



# Pandemic Response Plan

A handwritten signature in black ink, appearing to read 'Daryl Karp', with a large, stylized loop at the top.

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Director  
February 2020

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# GLOSSARY OF TERMS AND ABBREVIATIONS

Absenteeism	<p>When people are absent from work. An estimate of workplace absenteeism in a pandemic will range between 30% and 50%. This includes absenteeism due to:</p> <ul style="list-style-type: none"> <li>- illness or quarantine</li> <li>- the need to stay at home to care for someone who is ill</li> <li>- the need to stay at home to look after children in the event of school closures</li> <li>- fears about being infected at work</li> <li>- people fulfilling other roles in the community (volunteering).</li> </ul> <p>In certain sectors, absenteeism may be higher due to the high percentage of female employees (e.g. health care, nursing, pharmacy).</p>
Consequence	The impact of a risk on business objectives expressed qualitatively or quantitatively in terms of costs, time, injury, quality, reputation, morale, etc. There may be a range of potential outcomes associated with an event many of which cannot be quantified accurately.
Control	A risk abatement measure that is used to minimise the likelihood or mitigate the consequences of a risk event.
Contractor	Any person who is employed, contracted, subcontracted, conducts work on behalf of, or at the request of MoAD, who is not engaged under the <a href="#">Public Service Act 1999</a> .
Employee	Any person engaged by MoAD under the <a href="#">Public Service Act</a> (including ongoing, non-ongoing, and casual).
Event	An incident or situation that could occur or has occurred which poses a risk to the interests or objectives of MoAD.
GOV 5	An Australian Government mandatory requirement for agencies to develop their own set of protective security policies, plans and procedures to meet their specific business needs.
GOV 11	An Australian Government mandatory requirement for agencies to establish a business continuity management program to provide for the continued availability of critical services and assets, and or other services and assets.
Influenza	Influenza (flu) is a potentially life threatening illness. It is a contagious disease of the respiratory tract caused by influenza viruses.
Influenza pandemic	An epidemic that affects the populations across every continent. A pandemic is characterised by the global geographic spread of a virus in the human population. The virus may be mild, moderate or severe and may have the potential for wide ranging and devastating health or social consequences.
Influenza type A	An influenza virus that occurs in humans and animals.
KPS	Key Products and Services – those products and services that are critical to survival of the agency and which must be delivered within the specified MTPD.
Likelihood	A qualitative or quantitative description of probability.
Mitigate	To minimise the severity of a risk by acting on its potential likelihood or consequences.
MTPD	Maximum Tolerable Period of Disruption – maximum time to achieve resumption of critical activities in an approved manner.
Official resources	Includes: official information; people who work for or with the Australian Government; and assets belonging to the Australian Government.
Pandemic	An epidemic on a global scale. Only Type A influenza viruses have been known to cause influenza pandemics.
Pandemic Response Team	Appointed MoAD staff responsible for the coordination of response activities within MoAD during an influenza pandemic.
PHYSEC 5	An Australian Government mandatory requirement for agencies to show a duty of care for the physical safety of those members of the public interacting directly with the Australian Government. Where an agency's function involves providing services, the agency must ensure that clients can transact with the Australian Government with confidence about their physical wellbeing.
P2 mask	A device specifically designed to provide protection to the wearer's respiratory tract from small infectious particles. A P2 mask is a particulate filter, personal respiratory protection device which does not show penetration of particles with a mass median diameter of 0.3 micro meters, of more than 6%.
Probability	The likelihood of a specific event expressed quantitatively as a number or qualitatively in words.
Risk	The effect of uncertainty on objectives. It is measured in terms of consequences and likelihood.

Social distancing	A community level intervention to reduce normal physical and social population mixing in order to slow the spread of a pandemic throughout society. Social distancing measures include school closures, workplace measures, cancellation of mass gatherings, changing public transport arrangements and movement restrictions.
Staff	A general term that includes employees, contractors and temporary staff.
Supervisor	Any MoAD Director, Deputy Director, Manager or supervisor responsible for the workplace management of employees, contractors or temporary staff.
Temporary staff	Any person who conducts work on behalf of MoAD and who has a requirement to access MoAD's information, assets, ICT systems or premises. This includes, but is not limited to: <ul style="list-style-type: none"> <li>- work experience programs (includes practicum students and Centrelink programs)</li> <li>- traineeships</li> <li>- exchange programs</li> <li>- volunteers engaged by MoAD.</li> </ul>
Threat	A source of harm that is deliberate or which has the intent to do harm. A threat is therefore a potential source of risk.

# 1 INTRODUCTION

## 1.1 PURPOSE

This Pandemic Response Plan sets out the actions undertaken by the Museum of Australian Democracy (MoAD) in managing pandemic risks through preparedness and response activities.

The purpose of the plan is to provide a flexible approach to responding to a pandemic, depending on the impact on MoAD, the severity of the outbreak, and availability of official resources.

## 1.2 SCOPE

This plan applies to all ongoing and non-ongoing employees, contractors and volunteers.

## 1.3 OBJECTIVES

The objectives of this plan include:

- protection and safety – of MoAD’s employees, contractors, volunteers and members of the public and third parties as they interact with MoAD
- reducing impact – on business functions and maintain capacity to operate key products and services (KPS) in accordance with MoAD’s Business Continuity Plan
- minimising – the spread and impact of a pandemic virus within MoAD and the wider community
- detailing specific actions – at each phase of the pandemic consistent with other MoAD emergency and operational plans, and as stipulated in the Australian Health Management Plan for Pandemic Influenza (AHMPPI).<sup>1</sup>

## 1.4 MOAD’S PANDEMIC RESPONSE PROCESS

The following outlines MoAD’s approach at various stages of a pandemic in order to minimise impact:

<b>Preparedness</b>	<b>Alert</b> Establish awareness of the possible pandemic threat and possible impact on MoAD. Review and update Pandemic Response Plan and Business Continuity Plan.
	<b>Delay</b> Build awareness of the pandemic threat and what can be done to prepare, including personal actions that can be undertaken to minimise the impact of the disease.
<b>Response</b>	<b>Contain</b> Conduct appropriate actions that will minimise disease transmission and that will support the maintenance of MoAD’s KPS. Use of Personal Protection Equipment such as gloves and masks.
	<b>Sustain</b> Conduct appropriate actions that will minimise disease transmission and that will support the maintenance of MoAD’s KPS. Possible closure of public areas and reduction in staffing levels.
	<b>Control</b> Conduct appropriate actions that will minimise disease transmission and that will support the maintenance of MoAD’s KPS. Possible reduction of services and operations.
	<b>Recover</b> Support workforce, client and public confidence, restore services in the return to normal business.

