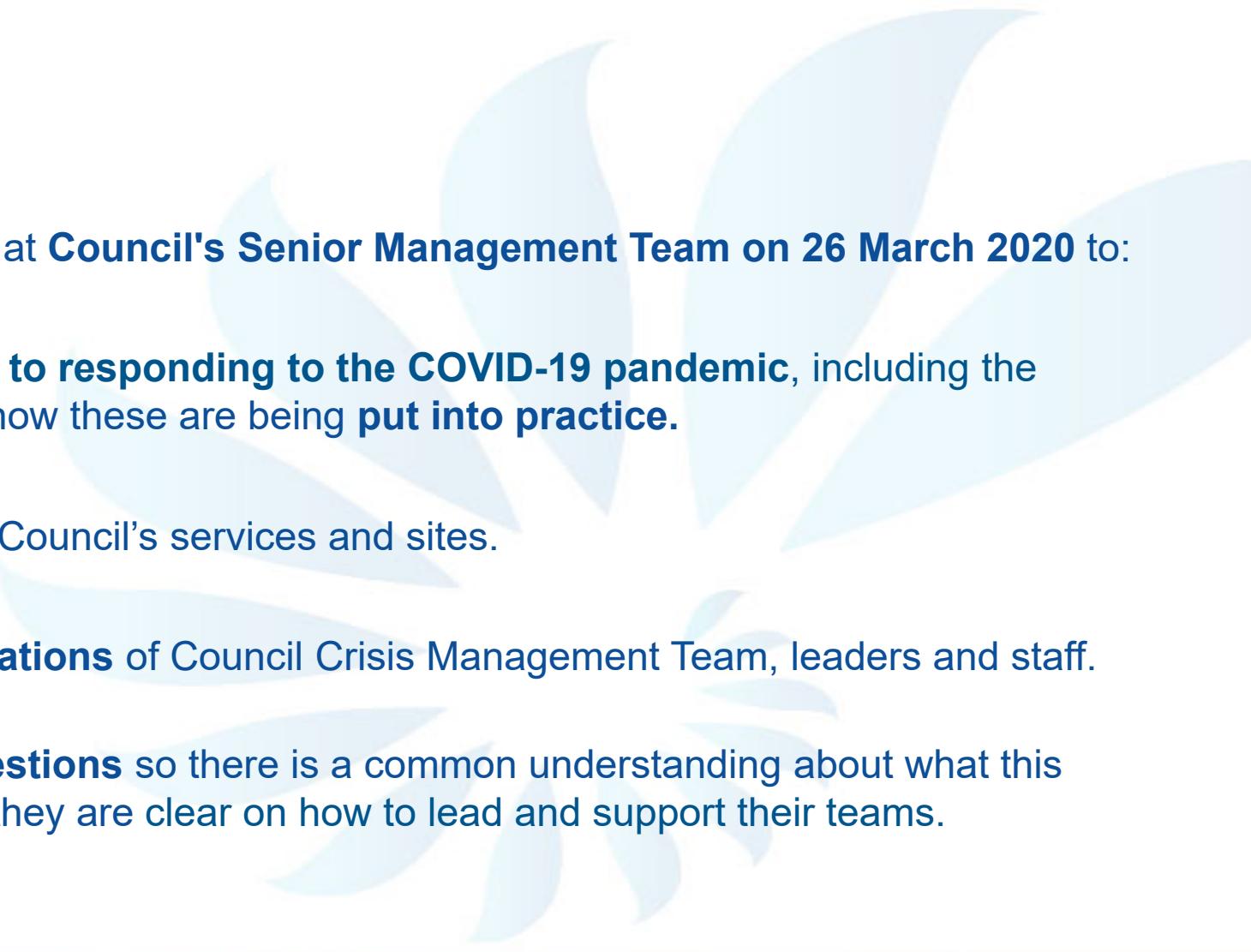




Council's COVID-19 Response

Update, Approach, Expectations & Questions

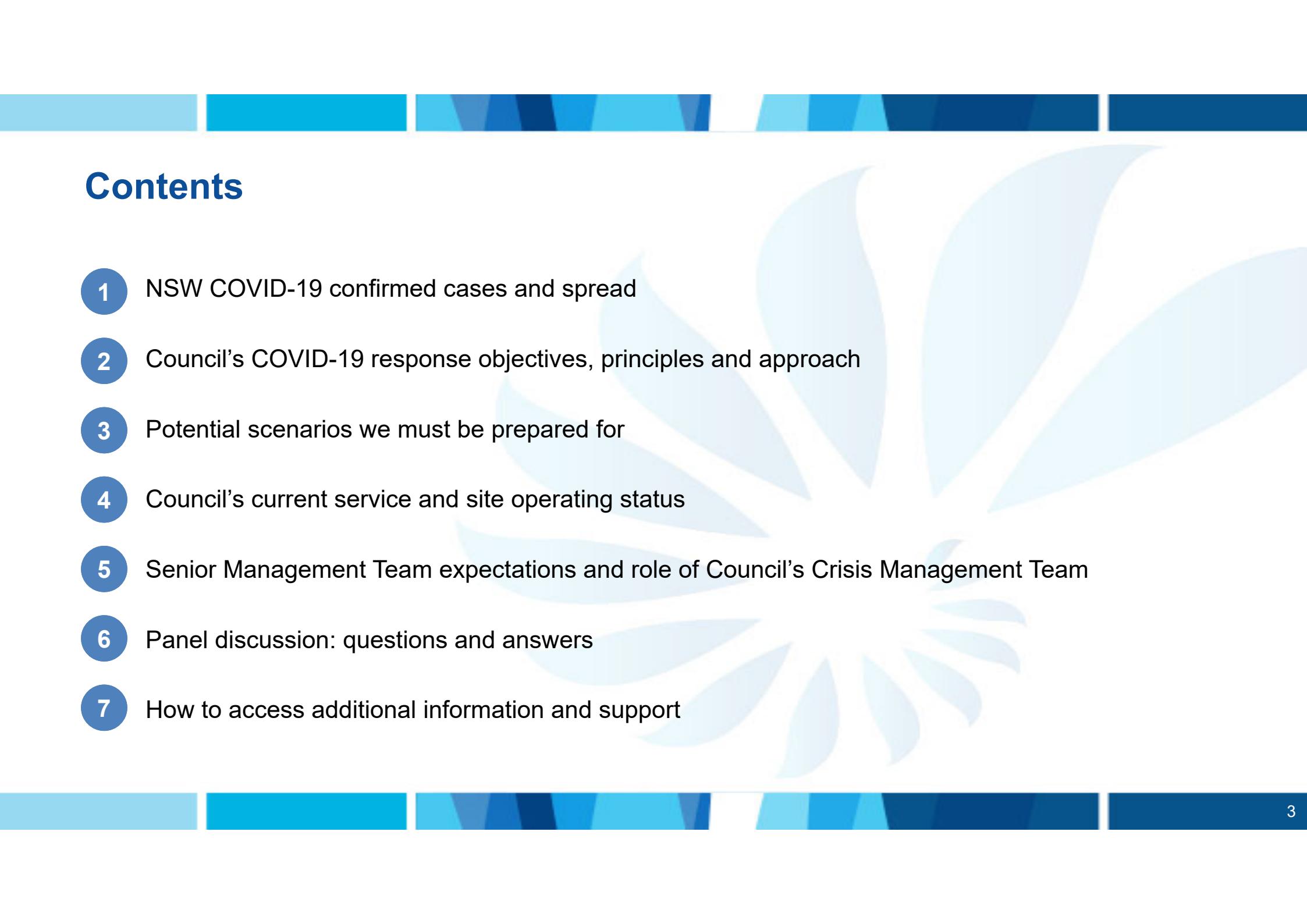
SMT Pre-Read & Presentation 26 March 2020



Purpose and overview

This document will be discussed at **Council's Senior Management Team on 26 March 2020** to:

1. Outline **Council's approach to responding to the COVID-19 pandemic**, including the **objectives, principles** and how these are being put into practice.
2. Provide a **status update** on Council's services and sites.
3. Clarify the **roles and expectations** of Council Crisis Management Team, leaders and staff.
4. Provide **opportunity for questions** so there is a common understanding about what this means for them and ensure they are clear on how to lead and support their teams.



