our Volunteers will return to site under COVID-Normal.

## **2. RECOGNITION AND RESPONSE TO EMPLOYER AND EMPLOYEE OBLIGATIONS**

WorkSafe identifies the following employer and employee obligations for health and safety during a pandemic.

- Under the OHS Act, employers have duty of care and are required to take all reasonably practicable steps to protect the health and safety at work of their employees. These measures to ensure the health and safety of employees at work

have been incorporated into our business continuity planning for pandemic. Detailed plans are included in Sections 4 and 6 of this plan.

- Consultation with employees: Employers must consult with their employees when assessing a risk to the health and safety of employees. Consultation is also required in the selection and application of control measures. The Shrine's Occupational Health and Safety Committee met on 26 May 2020 to discuss concerns and measures recommended for our Recovery Plan including the resumption of normal programming. Two members of Victoria Police's Protective Services Unit attended to represent the Shrine Guard. The OHSS Committee met again on 20 August and discussed matters including our positive COVID-19 case and response. The committee was again consulted about this plan at their meeting on 19 November.
- Employees also have duties under the OHS Act to co-operate with their employer in implementing risk control measures. They must take all reasonably practicable steps to ensure they don't do anything that creates or increases a risk to the health and safety of themselves or others.
- The Coronavirus (COVID-19) guidance note from the Victorian Public Sector outlines that employees have a duty to take reasonable care for their own health and safety and to not adversely affect the health and safety of others. Employees must practice good hygiene and take measures to protect themselves and others against infection including: washing their hands often, with soap and water, and/or carrying sanitiser and using it as needed, covering their mouth when coughing or sneezing, but not using their hands to do so, seeing a health care professional if they start to feel unwell, if unwell, avoiding contact with others (including shaking hands or other touching), and practicing social distancing measures.

### 3. PLAN FOR RE-OPENING AND RESUMING PROGRAMMING

We have already undertaken detailed planning to ensure social distancing and compliance with Victorian Government restrictions is provided for and maintained. This has been refined further during our ongoing closure.

Measures for each of the key visitor functions: ceremonial services, general visitation, tours and retail, are outlined in Section 6 and maps and floor plans are included in the Appendices. An outline of our operations in response to the Roadmap to Reopening is also included in the Appendices.

Safe Work Australia Checklists and COVIDSafe Plan Guidance have been used as a reference.

In all planning phases, the applicable COVIDSafe principles have been observed:

- Wear a mask or face covering
- Don't go to work if you, or someone in your household, feels sick or unwell
- Physical distancing (1.5 metres)
- Cough and sneeze into tissue or elbow
- Good hand hygiene
- Outdoor activities

We have considered our obligations and our response to each of our activities.

In all our activities, we are obliged to establish and maintain a register of attendance for all workers, subcontractors, customers, clients and visitors (including workplace inspectors) to

the worksite, who are present for 15 minutes or longer. Records are only to be used for tracing COVID-19 infections and will be stored according to the Shrine's policies.

For Staff, they will continue to use Sine to record their attendance on site. Visitors will complete a registration process as part of their orientation and welcome on arrival. Detailed planning has been undertaken to ensure social distancing and compliance with Victorian Government restrictions is provided for and maintained. Measures for each of the key visitor functions: ceremonial services, general visitation, tours and retail, are outlined in Section 6 and maps and floor plans are included in the Appendices. A general outline of how re-opening will commence is outlined below. Throughout planning, the Safe Work Australia Checklists will be utilised as a reference to identify any gaps.

### **Return of Staff**

- A staggered return of teams based on their operational role and need to be onsite is planned. The Visitor Experience team will return first as we prepare to reopen to general visitors and resume our ceremonial program.
- If the advice to work from home when can continues, teams will be encouraged to work from home where possible and practical.
- A staggered return also minimises risk of transmission by reducing the total number of staff onsite.
- Volunteers will return to site to support outdoor programming and then under COVID-Normal.