<sup>1</sup> Department of Health 2014, **Australian Health Management Plan for Pandemic Influenza (AHMPPI)** <http://www.health.gov.au/internet/main/publishing.nsf/content/ohp-ahmpqi.htm>, accessed 11 July, 2018

## 2 WHAT IS A PANDEMIC?

A pandemic is the spread of disease across a large region (country or worldwide). Depending on the severity it could have significant impact on MoAD in terms of:

- increased staff absence;
- closure of public visitation areas;
- delays in staff receiving treatment; and/or
- increased occurrences of morbidity and mortality.

These impacts could be widespread or affect only certain MoAD sites.

### 2.1 PANDEMIC PHASES

The World Health Organisation (WHO) provides six (6) pandemic phases to describe the global situation.

Australian Phases (below) guide Australia's response and include tracking the virus from countries overseas (OS) and within Australia (AUS) and providing a set of actions to take before a change of phase is declared by WHO.

The status of current WHO monitoring and response to disease outbreaks can be viewed at [www.who.int/csr/alertresponse/en/](http://www.who.int/csr/alertresponse/en/)

A summary comparison of WHO and Australian pandemic phases is provided in Table 1. A complete comparison and description of each WHO and Australian pandemic phase is shown in **Appendix B**.

#### 2.1.1 TABLE 1 – COMPARISON OF WHO AND AUSTRALIAN PANDEMIC PHASES

WHO Phases	Australian Phases (emerging overseas)		
ALERT #3		ALERT #OS 3	Pandemic spreading between inflected animals and humans. No transmission between humans. Virus has not arrived in Australia.
DELAY #4 & #5		DELAY #OS 4–6	Virus has not arrived in Australia. Small to large clusters of cases in one or more countries overseas.
CONTAIN #6	PROTECT Phase* #AUS 6a–6d  Focusing on minimising the impact of the virus on vulnerable people	CONTAIN #AUS 6a	Virus has arrived in Australia. Small number of cases and/or small number of clusters.
SUSTAIN #6		SUSTAIN #AUS 6b	Virus is established in Australia and is spreading in the community.
CONTROL #6		CONTROL #AUS 6c	Customised vaccine widely available and beginning to bring the pandemic under control.
RECOVER #6		RECOVER #AUS 6d	Pandemic controlled in Australia but further waves may occur.

\* PROTECT Phase may incorporate or be replaced by the RECOVER Phase.

#### 2.1.2 HOW CHANGES IN PHASES ARE DECIDED IN AUSTRALIA

The Department of Health maintains international surveillance of pandemic risk and overseas emergence of potential pandemic viruses.

Within this Pandemic Response Plan, escalation from one phase to the next may be based on the WHO phases or the Australian phase announcements as decided by the Australian Government. WHO will provide an assessment of pandemic severity as soon as possible to help governments determine the level of interventions required as part of their response.

MoAD may escalate planned activities ahead of official announcements if there is credible information from other sources of an increase in the threat level.

## **3 GOVERNANCE**

### **3.1 ROLES AND RESPONSIBILITIES IN A PANDEMIC**

#### **3.1.1 DIRECTOR**

The Director is responsible and accountable to the Portfolio Minister for pandemic response arrangements across MoAD including the appointment of a Business Continuity Coordinator.

#### **3.1.2 DEPUTY DIRECTOR**

The Deputy Director is:

- Accountable to the Director for pandemic response within MoAD
- Responsible for ensuring Australian Government policy is translated into rigorous practice throughout MoAD and, where appropriate, business continuity policies, plans and procedures specific to the needs of MoAD are developed, implemented and maintained.

#### **3.1.3 BUSINESS CONTINUITY MANAGEMENT TEAM (BCMT)**

The Business Continuity Management Team (BCMT) are:

- Accountable to MoAD's Audit, Finance and Risk Committee and responsible for:
  - The identification, analysis, evaluation and treatment of disruption risks in accordance with MoAD's Risk Management Handbook
  - Emergency management, including pandemic response arrangements
  - Business continuity approaches that support the continuity of normal business operations.

#### **3.1.4 EL2 AND EL1 MANAGERS**

All EL2 and EL1 Managers are:

- Accountable to the Deputy Director for ensuring their sections consider pandemic response in risk assessments, planning and operations.
- They are responsible for:
  - Identifying, analysing, exercising and maintaining KPS
  - Providing ongoing support to the Business Continuity Coordinator during a pandemic situation
  - Ensuring their staff are aware of and have access to MoAD's Business Continuity Management Plan; their section's KPS; and all other relevant policies, plans and procedures.

### 3.1.5 EMPLOYEES, CONTRACTORS AND TEMPORARY STAFF

All employees, contractors and temporary staff must familiarise themselves with the pandemic response plan so that they can meet mandatory compliance requirements.

### 3.1.6 CHIEF WARDENS AND BUILDING WARDENS

Chief Wardens and building wardens may be required to assist the controlled movement of building occupants to identified assembly areas depending on the nature and the extent of a pandemic related incident.

### 3.1.7 FIRST AID OFFICERS

First Aid Officers, if called upon, are responsible for providing assistance to the Emergency Control Organisation (ECO) and the Business Continuity Coordinator.