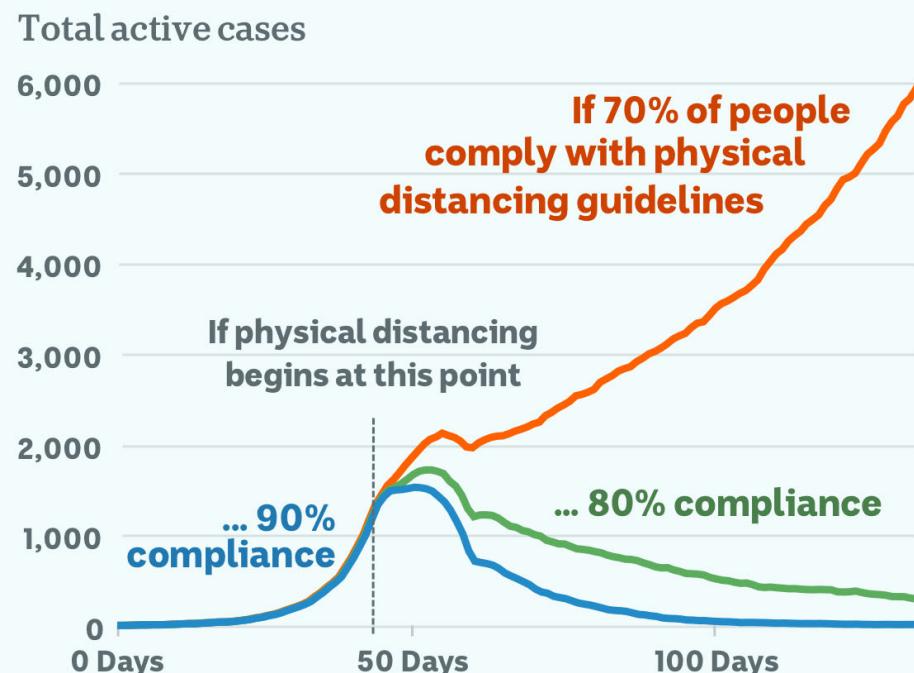
Contents

- 1 NSW COVID-19 confirmed cases and spread
- 2 Council's COVID-19 response objectives, principles and approach
- 3 Potential scenarios we must be prepared for
- 4 Council's current service and site operating status
- 5 Senior Management Team expectations and role of Council's Crisis Management Team
- 6 Panel discussion: questions and answers
- 7 How to access additional information and support

Every single Australia's actions affect the spread of COVID-19

- 1,219 NSW total confirmed number of COVID-19 cases – increase of 190 in last 24 hours [As per NSW Premier announcement 8:00am, 26 March 2020]
- COVID-19 will continue to spread unless at least 8 in 10 Australians cut out nearly all of their in-person social interactions, as per University of Sydney modelling.
- If this reduces even slightly — to 7 in 10 people — University of Sydney predict our efforts to 'flatten the curve' will be ineffective.
- We should apply this logic to how we respond to and mitigate this risk both personally and as leaders at Council.

COVID-19 modelling based on level of compliance:



Data source: University of Sydney. Chart: ABC News Story Lab

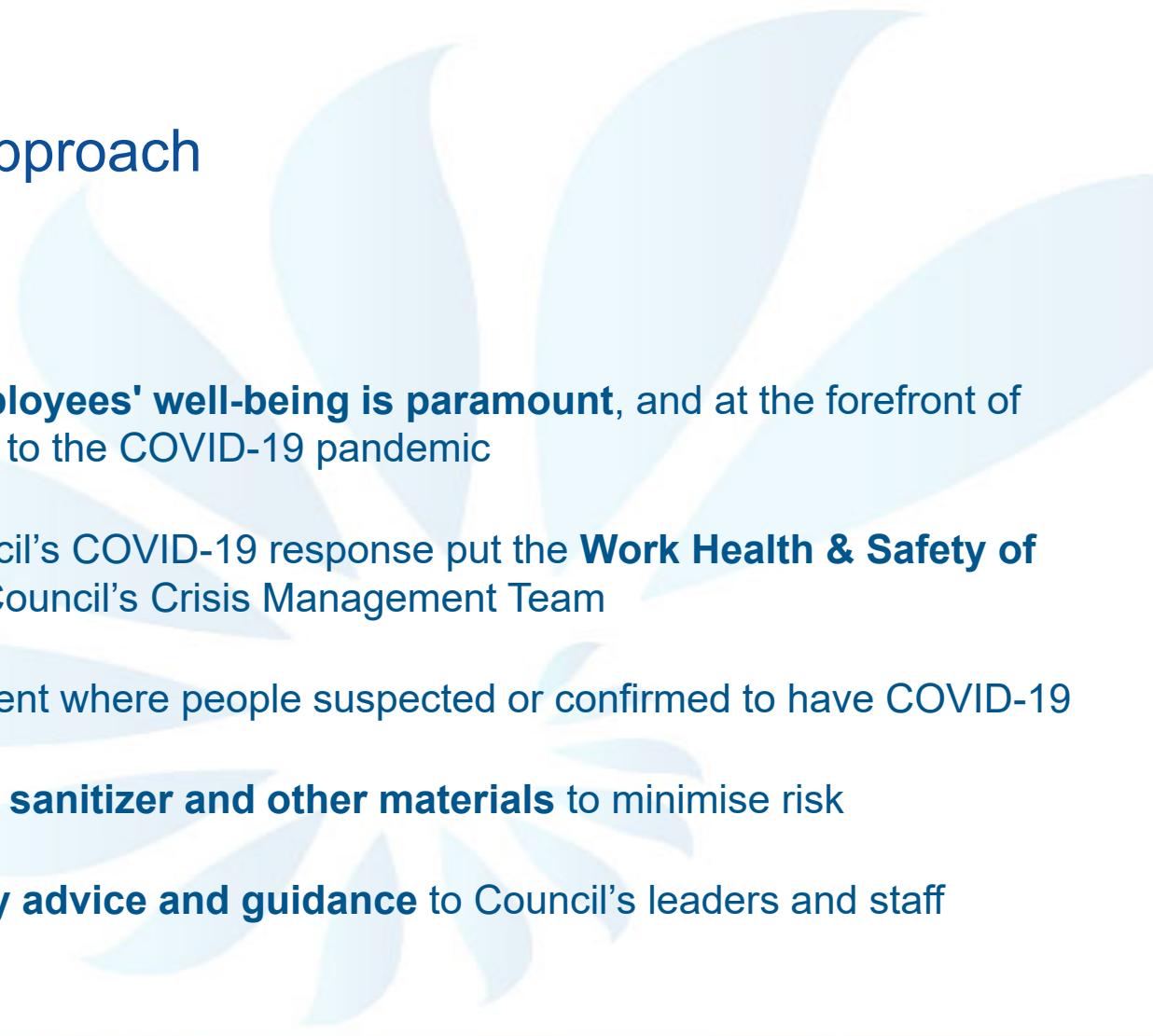
Council's COVID-19 Response Objectives & Principles

The **response objectives** outlined in the Pandemic Management Plan, include:

1. Maintaining the health and wellbeing of Council staff
2. Ensuring continuity of critical business functions
3. Maintaining a satisfactory level of customer service

The **response principles** that guide Council's response approach, include:

- 1 Safety first
- 2 Hand hygiene and social distancing is everyone's responsibility
- 3 Preventative, risk-based approach ensure safety and mitigate the spread of COVID-19
- 4 Agile and adaptive service delivery
- 5 Connected and informed
- 6 Support one another



Principle #1: Safety first

Council's COVID-19 response approach

How Council is putting this into practice:

- **Work Health & Safety (WHS) and our employees' well-being is paramount**, and at the forefront of Council's plans and approach in responding to the COVID-19 pandemic
- All decisions that are made relating to Council's COVID-19 response put the **Work Health & Safety of our people first**, including those made by Council's Crisis Management Team
- **Cleaning and disinfection** of the environment where people suspected or confirmed to have COVID-19
- Access to **personal protective equipment, sanitizer and other materials** to minimise risk
- Targeted and tailored **Work Health & Safety advice and guidance** to Council's leaders and staff regarding the COVID-19 response



Principle #2: Hand hygiene and social distancing is everyone's responsibility

Council's COVID-19 response approach [1 of 2]

How Council is putting this into practice:

- We practise **good hygiene** by:
 - ✓ making sure we clean our hands thoroughly for at least 20 seconds with soap and water, or an alcohol-based hand rub
 - ✓ covering our nose and mouth when coughing and sneezing with a tissue or a flexed elbow
 - ✓ avoiding close contact with anyone with cold or flu-like symptoms
 - We make sure we **stay home if sick**
- 



Principle #2: Hand hygiene and social distancing is everyone's responsibility

Council's COVID-19 response approach [2 of 2]

How Council is putting this into practice:

- **To minimise the spread of COVID- 19, we take social distancing seriously by:**
 - ✓ Maintaining a physical **healthy distance between each other**, at a minimum of 1.5 metres as per the Australian Government directive
 - ✓ Working and meeting in spaces where there is a density of **no more than one person per four square metres** of floor space as per the Australian Government directive
 - ✓ **Reducing the number of close physical and social contacts** we have with one another, including by meeting online or over the phone
 - ✓ Where possible, when at work we travel with **one person in a vehicle at a time**, and travel directly to and from our place of work



Principle #3: Preventative, risk-based approach

Council's COVID-19 response approach

How Council is putting this into practice:

- Council temporarily closes service/ asset delivery in line with the advice and directives of the Australian and New South Wales Governments
 - Council's Crisis Management Team make decisions to proactively temporarily close service/ asset delivery where safety and social distancing measures are unable to be achieved or maintained
 - Council's Crisis Management Team and Senior Leaders proactively assess the risk to safety in service/ asset delivery, and where necessary implement additional controls
 - Where appropriate, Council's service/ asset delivery is temporarily performed remotely with staff working from home – 'If it can be done remotely, it should be done remotely'
- 



Principle #4: Agile and adaptive service delivery

Council's COVID-19 response approach

How Council is putting this into practice:

- Council's Crisis Management Team take a whole-of-Council approach to seeking and responding to **advice and directives** by the Australian and New South Wales Governments, Emergency Management Agencies, and other key stakeholders
 - Council's Crisis Management Team and Senior Leaders take an **agile and adaptive approach** to how services are delivered to our 4Cs – 'Same service delivered differently'
 - Council's resources are focused on the delivery of **essential services**, with resources reassigned as required
 - Council's Crisis Management Team **monitor Council's services operating status**, decisions, and preventative measures
- 



Principle #5: Connected and informed [1 of 2]

Council's COVID-19 response approach

How Council is putting this into practice:

- Council is connected to the **NSW State Emergency Operations Centre**, which provides Council regular updates on progress across the State, including responsibilities for Councils
 - Council's **Crisis Management Team** meet twice daily to assess progress and make decisions regarding the COVID-19 response, with relevant **decisions shared with staff** as soon as practically possible
 - Council's **Senior Leaders** are regularly engaged to ensure they are fully informed on progress and clear on how to lead and support their teams as part of the COVID-19 response
 - All leaders who have direct reports, including Directors, Group Managers, Team Leaders and Supervisors, hold **daily check-in meetings** with their team members to ensure they are fully informed of the COVID-19 response and their responsibilities
- 