### **Opening to general visitors — 23 November**

- There will be one point of entry via the Visitor Centre and one point of exit via the Garden Courtyard.
- Visitors will be able to access the Visitor Centre, Galleries, Crypt, Sanctuary and Balcony. While visitor caps are in place we will operate within set capacities. The Visitor Centre is one 'space' and the Galleries, Crypt, Sanctuary and Balcony are one other 'space'. Adjoining spaces, e.g. halls and stairwells, are not counted as additional spaces. Our total capacity will be the capacity of the two 'spaces'. As a result, we will be well below our capacity based on the four square metre rule.
- Signage and physical barriers will be in place to create a controlled, one directional, visitor path.
- Social distancing signage and infrastructure has been installed along the visitor path and will be supported by temporary directional signage. This will include messaging about maximum capacity of spaces including the Galleries, Sanctuary, Crypt and facilities such as lifts.
- Hygiene measures will be in place including shields at points where staff and visitors interact e.g., Visitor Centre information desk, retail and the education foyer.
- All visitors will be required to sanitise their hands upon entry.
- Capacity management and contact tracing requirements will be fulfilled by using a QR Code system (COVID Comply). Visitors will be required to sign in and show their sign in receipt to a staff member on entry. On exit visitors will be required to sign out.
- All personal data collected will be managed as per the Shrine's Data Retention and Privacy Policies.

## Recommencing our Ceremonial Program — from 6 December

- All Services will be held at outdoor ceremonial locations within gathering caps.
- ESOs will be liaised with by the Ceremonial Program Manager in advance of their service to ensure they're aware of the measures in place.
- ESOs will be advised of the maximum capacity for their Service based on the location and current caps on gatherings.
- Live-streaming of Services will continue to ensure that our community can still participate in commemoration. Onsite streaming can accommodate attendees above gathering caps as required.
- All Ceremonial attendees will be required to sign in using the QR Code System, provide phone contact details to enable contact tracing and answer screening questions.
- All personal data collected will be managed as per the Shrine's Data Retention and Privacy Policies.
- All Ceremonial attendees will be required to sanitise their hands upon entry.

## Resumption of Education Programs

- The Education Team have developed a virtual Education Program while they have been working from home and schools have been closed. The virtual Education Program will be offered to any school that wants to visit but is unable to visit physically.
- Term 4 will be mostly virtual with capacity to host external visits.

## Resumption of Public Programs

- A program of outdoor activities and interpretation is planned for our COVID-Normal Summer. This includes self-led activities and serendipitous, face to face, interpretation around the Shrine Reserve.
- Programming including special exhibitions, book launches, talks and events will resume under the same guidelines and measures adopted for ceremonial and general visitors.
- Spaces used for programs, e.g., the Auditorium and Visitor Centre, have had their maximum capacities calculated with related maximum occupancy signage to be installed and social distancing measures will be in place.
- Due to the success of our Digital Engagement Plan recording and/or livestreaming of programs will be integrated across all programming to ensure that, despite physical limitations, our community has the opportunity to engage with stories of service and sacrifice.

## 4. COMMUNICATIONS

A communications plan has been developed and will be implemented to support re-opening. The primary focus of communications will be to advise we are open, outline the safety procedures and emphasise the family-friendly, safe, external spaces (Reserve and Memorial). The Shrine's Visitor Map will be re-purposed and QR codes on key external sites will support self-guided interpretation. Ongoing digital programming will continue to be promoted. The Last Post Service will be positioned as our key, COVIDSafe event over summer.

STAGE	KEY MESSAGES	CHANNEL FOCUS
Nov 16 – Nov 23	Reopening soon. The Shrine will reopen on 23 November. Commemoration continues online.	Owned

Nov 23-Dec 27	We are open! Your safety is our priority. Explore the Memorial and Reserve Experience The Last Post Commemorate online  Retail/Membership gifting	Owned/Earned
Dec 28 – Jan 31	Explore the Shrine with your family Experience The Last Post Commemorate online	Paid/Earned/Owned
Feb – Apr	Experience The Last Post Seasonal programming Content pillars (BAU)	Paid/Earned/Owned

## 5. RISK MANAGEMENT

As part of our planning and preparedness we are applying our risk management principles: identifying and rating the likely risks associated with being open to general visitors and carrying out our programming face to face, as well as having staff and volunteers back onsite.