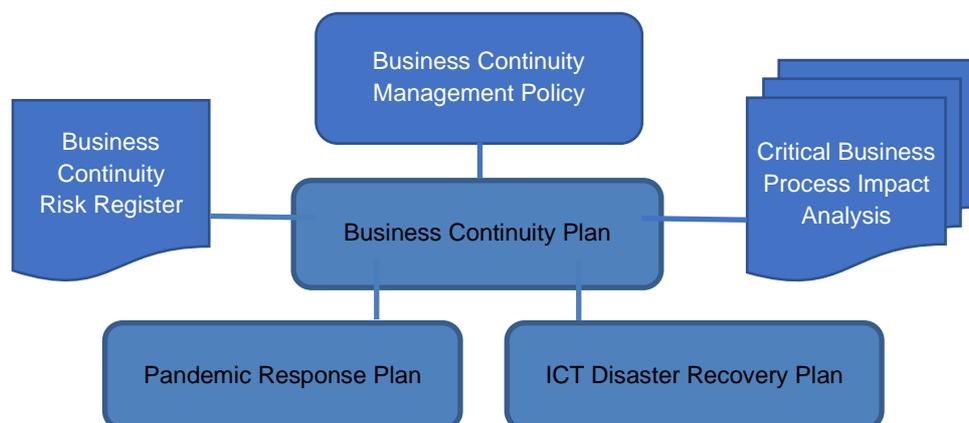
## 3.2 LINKS TO BUSINESS CONTINUITY PLANNING

The Business Continuity Plan identifies KPS, people, interdependencies and resources required when an event impacts on MoAD's business.

MoAD's Pandemic Response Plan is linked to the Business Continuity Plan as shown at Fig 1 – Hierarchy of Business Continuity Management Documents.

Pandemic risks are distinct from business risks in their impact on staff and the wider local, national and international community.

### 3.2.1 FIG. 1 – HIERARCHY OF BUSINESS CONTINUITY MANAGEMENT DOCUMENTS



IS THE ABOVE FIGURE RELEVANT TO MOAD???

## 3.3 RELATED DOCUMENTS

### 3.3.1 AUSTRALIAN GOVERNMENT DOCUMENTS:

- [Public Service Act 1999](#)
- [Work Health and Safety Act 2011](#)
- [Australian Government Protective Security Policy Framework](#)
- [Australian Health Management Plan for Pandemic Influenza 2014](#)
- [Better Practice Guide to Business Continuity Management: Building resilience in public sector entities](#)
- [Australian/New Zealand Standard International Standardisation Organisation \(AS/NZS ISO\) 31000:2009 Risk Management – Principles and Guidelines](#)

### 3.3.2 MOAD'S DOCUMENTS:

- Business Continuity Plan
- Risk Management Plan
- Information and Communication Technology Disaster Recovery Plan
- State/Territory Emergency Response Procedures

For further details on the legislative framework see [Appendix A](#).

## 4 PREPAREDNESS

MoAD will continue to plan and prepare for the possibility of a pandemic and associated impacts on operations, staff attendance and the wider community.

### 4.1 ASSUMPTIONS

Planning for a pandemic is based on a set of assumptions identified by using evidence gathered by other government entities and international bodies. It is essential to reassess these assumptions as the pandemic emerges so that responses to the pandemic can be adjusted as required.

#### 4.1.1 ACROSS AUSTRALIA

The impact of a pandemic in Australia is based on expectations and assumptions that include, but are not limited to:

- The Department of Health planning a national response and having capacity and flexibility to respond to a range of pandemic situations as stipulated in the AHMPPI
- Significant social and economic disruption resulting in interruption of services, supplies, utilities and transport in all sectors
- Susceptibility of population with certain age groups being more at risk than others
- Increased pressure on health services resulting in delays in staff treatment and recovery.

#### 4.1.2 MOAD'S OPERATING ENVIRONMENT

The impact of a pandemic on MoAD's operating environment is based on expectations and assumptions that are summarised in the following table.

Expectations	Assumptions During Pandemic
<b>Business as usual</b>	Availability of staff, infrastructure, freedom of movement, access to supplies, ability to protect staff and families.
<b>Minimal operating requirements</b> Essential staff identified as being associated with KPS will work from home (if required). Succession planning if essential staff become ill.	Reduction in processes or change in work routines. Availability of communications, MoAD's ICT Network systems can cope with required remote access logins (see: ICT Network (MoAD)).
<b>Staff will come to work</b> Unless instructed by a medical professional, etc.	People will not panic and stay at home. People will have freedom of movement as essential service providers and transport systems will be operating. People will have access to petrol for their cars and availability of personal protection equipment (if required).

Expectations	Assumptions During Pandemic
<b>Staff will be paid</b>	Availability of communications and banking and finance systems. Continuity of law and order (see: Security of Assets and Infrastructure).
<b>Security of Assets and Infrastructure</b>	Continuity of law and order and protective security policy, procedures and services.
<b>Maintenance of Assets and Infrastructure</b>	Freedom of movement for essential service providers. Access to supplies for repair (including access to imported goods if required). Availability of personal protection equipment.
<b>ICT Network (Public)</b>	National telecommunications systems remain operational. Staff operating from home or other sites will be able to use this network to remotely access MoAD's ICT Network.
<b>ICT Network (MoAD)</b>	MoAD's ICT Network will remain operational to accept up to 100 <sup>2</sup> staff seeking remote access (through the issuance of RSA tokens) and sustain the maximum of 23 concurrent logins comprising 15 general workstations and 8 ICT staff workstations. Staff approved for an RSA token will have suitable and operating IT hardware and software infrastructure to access MoAD's ICT Network from home or other sites.

## 4.2 MOAD'S PRE-PANDEMIC PREPARATION

There are activities that MoAD can undertake to prepare for a potential pandemic. Response and recovery preparation should be ongoing and include establishing arrangements and plans. Training and procurement of appropriate Personal Protective Equipment (PPE) such as masks, gowns and gloves should also be arranged.

Greater details on protecting yourself and others from a pandemic in Australia can be found at <http://www.health.gov.au/internet/main/publishing.nsf/Content/panflu-protecting-1>

### 4.2.1 VACCINATION

Vaccination is the most effective method of protecting against influenza and other diseases. MoAD's Workplace Health Management Program features an annual influenza vaccination which is delivered by external accredited health professionals and is voluntary and free to staff.

### 4.2.2 INSURANCE

#### 4.2.2.1 General Liability and Workers Compensation

During a pandemic it is assumed that there will be an increase in work absences. To protect against economic and legal liability MoAD has:

- **General Liability insurance** through Comcover for compensation of injury, illness or death to third parties (e.g. member of the public) directly attributed to MoAD's actions or breach in duty of care which cause a spread of a pandemic; and

<sup>2</sup> MoAD's ICT Infrastructure Support and Systems, *ICT Readiness Indicators*, Systems Engineer advice received 9 March 2018, email, R251942018.