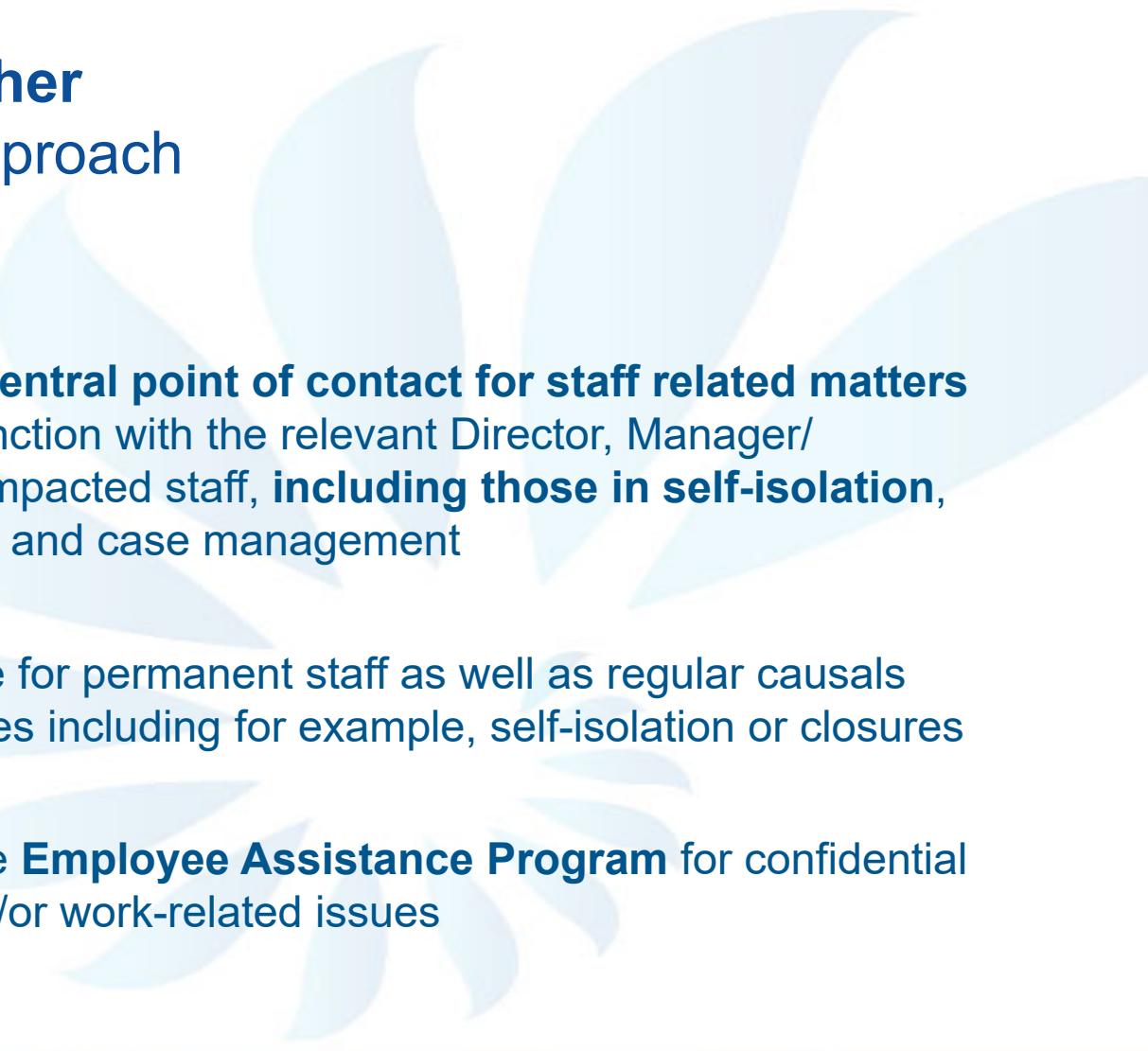


Principle #5: Connected and informed [2 of 2]

Council's COVID-19 response approach

How Council is putting this into practice:

- The Communications Team, within Community Connections Group, are the **central coordination point** for all **internal staff and community** communications
- Council Services Group, is the **central coordination point** for all communications with the **Mayor, Councillors and media**
- Council actively **engages with other Council's to inform the COVID-19 response**, including through the Illawarra Shoalhaven Joint Organisation (ISJO)
- Council staff remain connected and informed using a **suite of collaboration software** (including Microsoft Teams) and **tools** (including desktop computers, laptops, iPads, and phones)



Principle #6: Support one another

Council's COVID-19 response approach

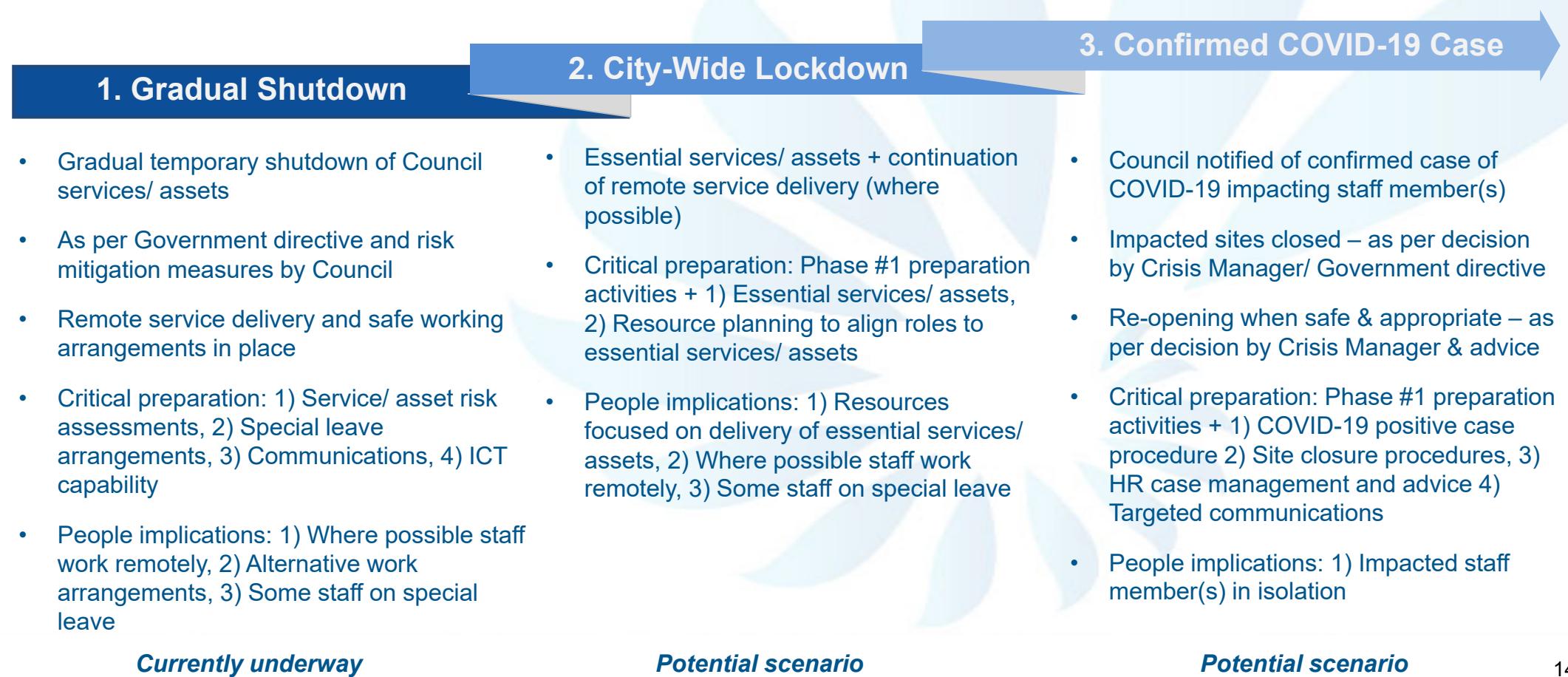
How Council is putting this into practice:

- **The Human Resources Group are the central point of contact for staff related matters** relating to COVID-19. They work in conjunction with the relevant Director, Manager/ Supervisor, to provide active support for impacted staff, **including those in self-isolation**, with regular check-ins, confidential advice and case management
- **Special leave arrangements** are in place for permanent staff as well as regular causals depending on the COVID-19 circumstances including for example, self-isolation or closures
- All Council employees have access to the **Employee Assistance Program** for confidential assistance and support with personal and/or work-related issues

Potential scenarios we must be prepared for

Note: For scenario planning & discussion purposes only, not based on advice.