The control measures that will be put in place are detailed below and those specific to each directorate are outlined in Section 6.

Managing the direct risks of infection will be achieved via the following measures:

### Physical distancing

- A staggered return to work for staff and volunteers
- Utilising alternative work options including work from home
- Discouraging handshaking and other physical contact in the workplace
- Providing a minimum of 4m<sup>2</sup> per person and maintaining a minimum distance of 1.5 metres between employees in the workplace
- Holding only essential meetings and encouraging the use of telephone or video conferencing
- Discouraging all social gatherings at work including informal spontaneous congregations
- Staff are only to access their designated workspace and communal spaces. They are not to enter the workspaces of other staff members.
- All spaces will have signs indicating their maximum capacity.
- The western Visitor Centre will be established as a shared lunch space to enable social distancing.
- AND/OR outdoor spaces will be established as shared lunch spaces to enable social distancing
- Use of other workspaces to enable social distancing, e.g. Education Pods, Research Centre and South-east office.

### **Hygiene measures**

Transmission can be reduced by undertaking additional cleaning at the workplace and supporting good personal hygiene:

- We will continue to provide information and resources to employees to reinforce and support good personal hygiene.
- Unwell employees or those with people in their household who are unwell will not work onsite.
- Staff will be provided with their own uniform - no uniform items will be shared.
- Hot desking or sharing of equipment will be minimised as much as possible.
- Our cleaners will provide additional cleaning during the day and overnight. During operating hours hourly sanitisation of high use surfaces will be completed.
- Hand sanitisation stations will be provided for visitors supported by signage in bathrooms encouraging hand washing.
- Staff will be provided with hand sanitisers in communal areas and regular hand washing will be encouraged.
- A deep clean will be completed before all staff return onsite.
- Sneezing and coughing good practice will be communicated and encouraged; reinforced with signage onsite for visitors and staff.
- Bathrooms will be designated as either staff or visitor bathrooms.
- Touch screens in the Galleries will not be accessible.

### **Personal protective equipment**

The Victorian Public Sector Coronavirus (COVID-19) guidance note states that while employers are responsible for minimising risk to their teams by providing appropriate PPE such as gloves, masks and eye protection, the provision of PPE is based on the level of risk.

### **Wear a face covering**

While face coverings continue to be mandatory:

- All staff are required to wear a face covering in all shared areas.
- Any visitor entering the monument or participating in any of our programming is required to wear a face covering.

A supply of PPE will be kept onsite and additional PPE will be provided to First Aiders.

### **Appointment of Pandemic Disease Manager(s)**

WorkSafe recommends the appointment of a Pandemic Disease Manager. A pandemic disease manager (and backup managers) direct and monitor preparation, implementation and management of the implementation of risk control systems. Due to the complex nature of our workplace the CEO and Executive Team, with the support of the HR Adviser, are fulfilling the role of pandemic disease manager, as a team.

### **Control entry to the workplace**

Guidelines for restricting entry to the workplace of persons who may have been infected with a pandemic disease or who have a relatively high risk of contracting it:

- Any member of staff who has symptoms, however mild, is not to attend work. They are to notify their Manager or Director and either work from home or take Personal Leave.

- Any member of staff who has a member of their household who has symptoms, however mild, is not to attend work. They are to notify their Manager or Director and either work from home or take Personal Leave.
- The current advice is that if you have symptoms you must get tested.
- Any member of staff who has had contact with someone with COVID-19 is required to advise their Manager or Director immediately.
- If a member of staff is diagnosed with COVID-19 they are required to notify their Manager or Director immediately.
- Special Leave is available for any member who tests positive for COVID-19.
- Employees and contractors are required to notify us immediately if they have: travelled to an affected area after 1 February 2020; travelled overseas and returned to Australia after midnight, Monday 16 March 2020, regardless of the countries travelled to or transited through; have been exposed to coronavirus; or are suffering, or have suffered, flu-like symptoms.
- On advice of a member of staff has tested positive for COVID-19 we will stop accepting visitors, close and follow [DHHS advice](#) on what to do if a worker tests positive. This is outlined in the DHHS Confirmed Case in the Workplace Information Pack which is included in the appendices.
- If we receive advice from DHHS that a member of public or contractor has tested positive and has been at the Shrine we will liaise with DHHS to coordinate our response.
- Guidance is available on the [DHHS website](#) and [WorkSafe Victoria website](#).
- All deliveries to the Shrine must also be completed according to the individual Directorate Outlines below.