- **Workers Compensation** through Comcare for MoAD's employees that provides compensation and rehabilitation payments such as lump sum payments for permanent impairment due to work related injury or disease (including the effects from a pandemic).

#### **4.2.2.2 Business Interruption**

To protect against interruption to MoAD's business or operations MoAD has Business Interruption insurance through Comcover.

If access to a property is prevented or hindered by direction from a competent authority (e.g. Department of Health), then MoAD may be entitled to claim for loss of revenue and additional costs incurred during the interruption<sup>3</sup>.

In the case of a pandemic, an authority may close MoAD's premises thus preventing access and interrupting business.

#### **4.2.2.3 International Travel**

Comcover and International SOS (ISOS) is a partnership that provides comprehensive medical and travel assistance while on official international travel.

ISOS website [www.internationalsos.com](http://www.internationalsos.com) (enter membership number INSERT MEMBERSHIP NUMBER HERE) covers the latest pandemic information and should be checked before you travel internationally on official business.

MoAD maintains insurance through Comcover and Comcare to protect its financial interests and due diligence for its people, assets and stakeholders.

### **4.2.3 COMMUNICABLE DISEASES INFORMATION AND COMMUNICATION**

MoAD's staff and visiting members of the public play an active role in inhibiting the spread of disease in Australia through safe, hygienic practices and effective communication. MoAD reduces susceptibility to, and impact of, a pandemic by:

- MoAD's First Aid Policy details procedures for infection control which seek to minimise the risk of workplace transmission of infectious diseases
- At all MoAD sites, First Aid Kits are stocked with minimal equipment that may assist in a pandemic situation. These items include sterilisation and PPE such as antiseptic swabs, latex gloves, emergency (space) blankets and instant cold packs
- Safety signs are in place which identify and locate sick rooms, including emergency services telephone numbers and details of first aid officers. Signs are located on the outside of the door of all first aid/sick rooms and on all Emergency Control notice boards
- MoAD also promotes hygienic workplace practices through the use of signage and messaging, particularly in rest rooms and kitchen spaces, on how best to minimise exposure to viruses
- Proactive and recurrent messages to staff communicating available pandemic status information and MoAD's planned or active response (filling the communication vacuum, validating or dispelling social media and news posts)
- Support for the psychosocial and mental health aspects of a pandemic such as where people may become fearful, anxious or depressed about the risk of becoming infected. MoAD's Employee Assistance Program provides professional counselling services which

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<sup>3</sup> Comcover 2018-19, *Statement of Cover*, Chapter 11: Business Interruption, subsection (1)(c), p. 19.

can help with anxiety management techniques, positive coping strategies, family support and advice for workplace situations.

#### **4.2.4 CLEANING AND WASTE MANAGEMENT SERVICES**

MoAD's cleaning and waste management services are predominantly outsourced through contractual arrangements. The services that are provided under these contracts contribute to the effective management of communicable diseases such as:

- Waste disposal (including sanitary) and recycling management
- Cleaning chemicals in use are low irritant, non-toxic and environmentally friendly
- Cleaning apparatus and chemicals have Material Safety Data Sheets (MSDS) and are coordinated using colour-coded charts to prevent cross contamination.

#### **4.2.5 BUILDING AND PLANT MAINTENANCE**

MoAD's occupied structures and equipment maintenance programs are a critical component of protecting our assets and people from, during and after a pandemic situation. Types of preventative maintenance performed are:

- Integrated pest management to control vermin and infestations (such as rodent bait stations)
- Temperature checks and indoor air quality testing (such as detecting mould spores) and reporting
- Sanitising plant and maintaining equipment components (replacement HEPA filters, etc.).

### **4.3 WHAT PREVENTATIVE MEASURES CAN I TAKE?**

Managers and supervisors should encourage staff to adopt the following measures as best practice and as a component of pandemic prevention.

#### **4.3.1 HAND HYGIENE**

Hand hygiene is crucial to reducing the transmission of infectious agents. Hand hygiene includes washing hands with soap and water or cleaning hands with alcohol-based products (gels, rinses, foams) that can be used without water.

Always wash and dry your hands after contact with other people, and before and after removing a mask or gloves, and before touching your mouth, nose or eyes.

In general, try to keep your hands away from your face.

#### **4.3.2 COUGH AND SNEEZE ETIQUETTE**

If you cough or sneeze, you should:

- Cover your nose and mouth with a disposable tissue rather than your hands
- If there are no tissues available, cover your nose and mouth with your upper arm rather than your hands. Wash your upper arm (or sleeve) as soon as practical if you have sneezed or coughed into it
- Dispose of used tissues in the nearest bin
- Wash your hands afterwards or after touching used tissues.

### 4.3.3 WEARING BASIC PERSONAL PROTECTIVE EQUIPMENT (PPE)

When a pandemic is widespread in the Australian community (in the SUSTAIN phase), health authorities will encourage people who need to enter crowded areas or visit a health facility to wear a surgical mask or other appropriate covering for the nose and mouth. Advice on appropriate face coverings will be provided by the Australian Government at the time.

PPE needs to be used in combination with other control measures such as hand hygiene and cough and sneeze etiquette to reduce the risk of transmission.

If MoAD requires staff to wear PPE, a risk assessment will be undertaken using MoAD's Risk Management Framework to account for:

- The number of infectious people in the community at the time
- The proximity of contact required with a potentially infectious person (i.e. can a one metre distance be maintained?)
- Where additional barriers can be put in place to decrease the risk of exposure (e.g. reorganise work spaces and avoid crowding of people).

### 4.3.4 WHAT IF I AM ILL?

If you are diagnosed by your medical practitioner with a pandemic virus, you should advise your manager as soon as practicable. During all phases of the pandemic you will be asked to stay at home and limit contact with other household members and visitors.

During the CONTAIN phase, other household members should also stay at home in quarantine for a period (advice on the length of time will be provided at the time by your medical practitioner).

## 5 RESPONSE

### 5.1 MOAD'S RESPONSE TO PANDEMIC PHASES

MoAD's response to each of the key Australian pandemic phases (commencing at #OS3: Virus Emergence Overseas) is described below.

The Pandemic Response Action Checklist is included at [Appendix C](#).

The full list of Australian Pandemic Response Phases (as determined by the Department of Health) can be found in the [Flu Border Plan](#).

