



SHRINE OF REMEMBRANCE  
MELBOURNE

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COVIDSAFE PLAN 3.0

MARCH 2021

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## 1. INTRODUCTION

The Shrine's COVIDSafe Plan 3.0 is the product of ongoing evaluation and review of the Victorian Chief Health Officer's Restricted Activity Directions and related advices from the Department of Health and Human Services. Guidance has also been taken from WorkSafe Victoria, Safe Work Australia Checklists, the 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. Permissible percentages of staff have returned to working on site and the Shrine has reopened to visitors and resumed its volunteer, education and ceremonial programs. We continue to gradually normalise operations within the parameters of applicable COVIDSafe guidelines.

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 Business Continuity Plan and reviewed and evaluated risk control measures.

### Our people and our COVIDSafe Plan

- Staff have returned to work and will continue to do so on a gradual and staggered basis in response to restrictions and resumption of normal programming.
- Employees are encouraged to download the COVIDSafe app.
- Communication with employees, volunteers and our community is crucial for a successful transition to 'COVID-Normal' operations. Management support is ongoing and staff are reminded of our Employee Assistance Program (EAP).
- Staff onsite are coordinated via the Shrine calendar to comply with capacity limits; start, finish and break times are staggered; where possible, cross over is reduced.
- Staff will use the existing hazard and incident reporting system to report any COVID-19 related incidents or near misses.
- Updated COVID-19 FAQ information sheets are circulated to staff along with regular communications from the CEO, Directors and Managers.
- Training of staff and volunteers is completed virtually prior to them returning to site.
- Volunteers will return to site in response to visitation and the resumption of our physical education program.

## 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 a 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 will continue to be part of the ongoing evaluation of our COVIDSafe Plan.
- 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. OPENING TO VISITORS AND RESUMING PROGRAMMING

The Shrine has undertaken detailed planning to ensure 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.

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

The Shrine maintains a register of attendance for all workers, volunteers, contractors, customers, clients and visitors 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.

Staff will continue to use the visitor management system Sine to record their attendance on site. Visitors will complete a registration process as part of their orientation and welcome on arrival.

## **Personnel Onsite**

- A staggered return of teams based on their operational role, necessity to be onsite and permitted percentages.
- While advice to work from home 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 the resumption of physical education programs.

## **Opening to general visitors**

- There is one point of entry via the Visitor Centre and one point of exit via the Garden Courtyard.
- Visitors are able to access all public areas. Visitor caps are in place and we operate within density quotient capacities as outlined in the current Stay Safe Directions issued by the Chief Health Officer and the Restricted Activity Directions (Victoria).
- Signage and physical barriers are in place to create a controlled, one directional, visitor path.
- Physical distancing signage and infrastructure has been installed along the visitor path and are supported by temporary directional signage. This includes messaging about maximum capacity of spaces including the Galleries, Sanctuary, Crypt and facilities such as lifts.
- Hygiene measures are in place including shields at points where staff and visitors interact e.g., Visitor Centre information desk, retail and the education foyer counters.
- Hand sanitiser is provided for visitors upon entry.
- Capacity management and contact tracing requirements are managed via a QR Code registration system. Visitors are required to sign in and show their sign-in receipt to a staff member on entry.
- All personal data collected is managed as per the Shrine's Data Retention and Privacy Policies.

## **Ceremonial Program**

- Services are held at ceremonial locations within density quotient restrictions.
- External Service Organisations (ESOs) are liaised with by the Ceremonial Program Manager in advance of their service to ensure they're aware of the measures in place.
- ESOs are advised of the maximum capacity for their Service based on the location and restrictions.
- Live-streaming of Services will continue to ensure that our community can still participate in commemoration. Onsite streaming can accommodate additional attendees as required.
- All Ceremonial attendees are required to sign in using the QR Code System
- All personal data collected is managed as per the Shrine's Data Retention and Privacy Policies.