### **Manage the situation when employees become ill at work**

Employees who report or show symptoms while at work will:

- Be isolated from others and directed to get tested.
- Given a disposable surgical mask to wear as an interim measure before they leave the workplace. It is essential the mask is worn correctly and disposed of as soon as it becomes moist or after coughing or sneezing.
- Support the employee to leave the workplace to get tested then go immediately home (not using public transport).
- A record will be kept of anyone who becomes ill and leaves the workplace and the people they have had close or casual contact with.
- When a person with suspected infection has left the workplace their workstation, work area and communal areas they have been in will be thoroughly cleaned and disinfected.

### **Ventilation and air conditioning**

The Shrine has museum grade air conditioning. Ventilation will be maximised through opening internal doors where possible without disrupting the function of the AC system.

### **Manage the indirect risks arising from changes to usual work arrangements**

- **Anxiety among employees** — offering access to EAP services, clear and regular communication on the measures put in place, supporting each other.
- **Employees not being aware of current arrangements** — Effective communication strategies will include: staff meetings and emails from the CEO, emails and calls and texts



from directors and managers, regular briefings at work to those working onsite and newsletters for our volunteers. The Shrine intranet will include all current advice and information for staff on the home page.


- **Unfamiliar work and workloads** — As we respond to a dynamic and rapidly changing environment we have had to and will continue to make changes to how, when and where work is performed and by whom. Employees may have been, and may continue to be, required to undertake different duties for a period of time within their skill and classification level. Employees may need to be reassigned to priority tasks that are unfamiliar to them. These employees may be particularly susceptible to injury while adjusting to the new work, particularly psychological injury and body stressing injury (e.g., manual handling sprain / strain and occupational overuse injury). Control measures for these risks will include: consultation, training, clear performance expectations, close supervision and support. As we reopen to our community we are aware that many of our people may have concerns and reservations about working with members of the public who may have been exposed to or infected with coronavirus. Consultation, communication and a supportive environment will be key to ensuring our team are comfortable and confident in their work.

## 6. INDIVIDUAL DIRECTORATE OUTLINES

The following outlines provide additional information regarding actions to be implemented for each program within its parent directorate. All measures will be evaluated and adapted as necessary.

# COVID-19 RECOVERY OUTLINE

DIRECTORATE		VISITOR EXPERIENCE	ACCOUNTABLE OFFICER	DIRECTOR VISITOR EXPERIENCE		
PROGRAM		CEREMONIES	VISITORS	RETAIL	TOURS	TEAM
<b>PHASE</b>	<b>PREPARATION</b>	<ul style="list-style-type: none"> <li>Any Services held at outdoor Ceremonial Spaces until COVID-Normal</li> <li>Hygiene measures as identified in Risk Management</li> <li>Contact tracing – all visitors sign in using QR Code</li> <li>Maximum gathering numbers to be observed – ESOs advised. Overflow incorporated into livestreaming in Visitor Centre.</li> <li>No post-service catering</li> <li>Hand sanitiser provided to visitors</li> <li>Requisite PPE provided to staff</li> <li>Common use equipment and surfaces to be sanitised.</li> <li>Wreaths to be kept with wreath layer,</li> </ul>	<ul style="list-style-type: none"> <li>General visitors to enter via one entry and one exit point – Visitor Centre Courtyard (entry) and Garden Courtyard (exit)</li> <li>Barrier screens at Visitor Centre Information Desk</li> <li>Controlled, one way, visitor flow incorporating social distancing measures and messaging</li> <li>Total occupancy limits observed via QR code system (set capacity doesn't allow for entry once capacity reached)</li> <li>Contact tracing - all visitors to sign in using QR code or on Sine if Contractor</li> <li>All visitors to use hand sanitiser on arrival</li> </ul>	<ul style="list-style-type: none"> <li>Barrier screens at both retail counters</li> <li>Contactless payment encouraged</li> <li>If handling cash, PPE is to be used</li> <li>Social distancing floor decals at queuing points</li> <li>EFTPOS machine to be sanitised if keypad used.</li> <li>Items for purchase to be laid barcode up on the counter for scanning.</li> <li>Signage discouraging touching of products not intending to buy.</li> <li>Staff will sanitise their hands after receiving and unpacking deliveries</li> </ul>	<ul style="list-style-type: none"> <li>Contactless payment encouraged</li> <li>If handling cash, PPE is to be used</li> <li>Individual uniform provided</li> <li>Social distancing enabled through provision of wireless mics/headphones</li> <li>Maximum tour participants of 10 to enable social distancing.</li> </ul>	<ul style="list-style-type: none"> <li>Staff to wear face covering while it remains mandatory</li> <li>All VSOs and Tour Guides to be provided with individual uniform – no shared uniform.</li> <li>All shared equipment and surfaces to be sanitised between uses.</li> </ul>