#### 5.1.1 ALERT PHASE (OS 3)

During this early phase the pandemic virus will not have arrived in Australia. Early preparation will assist in reducing the pandemic's impacts upon MoAD and enable a more responsive recovery.

#### 5.1.2 DELAY PHASES (OS 4, OS 5 AND OS 6)

Within these phases a pandemic virus has not arrived in Australia. Where applicable, processes are implemented in increments and remain ongoing until MoAD commence its recovery.

### **5.1.3 CONTAIN PHASE (AUS 6A)**

In this phase the pandemic virus has arrived in Australia and has emerged in a small number of cases or clusters. Active monitoring and assessing the evolving pandemic and its impacts and mitigation measures should take place at this phase.

### **5.1.4 SUSTAIN PHASE (AUS 6B)**

This phase indicates a pandemic virus is established in Australia and is spreading in the community. MoAD should continue to minimise virus transmission at all sites and provide updates to staff and the public.

### **5.1.5 CONTROL PHASE (AUS 6C)**

This phase assumes a customised pandemic vaccine is widely available in Australia and is beginning to bring the pandemic under control. MoAD will continue to monitor the pandemic situation and commence scaling down of control measures in accordance with improving health conditions.

### **5.1.6 RECOVER PHASE (AUS 6D)**

The aim of the RECOVER phase is to return MoAD's operations and services to the ALERT (OS 3) phase. In this phase the pandemic is considered to be controlled in Australia but further waves may occur if the virus drifts and/or is reimported into Australia.

In achieving full recovery to pre-pandemic levels, KPS are re-established as a priority.

### **5.1.7 PROTECT PHASE (AUS 6A–6D)**

The PROTECT (AUS 6a–6d) phase acknowledges that a pandemic in Australia may present as mild in most circumstances, severe in some, but moderate overall.

This phase enables some of the measures of other phases to be implemented as appropriate to ensure the responses are reasonable and proportionate to the level of risk the virus poses to MoAD.

At the PROTECT phase MoAD will prepare for the possibility of a reduction in staff or closure of offices.

## **5.2 ACTIVATION OF THE PANDEMIC RESPONSE PLAN**

Depending on the nature and extent of a pandemic, activation of MoAD's Pandemic Response Plan and its supporting KPS may be done in part or in their entirety across MoAD.

The plan, when activated, will be used in conjunction with MoAD's Business Continuity Plan.

### **5.2.1 ROLE OF THE BUSINESS CONTINUITY MANAGEMENT TEAM LEADER (BCMT LEADER) AND BUSINESS CONTINUITY MANAGEMENT TEAM (BCMT)**

Activation of MoAD's Pandemic Response Plan and the coordination of response and recovery activities during a disruption is directed by the BCMT Leader as detailed in MoAD's Business Continuity Plan.

The BCMT Leader will maintain communications with the Australian Government and its authorities during the course of a disruption to ensure that activities undertaken by MoAD remain coordinated with activities occurring within the wider community and compliant with any requirements set in place by the Department of Health.

MoAD's BCMT will gather when a pandemic is declared by the BCMT Leader. Membership, roles and responsibilities of the BCMT are described in the Business Continuity Plan.

## 5.2.2 EVENT LOG

An event log is a record of decisions and actions. Once a business continuity response is triggered an event log should be commenced by the BCMT. A Decision / Action Log Template is included in the Business Continuity Plan at 4.13.

## 5.2.3 PROGRESSIVE REDUCTION OF OPERATIONS AND SERVICES

The most likely scenario is that a pandemic will emerge gradually, giving the Australian Government (including MoAD) the ability to institute a staged response.

The most effective response to a pandemic is the progressive reduction of operations and services as the threat escalates. To this end, MoAD will monitor the Australian pandemic phases using information provided by the Australian Government and will scale down its operations and services in accordance with the risk to the community and activities.

The progressive reduction of operations and services may include, but is not limited to, the:

- Closure of galleries and commercial businesses such as cafes
- Closure of public areas
- Progressive reduction of services to KPS only
- Total reduction of operations.

## 5.3 COMMUNICATIONS STRATEGY

All communications processes will align with MoAD's Business Continuity Plan, Section 5, Crisis Communication Plan (CCP).

### 5.3.1 COMMUNICATION METHODS

MoAD's Pandemic Communication Strategy is designed to ensure that MoAD provides timely and accurate information to internal and external stakeholders. Communications will be achieved by the following methods:

#### 5.3.1.1 *Staff briefings*

MoAD recognises that its people are central to its ability to maintain KPS during a disruption. In order for people to fulfil their role, MoAD aims to ensure effective and early communication with its employees, contractors and temporary staff. From time to time during a disruption, staff briefings will be conducted so that staff are aware of the situation.

#### 5.3.1.2 *Email*

MoAD's email system allows staff to communicate quickly with each other internally. MoAD will use email to ensure a continued flow of situation information.

#### 5.3.1.3 *Intranet*

The Intranet is the cornerstone of communication with internal stakeholders and has been designed to enable information to be accessed in a clear and readily accessible manner. The following information will be available on the Intranet:

- All internal announcements in relation to a pandemic
- Any relevant media releases
- MoAD's emergency policies plans and procedures
- Sources of additional information relating to a pandemic and as appropriate.

#### 5.3.1.4 Internet

MoAD's website ([www.moadoph.gov.au](http://www.moadoph.gov.au)) is an effective means of providing information to external stakeholders. The following information will be available on the internet:

- All external announcements in relation to a pandemic
- Any relevant media releases
- Sources of additional information relating to a pandemic and as appropriate.

#### 5.3.1.5 Social media

MoAD operates three social media accounts consisting of:

Accounts	Name	Managed by
Facebook	Museum of Australian Democracy at Old Parliament House <a href="http://www.facebook.com/museumofaustraliandemocracy">www.facebook.com/museumofaustraliandemocracy</a>	Manager Communications & Partnerships Manager Digital Engagement
Instagram	Museum of Australia Democracy Handle: @oldparliamenthouse <a href="http://www.instagram.com/oldparliamenthouse/">www.instagram.com/oldparliamenthouse/</a>	Manager Communications & Partnerships Manager Digital Engagement
Twitter	MuseumofAusDemocracy Handle: @MoAD_Canberra <a href="http://www.twitter.com/moad_canberra/">www.twitter.com/moad_canberra/</a>	Manager Communications & Partnerships Manager Digital Engagement

For social media messages, in the first instance, please contact the Manager Communications & Partnerships followed by the Manager Digital Engagement or the Marketing & Communications Officer.