## Education Programs

- A virtual Education Program is available to any school that wants to visit but is unable to visit physically.
- Onsite education programs have resumed with an adapted format including a reduced duration, a capacity of three groups per hour and a focus on external features of the monument. Object handling programs have been suspended.
- All program attendees are required to give their contact details for contact tracing.

## Public Programs

- Programming — including special exhibitions, book launches, talks and events — has resumed 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, maximum occupancy signage has been installed and physical distancing measures are in place.
- Due to the success of our Digital Engagement Plan, recording and/or livestreaming of programs is 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

The Shrine's COVIDSafe plan is published on the Shrine's website. Where required, information on new restrictions or guidelines will be communicated via online channels, and onsite signage.

## 5. RISK MANAGEMENT

As part of planning and preparedness we have applied 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
- Allowing alternative work options, including work from home
- Avoiding handshaking and other physical contact in the workplace
- Maintaining density quotient capacity limits
- Holding only necessary meetings and providing for and supporting the use of telephone or video conferencing
- Encouraging the use of outdoor locations for face-to-face meetings
- Minimising social gatherings at work including informal spontaneous congregations
- Staff generally limit access to their designated workspace and communal spaces and only enter the workspaces of other staff members if necessary for a work purpose.

- All spaces have signs indicating their maximum capacity.
- Additional shared lunch spaces including outdoors provided to enable physical distancing.
- Use of other workspaces to enable physical 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 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 are provided with their own uniform — no uniform items are shared.
- Hot desking or sharing of equipment is minimised as much as possible.
- Our cleaners are providing additional cleaning during the day and overnight. During operating hours regular sanitisation of high use surfaces is completed, e.g. handrails, touchscreens, doorknobs and lift buttons.
- Hand sanitisation stations are provided for visitors supported by signage in bathrooms encouraging hand washing.
- Staff are provided with hand sanitisers in communal areas and regular hand washing is be encouraged.
- A deep clean was completed before staff returned onsite.
- Sneezing and coughing good practice is communicated and encouraged; reinforced with signage onsite for visitors and staff.
- Bathrooms are designated as either staff or visitor bathrooms.

### **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**

In line with current directives all personnel must always carry a face mask with them at all times and wear a face mask when they cannot maintain 1.5 metres distance from other people.

A supply of PPE is kept onsite and additional PPE is 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.
- 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 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** — The Shrine provides access to EAP services, clear and regular communication on the measures put in place, and provides resources to support employees.

- **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.

## COVIDSafe Plan Directorate Outlines

DIRECTORATE		VISITOR EXPERIENCE	ACCOUNTABLE OFFICER	NAIAS MINGO		
PROGRAM		CEREMONIES	VISITORS	RETAIL	TOURS	TEAM
PHASE	PREPARATION	<ul style="list-style-type: none"> <li>Services held at ceremonial locations within current density quotient capacities</li> <li>Hygiene measures as identified in Risk Management</li> <li>Contact tracing – all visitors sign in using QR Code</li> <li>Density quotient capacities to be observed – ESOs advised. Overflow incorporated into livestreaming in Visitor Centre and/or encouraged to participate from home.</li> <li>Post-service catering available on approval with COVIDSafe measures in place</li> <li>Hand sanitiser provided to visitors</li> <li>Requisite PPE provided to staff</li> </ul>	<ul style="list-style-type: none"> <li>General visitors to enter via one entry point to allow for orientation and collection of contact tracing information.</li> <li>Barrier screens at Visitor Centre Information Desk</li> <li>Controlled, one way, visitor flow incorporating physical 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>Visitors provided with 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>Physical 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>Maximum tour participants of 10 to enable social distancing.</li> </ul>	<ul style="list-style-type: none"> <li>Staff to follow current guidelines on use of face masks and PPE</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>