	<p>perpetual wreaths not provided, no wreath tables.</p> <ul style="list-style-type: none"> <li>• Poppies not provided to visitors.</li> <li>• Chairs to be placed at 1.5m to ensure social distancing</li> <li>• Social distancing messaging incorporated into MC preamble.</li> <li>• Maximum capacity of the Sanctuary identified at 32 for social distancing.</li> <li>• Outdoor Services to include a barrier to control maximum numbers.</li> <li>• Additional VSO support to ensure measures carried out.</li> </ul>	<ul style="list-style-type: none"> <li>• First Aiders to be provided with requisite PPE</li> <li>• Compliance with Emergency Evacuation Management Plan – North and South doors unlocked but closed – VSO present at all times</li> <li>• Visitors to collect their own maps.</li> <li>• The Books of Remembrance will not be opened for visitors.</li> <li>• Supply of poppies will be suspended.</li> <li>• No cloaking will be provided</li> <li>• Visitors will only be allowed to bring one personal item in with them and to keep it with them at all times.</li> <li>• Visitors' Book replaced with sign encouraging online reviews.</li> </ul>			

<b>IMPLEMENTATION</b>	As Above	<ul style="list-style-type: none"><li>• Establish and test QR Codes (NEW)</li><li>• Design and order additional signage (NEW)</li></ul>	As Above	As Above	<ul style="list-style-type: none"><li>• Staff training commences week of 16 Nov</li></ul>
<b>MONITOR &amp; REVIEW</b>	Daily review in first week of reopening.	Daily review in first week of reopening.	Daily review in first week of reopening.	Daily review in first week of reopening.	Daily review in first week of reopening.

## COVID-19 RECOVERY OUTLINE

DIRECTORATE		PUBLIC PROGRAMS	ACCOUNTABLE OFFICER	DIRECTOR PUBLIC PROGRAMS	
PROGRAM		EDUCATION	EXHIBITIONS & RESEARCH	PRESENTATIONS	VOLUNTEERS
PHASE	PREPARATION	<ul style="list-style-type: none"> <li>Onsite indoor tours will recommence in 2021</li> <li>Prepare tours that can be conducted outside only for balance of Term 4 2020</li> <li>Provide teachers with site guidelines at time of booking and as part of the reminder email.</li> <li>Prepare an Induction for groups to the site including physical distancing and sanitising rules</li> <li>Review the Venue Risk assessment document for schools</li> <li>Allocate location/ equipment onsite for virtual tours to be facilitated.</li> <li>Only escorted school groups in the Galleries (small groups preferred).</li> <li>Promote availability of virtual tour options.</li> </ul>	<ul style="list-style-type: none"> <li>Standardise introduction of all contractors on site / sanitise hands. All contractors to enter via the Visitor Centre</li> <li>Small team to completely dust all frames and cases in Galleries prior to Galleries re open.</li> <li>Exhibition install. Follow guidelines for staff per space.</li> <li>Have requisite PPE available for installation in absence of ability to physically distance. As per AMaGA guidelines.</li> <li>Control number of external contractors in the spaces.</li> <li>Collections room — controlled entry to the space (already exists).</li> <li>Collection room to be cleaned.</li> <li>CFLOC had to return onsite</li> <li>Touchscreens in Galleries to be turned off/ made inaccessible.</li> </ul>	<ul style="list-style-type: none"> <li>Keep producing digital presentations.</li> <li>Restrict onsite presentations until normal operations resume.</li> <li>Outside presentations like Gardens tour or Wreath making workshop can be held outside the building.</li> <li>Observe all requirements for social distancing when arranging filming/ recording.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteers to do a training session on returning to site. Based on Final Covid safe plan and guidelines.</li> <li>Volunteers not initially required due to low visitor numbers and Galleries not fully open.</li> <li>Ascertain comfort level of cohort to return.</li> <li>Volunteers to be invited to return to their amended duties in mid Jan 2021</li> </ul>