#### 5.3.1.6 Pre-recorded telephone messages

MoAD operates a Disaster Information Line that can be used during a pandemic to provide pre-recorded messages. The pre-recorded messages aim to provide callers with situation information to internal and external stakeholders.

The Disaster Information Line is: 1800 716 066

Recorded message scripts are included in the Business Continuity Plan at 5.6 Approved Messaging.

#### 5.3.1.7 Media interviews

First and foremost, MoAD wants to be perceived as media-friendly; that is, to be seen as an organisation that will do what it can to assist the media in the compilation of its programs. It is very important that we are professional in our dealings with the media.

**In the first instance, all media enquiries should be directed to** the Head Heritage, Communications & Development or the Manager Communications & Partnerships.

**Do not talk directly to the media unless you are authorised to do so.** All enquiries from the media are to be directed to the Head Heritage, Communications & Development.

**If you are asked to provide comment** advise that the Head Heritage, Communications and Development is the media point of contact for all enquiries and comments.

For further guidance see MoAD's Business Continuity Plan, Section 5, Crisis Communication Plan (CCP).

### **5.3.1.8 Contact with Ministers' offices or members of parliament**

Any contact from Ministers' offices or members of parliament should be directed to the Head Heritage, Communications & Development who will coordinate an appropriate response in consultation with the Director and BCMT Leader.

All forms of communication should be sensitive to the needs of culturally and linguistically diverse (CALD) individuals. These may be MoAD's staff, contractors or members of the public visiting MoAD. Whenever disseminating messages, managers must be mindful of CALD individuals and avoid potential misinterpretations.

### **5.3.2 COMMUNICATION OBJECTIVES AND KEY MESSAGES BY PHASE**

MoAD's communications objectives and key messages during the pandemic phases ALERT, DELAY, CONTAIN, SUSTAIN, CONTROL and RECOVER and/or PROTECT are commensurate with the level of risk to people and are described below.

#### **5.3.2.1 ALERT phase**

Communications aim to build a base level of awareness and understanding across the broader workforce, internal and external stakeholders (interdependencies) regarding the nature of the threat of a pandemic.

##### Key messages (ALERT phase)

- What is a pandemic?
- What is the current disease situation?
- What is MoAD's doing to prepare for a pandemic?
- What basic hygiene measures will help restrict the spread?
- Where to get more information.

#### **5.3.2.2 DELAY phase**

Communications aim to build a strong awareness of a specific pandemic threat and what can be done to prepare, including personal actions that can be undertaken to minimise the impact of the disease.

##### Key messages (DELAY phase)

- What is the current disease situation?
- Facts about the virus (provided from the Department of Health).
- What is MoAD's doing to contain a pandemic?
- What basic hygiene measures will help restrict the spread?
- What do they do if they are ill?
- Where to get more information.

#### **5.3.2.3 CONTAIN, SUSTAIN, CONTROL and PROTECT phases**

Communications will inform and reinforce the need for the appropriate actions that will minimise disease transmission and that will support the maintenance of KPS.

##### Key messages (CONTAIN, SUSTAIN, CONTROL, PROTECT phases)

- What is the current disease situation?
- Facts about the virus (provided from the Department of Health).

- What is MoAD's doing to protect people from a pandemic?
- What basic hygiene measures will help restrict the spread?
- What do they do if they are ill?
- What support mechanisms are available?
- Where to get more information.

#### **5.3.2.4 RECOVER phase**

Will support workforce, client and public confidence, restore services in the return to normal business.

##### Key messages (RECOVER phase)

- What is the current disease situation?
- Facts about the virus (provided from the Department of Health).
- What is MoAD's doing to return to normal business?
- What support mechanisms are available?
- Where to get more information.

## **6 MONITORING AND REVIEW**

MoAD's BCMT will periodically assess whether controls designed to address pandemic risks are operating effectively and remain appropriate.

This plan will be reviewed by the BCMT every two (2) years and evaluated when emerging issues are identified or when changes occur in MoAD.

### **6.1.1 PANDEMIC EXERCISES**

The BCMT will conduct pandemic exercises as part of its Business Continuity Plan. The pandemic exercises will be focused practice activities that place participants in a simulated situation requiring them to function in the capacity that would be expected of them in a real pandemic event. Their purpose is to promote preparedness by exercising policies and plans and training people. Pandemic exercises may include table top, functional and full-scale activities.

### **6.1.2 FEEDBACK**

Feedback on this plan or MoAD's Business Continuity Plan can be forwarded to [governance@moad.gov.au](mailto:governance@moad.gov.au).