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|  | <ul style="list-style-type: none"> <li>• Common use equipment and surfaces to be sanitised.</li> <li>• Wreaths to be kept with wreath layer, perpetual wreaths and wreath tables provided with hygiene measures in place (users to sanitise hands, table covers changed between uses).</li> <li>• Chairs to be placed at 1.5m to ensure physical distancing</li> <li>• Physical distancing messaging incorporated into MC preamble.</li> <li>• Additional VSO support provided.</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 opened for visitors with appropriate hygiene and distancing measures.</li> <li>• No cloaking provided</li> <li>• Visitors 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> |  |  |  |
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	IMPLEMENTATION	As Above				
	MONITOR & REVIEW	Daily review in first week of reopening.				



**COVID-19 RECOVERY OUTLINE**

DIRECTORATE		PUBLIC PROGRAMS	ACCOUNTABLE OFFICER	SUE BURGESS	
PROGRAM		EDUCATION	EXHIBITIONS & RESEARCH	PRESENTATIONS	VOLUNTEERS
<b>PHASE</b>	<b>PREPARATION</b>	<ul style="list-style-type: none"> <li>Onsite indoor tours have recommenced</li> <li>Prepare tours that can be conducted predominately outside</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>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>Touchscreens in Galleries to be included in high touch cleaning schedule.</li> </ul>	<ul style="list-style-type: none"> <li>Keep producing digital presentations.</li> <li>Presentations to be hybrid events onsite and live streamed</li> <li>Outside presentations like Gardens tour or Wreath making workshop can be held outside the building.</li> <li>Observe all requirements for physical 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 COVIDSafe plan and guidelines. This includes volunteers and interns working in Exhibitions and Collections.</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 schools must check in before moving around the site. This might be in the Visitor Centre or the Education Centre</li> <li>• Student bags will not be put in lockers. If students arrive with bags, they will be asked to keep them with them and carried appropriately.</li> <li>• All teachers that come onsite to sign in using QR code system at Ed desk.</li> <li>• Class lists of students must be provided for contact tracing purposes</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>• Development of COVID-19 safe handling and quarantine procedures for collections, loans and donations.</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. Need to monitor this as people enter the auditorium.</li> <li>• Ensure numbers are managed through the Education foyer space and Auditorium to not overcrowd the foyer.</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> <li>• Volunteer shifts reduced in size</li> <li>• To enter through Education Courtyard at designated times.</li> <li>• Use Western visitor Centre staff precinct for breaks during their shift</li> <li>• Bags and jackets for mid-week volunteers will be held in the Education Centre. Weekend volunteers will remain in Visitor Centre.</li> </ul>
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	<b>MONITOR &amp; REVIEW</b>	As Required	As Required	As Required	As Required
<b>COMMENTS</b>	Have access to requisite PPE as required		Programs to be hybrid where possible		

## COVID-19 RECOVERY OUTLINE

DIRECTORATE		CORPORATE SERVICES	ACCOUNTABLE OFFICER	GREG GILMOUR	
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 on COVID-19 queries.</li> </ul>
	IMPLEMENTATION	<ul style="list-style-type: none"> <li>• Return of IT equipment and furniture.</li> <li>• IT equipment installed in additional workspaces (Education pods, SE office)</li> <li>• Install social distancing signage, decals and equipment.</li> <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> </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> <li>• Respond to requests to continue working from home (WFH).</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>

MONITOR & REVIEW	<ul style="list-style-type: none"> <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>• Review and update WFH policy and procedures.</li> </ul>		
	<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	DEAN LEE	
PROGRAM		RESPONSIBILITY	LEADERSHIP	ACCOUNTABILITY	REPRESENTATION
<b>PHASE</b>	<b>PREPARATION</b>	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.
	<b>IMPLEMENTATION</b>	The Marketing Manager will 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 operational status of the Shrine and promote the continued delivery of on-site and digital programs.
	<b>MONITOR &amp; REVIEW</b>	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](#).