<p><b>IMPLEMENTATION</b></p>	<ul style="list-style-type: none"> <li>• No Auditorium session</li> <li>• No Education pod session</li> <li>• All teachers that come onsite to sign in using Sine system at Ed desk.</li> <li>• Induct groups to the site outlining physical distancing and hand sanitising.</li> <li>• Enforce physical distancing of groups and staff members</li> <li>• Manage the maximum numbers of onsite bookings.</li> <li>• No hot desking for Ed team.</li> </ul>	<ul style="list-style-type: none"> <li>• All contractors to enter via the Visitor Centre and be inducted onto site, sign in and sanitise hands.</li> <li>• Tasks in Galleries to be completed after hours where possible.</li> <li>• No face to face meetings with donors / lenders in Stage 1 and possibly longer. New donor/ lender process being developed.</li> <li>• New handling procedures being developed</li> </ul>	<ul style="list-style-type: none"> <li>• Provide site guidelines to all onsite program attendees prior to attending.</li> <li>• Once onsite presentations resume- Auditorium seating to be spaced according to regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Onsite induction to rules and requirements once allowed back.</li> <li>• Allow volunteers to opt in or out at any time once they are invited back on site.</li> </ul>
<p><b>MONITOR &amp; REVIEW</b></p>	<p>As Required</p>	<p>As Required</p>	<p>As Required</p>	<p>As Required</p>
<p><b>COMMENTS</b></p>	<p>Have access to requisite PPE as required</p>			<p>Volunteers will be invited to return when we are in “COVID normal”</p>