# APPENDIX A – LEGISLATIVE FRAMEWORK

Legislation and Guidance	Description of Powers <sup>4</sup>
<a href="#">Quarantine Act 1908</a>	To prevent the introduction of specified diseases into Australia and prevent the spread of such diseases within Australia. Avian Influenza and Influenza Type A (H1N1) are diseases that are subject to quarantine controls under the Act. People reasonably suspected to have these diseases can be ordered to comply with a range of control activities such as observation, examination detention, segregation and isolation of people.
<a href="#">National Health Security Act 2007</a>	NHS Act provides for the exchange of public health surveillance information (including personal information) between the Commonwealth and the states and territories, and where relevant, the World Health Organisation (WHO). This legislation allows Australia to meet its obligations as a signatory to the WHO <a href="#">International Health Regulations 2005</a> (IHR). A national Health Security Agreement has been signed by the Commonwealth and states and territories to support the practical operation of the NHS Act such as preparing for health emergencies like a pandemic.
<a href="#">State and Territories' Jurisdictional Pandemic Plans</a>	The states and territories have legislative powers that enable them to implement biosecurity arrangements within their borders that would act to complement Commonwealth quarantine arrangements. They also have a broad range of public health and emergency response powers available to them under legislation for responding to a public health emergency, such as a pandemic, that might occur within their jurisdiction.
<a href="#">International Health Regulations 2005</a>	The International Health Regulations is a binding instrument of international law based on an international public health treaty authored by the WHO. It contains signatories from 194 countries who have committed to take actions to prevent, protect against, control and provide a public health response to the international spread of disease, in ways which avoid unnecessary interference with international traffic and trade. Australia is a signatory to the Regulations.
<a href="#">Protective Security Policy Framework (PSPF)</a>	<p>The PSPF is part of the Australian Government's Protective Security Policy articulates the government's requirements for protective security to be a business enabler that allows agencies to work together securely in an environment of trust and confidence. The PSPF has three (3) mandatory requirements that MoAD must comply with that relate to business continuity:</p> <ul style="list-style-type: none"> <li>- GOV 5: to develop their own set of protective security policies, plans and procedures to meet their specific business needs.</li> <li>- GOV 11: to establish a business continuity management program to provide for the continued availability of critical services and assets, and or other services and assets.</li> <li>- PHYSEC 5: to show a duty of care for the physical safety of those members of the public interacting directly with the Australian Government. Where an agency's function involves providing services, the agency must ensure that clients can transact with the Australian Government with confidence about their physical wellbeing.</li> </ul>
Plan Mercator	'Plan Mercator' provides for the continuity of the executive functions of the Australian Government during a national emergency, including a pandemic. The Director, Deputy Director, MoAD Executive Team and/or the Agency Security Advisor (ASA) will be notified by the Attorney-General's Department Coordination Centre (AGDCC) on the activation of Plan Mercator. If the plan is activated advice from the AGDCC on any Ministerial arrangements will be provided to the Director and the BCMT Leader.

<sup>4</sup> Department of Health and Ageing, Australian Health Management Plan for Pandemic Influenza, December 2009

# APPENDIX B – COMPARATIVE TABLE BETWEEN WHO AND AUSTRALIAN PANDEMIC PHASES

## PANDEMIC INFLUENZA PHASES

Period <sup>1</sup>	WHO Global Phase <sup>2</sup>	Australian Phase <sup>3</sup> (Emerges Overseas)	Australian Phase <sup>3</sup> (Emerges in Australia)	WHO Description <sup>2</sup>
Inter-pandemic	1	n/a	n/a	No animal influenza virus circulating among animals have been reported to cause infection in humans
	2	<b>OS 1</b> Animal inflection overseas: the risk of human inflection or disease is considered low  <b>OS 2</b> Animal inflection overseas: substantial risk of human disease	<b>AUS 1</b> Animal inflection in Australia: the risk of human inflection or disease is considered low  <b>AUS 2</b> Animal inflection in Australia: substantial risk of human disease	An animal influenza virus circulating in domesticated or wild animals is known to have caused infection in human and is therefore considered a specific potential pandemic threat
Pandemic Alert	3	<b>OS 3 - ALERT</b> A novel virus with pandemic potential causes severe disease in humans who have had contact with infected animals. There is no effective transmission between humans. Novel virus has not arrived in Australia	<b>AUS 3 - STAMP OUT</b> A virus with pandemic potential infecting birds or other animals in Australia and causing a small number of human cases (no human-to-human spread or at most rare instances of spread to a close contact)	An animal or human-animal influenza virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks
	4	<b>OS 4 - DELAY</b> Novel virus has not arrived in Australia. Small cluster of cases in one country overseas	<b>AUS 4 - AVERT</b> Small cluster of human cases occurring in Australia caused by a virus with pandemic potential (limited human to human transmission in Australia but spread is highly localised, suggesting the virus is not well adapted to humans)	Human to human transmission of an animal or human-animal influenza virus able to sustain community-level outbreaks has been verified
	5	<b>OS 5 - DELAY</b> Novel virus has not arrived in Australia. Large cluster(s) of cases in only one or two countries overseas  <b>OS 6 - DELAY</b> Novel virus has not arrived in Australia. Large cluster(s) of cases in more than two countries overseas	<b>AUS 5 - AVERT</b> Larger cluster(s) of human cases caused by a virus with pandemic potential with Australia only one or two countries to be affected globally. Human to human spread still localised in Australia, substantial pandemic risk	The same identified virus has caused sustained community level outbreaks in two or more countries in one WHO region
Pandemic	6	<b>AUS 6a - CONTAIN</b> Pandemic virus has arrived in Australia causing small number of cases and/or small number of clusters  <b>AUS 6b - SUSTAIN</b> Pandemic virus is established in Australia and spreading in the community  <b>AUS 6c - CONTROL</b> Customised pandemic vaccine widely available and is beginning to bring the pandemic under control  <b>AUS 6d - RECOVER</b> Pandemic controlled in Australia but further waves may occur if the virus drifts and/or is re-imported into Australia	<b>PROTECT</b>  A pandemic virus which is mild to moderate overall is established in Australia  The PROTECT phase focuses on minimising the impact of the pandemic virus on vulnerable people  PROTECT can incorporate aspects from CONTAIN, SUSTAIN and CONTROL phases where appropriate, may also be replaced by the RECOVER phase	In addition to the criteria defined in Phase 5, the same virus has caused sustained community level outbreaks in at least one other country in another WHO region.
n/a	Post Peak Period	n/a	n/a	Levels of pandemic influenza in most countries with adequate surveillance have dropped below peak levels
	Post Pandemic Period	n/a	n/a	Levels of influenza activity have returned to the levels seen for seasonal influenza in most countries with adequate surveillance

<sup>1</sup>APRA Prudential Practice Guide, CPG 233 – *Pandemic Planning*, May 2013, Table of Pandemic Phases, pp. 10, [www.apra.gov.au](http://www.apra.gov.au).

<sup>2</sup>World Health Organisation, *Pandemic Phase Descriptions and Main Actions By Phase*, [http://www.who.int/influenza/resources/document/pandemic\\_guidance\\_04\\_2009/en](http://www.who.int/influenza/resources/document/pandemic_guidance_04_2009/en).

<sup>3</sup>Department of Health and Ageing, *Australian Health Management Plan for Pandemic Influenza*, December 2009, <http://www.health.gov.au/internet/panflu/publishing.nsf/Content/ahmpipi-2009>.

# APPENDIX C – PANDEMIC RESPONSE ACTION CHECKLIST

Global Phase	Australian Phase	Description of Phase	Actions
ALERT 3	ALERT OS3	<p><b>Virus has NOT arrived in Australia.</b></p> <p>Pandemic spreading between inflected animals and humans overseas.</p> <p>No transmission between humans.</p>	<p>Early preparation will assist in reducing the pandemic's impacts upon MoAD and enable a more responsive recovery.</p> <ul style="list-style-type: none"> <li>- Conduct a review of MoAD's <i>Pandemic Response Plan</i> and Business Continuity Plan and its supporting recovery plans, ensuring personnel are aware of their responsibilities, correct and update any identified shortfalls.</li> <li>- Ensure testing of Business Continuity Team Toolkits identified within MoAD's Business Continuity Plan.</li> <li>- Ensure members of the Business Continuity Management Team are identified and aware of their Pandemic Response Plan responsibilities.</li> <li>- Sections to identify essential personnel in accordance with their respective Business Continuity Team Toolkits.</li> <li>- Sections should consider a potential loss of 30%–50% of the workforce.</li> <li>- Review supply processes for materials and services from internal and external interdependencies. The review should also take into consideration the following, and identify alternate sources where possible:               <ul style="list-style-type: none"> <li>- A reduction of utility supply.</li> <li>- A reduction or loss of services from contractors.</li> <li>- A reduction or loss of services from local suppliers.</li> </ul> </li> <li>- Review identified alternate site locations and their support requirements.</li> <li>- Notify key stakeholders in accordance with the Crisis Communication Plan within MoAD's Business Continuity Plan. It is important that internal and external stakeholders are aware of the situation to ensure any anxiety and fear is reduced, as much as feasible.</li> </ul> <p>Prepare for DELAY (OS 4–6) phases.</p>
DELAY 4 & 5	DELAY OS4 to 6	<p><b>Virus has NOT arrived in Australia.</b></p> <p>Small to large clusters of cases in one or more countries overseas.</p>	<p>Where applicable, processes are implemented in increments and remain ongoing until MoAD commences its recovery.</p> <ul style="list-style-type: none"> <li>- Identify staff travelling overseas.</li> <li>- Identify Employee Assistance Program support arrangements and resources.</li> <li>- Prepare to implement screening and monitoring processes for visitors and staff.</li> <li>- Advise staff to seek medical advice from their general practitioner, or stay away from the workplace if they have flu like symptoms.</li> <li>- Notify all stakeholders providing situation awareness.</li> <li>- Prepare to implement workplace restrictions.</li> <li>- Identify and procure (as required) Personal Protective Equipment (PPE). It is likely staff or visitors may request protective items such as surgical face masks during later pandemic phases.</li> </ul> <p>Stand down the response if the pandemic is averted before it arrives in Australia, OR</p> <p>Prepare for CONTAIN (AUS 6a) or PROTECT (AUS 6a–6d) phases.</p>

Global Phase	Australian Phase	Description of Phase	Actions
CONTAIN 6	CONTAIN AUS 6a [PROTECT]	<b>Virus HAS arrived in Australia.</b> Small number of cases and/or small number of clusters.	In addition to the actions identified in the DELAY phases, initiate the following: <ul style="list-style-type: none"> <li>- Active monitoring and assess the evolving pandemic and its impacts and mitigation measures (e.g. monitor if the health system is coping with the pandemic).</li> <li>- MoAD to continue providing updates to staff and the public – i.e. fill the vacuum.</li> <li>- Implement contingency measures (such as workplace restrictions) or activate the Business Continuity Plan in part or in whole.</li> </ul> Prepare for SUSTAIN (AUS 6b) or PROTECT (AUS 6a–6d) phases.
SUSTAIN 6	SUSTAIN AUS 6b [PROTECT]	<b>Virus is established in Australia</b> and is spreading in the community.	Sustain MoAD’s pandemic response whilst the Australian Government customises a pandemic vaccine to be readily available. <ul style="list-style-type: none"> <li>- Where possible, minimise virus transmission at MoAD’s sites.</li> <li>- MoAD to continue providing updates to staff and the public – i.e. fill the vacuum.</li> </ul> Prepare for CONTROL (AUS 6c) or PROTECT (AUS 6a–6d) phases.
CONTROL 6	CONTROL AUS 6c [PROTECT]	<b>Customised vaccine widely available</b> and beginning to bring the pandemic under control.	Australian Government uses vaccine to control the pandemic. <ul style="list-style-type: none"> <li>- MoAD to continue providing updates to staff and the public – i.e. fill the vacuum.</li> <li>- MoAD monitor and assess the Australian Government’s pandemic control response and phases. As the pandemic is brought under control, MoAD will scale down/stand down control measures.</li> </ul> Prepare for RECOVER (AUS 6d) or PROTECT (AUS 6a–6d) phases.
RECOVER 6	RECOVER AUS 6d [PROTECT]	<b>Pandemic controlled in Australia</b> but further waves may occur.	Recovery considerations will include, but not be limited to: <ul style="list-style-type: none"> <li>- Deactivation of MoAD’s Pandemic Response Plan and Business Continuity Plan.</li> <li>- Notify all stakeholders providing situation awareness and the recommencement date.</li> <li>- Provision of Employee Assistance Program to affected persons.</li> <li>- Staged opening of offices and recommencement of services.</li> <li>- Conduct post activity review.</li> </ul>
<p>PROTECT Phase includes: CONTAIN, SUSTAIN and CONTROL May also incorporate or be replaced by the RECOVER Phase</p>			

Global Phase	Australian Phase	Description of Phase	Actions
n/a	PROTECT AUS 6a–6d	Focuses on <b>minimising the impact</b> of the virus on vulnerable people.	Considerations for action will include, but not be limited to: <ul style="list-style-type: none"> <li>- Activation of MoAD's Business Continuity Plan in part or whole.</li> <li>- Notification and communication to all stakeholders providing situation awareness.</li> <li>- Restricting access to MoAD's premises.</li> <li>- Closing offices and reallocating staff to KPS.</li> <li>- Screening visitors and managing staff that become ill or are vulnerable to illness.</li> <li>- Encouraging staff to stay home if unwell or living with someone who is unwell.</li> <li>- Additional cleaning and disinfecting of common working areas.</li> <li>- Discouraging social gatherings until the pandemic is controlled.</li> <li>- Suspending non-KPS.</li> <li>- Standing down non-essential people from the workplace (temporary paid special leave).</li> </ul>