COVID-19 RECOVERY OUTLINE					
DIRECTORATE		CORPORATE SERVICES	ACCOUNTABLE OFFICER	DIRECTOR CORPORATE SERVICES	
PROGRAM		FACILITY MAINTENANCE	HUMAN RESOURCES	FINANCE	GOVERNANCE & COMPLIANCE
PHASE	PREPARATION	<ul style="list-style-type: none"> <li>• Planning / diagrams.</li> <li>• Occupancy levels for all spaces.</li> <li>• Plan path of travel etc.</li> <li>• Obtaining quotes for signage, hand sanitisers, decals, screens etc.</li> <li>• Meet with cleaners.</li> <li>• Design signage.</li> <li>• Set up Western Visitor’s centre.</li> <li>• Arrange fire extinguisher training.</li> <li>• Install suspended poppies in gallery (path of travel).</li> <li>• Update Sine subscription for more users.</li> </ul>	<ul style="list-style-type: none"> <li>• Consult with OHS committee members.</li> <li>• Research checklists from DPC, WorkSafe, AHRI, IR Vic, etc.</li> <li>• Liaison with DPC.</li> <li>• Assess Privacy implications of collecting personal data.</li> <li>• Provide support to Executive.</li> </ul>	<ul style="list-style-type: none"> <li>• Payment for equipment, signage, hand sanitiser etc.</li> <li>• Set up separate COVID-19 expense account.</li> </ul>	<ul style="list-style-type: none"> <li>• Report to DPC on COVID-19 queries.</li> </ul>
	IMPLEMENTATION	<ul style="list-style-type: none"> <li>• Return of IT equipment and furniture.</li> <li>• Install IT equipment in Education pods office (as required).</li> <li>• Install IT equipment in SE office (as required).</li> <li>• Install social distancing signage, decals and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure compliance with OHS, WorkSafe, IR Vic policies and DPC guidance.</li> <li>• Continue to advise staff to use EAP service if they need to (e.g., for anxiety)</li> <li>• From commencement date normal timesheet procedures will recommence. (probably first pay period in July).</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure payroll payment is correct and appropriate adjustments are made for return to work.</li> </ul>	<ul style="list-style-type: none"> <li>• Liaise with Protective Services Unit (PSU).</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure deep clean of entire site is carried out prior to return to work.</li> <li>• Install public signage in courtyards and building.</li> <li>• Install BOH signage re occupancy numbers.</li> <li>• Install retractable barriers where required.</li> <li>• Set up recording for entry and exit of patrons.</li> <li>• Set automatic doors to open where possible.</li> <li>• Restore standard lighting and power program across building.</li> <li>• Resetting user ICT credentials (where required).</li> <li>• Reinstate multimedia.</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to requests to continue working from home (WFH).</li> <li>• Review and update WFH policy and procedures.</li> </ul>		
<p>MONITOR &amp; REVIEW</p>	<ul style="list-style-type: none"> <li>• Occupancy of lunchroom.</li> <li>• Occupancy of back of house areas.</li> <li>• Occupancy of public spaces.</li> <li>• Air conditioning system.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor compliance with OHS, WorkSafe, IR Vic policies and DPC guidance.</li> <li>• Monitor and record any COVID-19 staff illness and/or related leave.</li> </ul>		<ul style="list-style-type: none"> <li>• Liaise with VAGO and auditors re COVID-19 disclosures in Annual Report (as required).</li> <li>• Liaise with DPC and re COVID-19 queries (as required).</li> </ul>



COVID-19 RECOVERY OUTLINE					
DIRECTORATE		OFFICE OF CEO	ACCOUNTABLE OFFICER	CEO	
PROGRAM		RESPONSIBILITY	LEADERSHIP	ACCOUNTABILITY	REPRESENTATION
PHASE	PREPARATION	The CEO is required to take all reasonable steps to ensure the Shrine is a safe place and will maintain familiarity, and seek knowledge, relating to government COVID-19 directions to inform and appropriately direct the Shrine’s response.	The CEO will: <ul style="list-style-type: none"> <li>— lead the executive group in responding to the pandemic and directs development of the re-opening plan;</li> <li>— ensure the required resources are available or procured as required to facilitate re-opening;</li> <li>— demonstrate and communicate behaviours consistent with the directives of government and the Shrine’s response plans;</li> <li>— actively and positively communicate with personnel to support implementation of all response plans;</li> <li>— act to maintain the safety of all personnel and stakeholders; and</li> <li>— take action to curb divergence from safe and/or agreed actions.</li> </ul>	The CEO is the Shrine’s Accountable Officer and bears full accountability during all phases of Recovery.	The CEO is the Shrine’s principal representative in all communications with key stakeholders including: Trustees, Veterans Branch, City of Melbourne, Life Governors and Governors. The CEO holds delegated authority to speak to media.
	IMPLEMENTATION	The Marketing Manager will develop a communications plan and coordinate preparation of materials necessary to ensure stakeholders and general visitors are aware of the Shrine offer throughout the various stages of opening.			The Marketing Manager will prepare Press Releases to communicate the re-opening of the Shrine and promote the continued delivery of digital programming.
	MONITOR & REVIEW	The Marketing Manager will monitor social media channels and visitor feedback to address user and/or general concerns in accordance with the Shrine’s Visitor Response Procedure.			

## 7. APPENDICES

1. Floor Plan with maximum occupancies, social distancing measures and visitor path
2. Shrine of Remembrance Roadmap to Reopening
3. DHHS resource – Confirmed Case in the Workplace Information Pack. Also downloadable [here](#).