The more prepared we are, the more effectively we can respond - if we're required.



Council's Current Service & Site Status – as at 2:30pm 26 March 2020

Note: The status is rapidly evolving, check [NEST](#) for latest updates

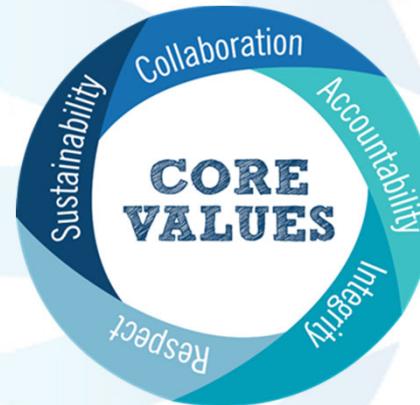
#	Service/ site closures	Service/ site restrictions	Services/ sites open, undergoing risk assessment
1	Events	Customer service - move to online or electronic service provision	The Links Golf
2	Youth services	Tourist Centre - move to online or electronic service provision	Skate parks / playgrounds / parks
3	Stadium	Cemeteries - max five people at funerals	Beaches
4	The Links Tavern	Sports fields– no programmed activities allowed	Holiday Park
5	Libraries (some services available online)		Outdoor activities delivered by Services Group
6	Nursery retail (not wholesale)		Kerbside waste collections
7	Pools		Dunmore Waste and Resource Recovery Centre
8	Community facilities and halls		
9	Civic Centre – to public access		

How we need to respond: SMT expectations

Sponsor, reinforce and demonstrate the response principles and their local application. We must work as a cohesive leadership group – our Staff, Customers, Community, and Councillors are relying to us to lead, guide and support them.

1. Priority Actions

- Assess the risk to safety**, and where necessary **implement additional controls or recommend temporary closure**
- Ensure your team are **working remotely &/or have safe working arrangements in place**
- Be **resourceful, solution-focused and adapt how you operate and deliver services**
- Actively **seek out information, share feedback and ideas**
- Communicate daily with your team



2. Demonstrate our Core Values

- **Collaboration – Reach Out**
- **Accountability – Own It**
- **Integrity – Be True**
- **Respect – Show Care**
- **Sustainability – Think Tomorrow**

Council's Crisis Management Team



Ian Smith
Risk and Audit Manager



Marcello Chiodo
Group Manager Business Techno...



Kathryn Baget-Juleff
Group Manager Community Con...



Kelli Wells
Media Officer



Ben Brabazon
Business Improvement Co-ordina...



Scott Bridgement
Director Council Sustainability



Kelly Stehr
Group Manager Human Resources



Flora Lepouras
Executive Manager



Melissa Boxall
Director Community and Custom...



Ben Stewart
Director Amenity and Assets



Carey McIntyre
General Manager



Lisa Davey
Senior Executive Assistant



Panel Discussion: Questions & Answers

**What questions do you have for the Crisis
Management Team?**

Potential Discussion Topics

Ongoing delivery of restricted services

Issues arising out of the new leave arrangements

Assessment of continuing work

Staff support and well-being

Remote service delivery, working from home arrangements & balancing work/ personal commitments

Internal staff, customer and community communications

How to access additional information and support

1

Government directives & guidance

Australian Government Department of Health & NSW Health COVID-19 guidance, information and updates

[Australian Gov. Dep. of Health Quick Link](#)
[NSW Gov. Quick link](#)

2

Council's NEST

Council specific COVID-19 guidance, information, updates & FAQs

[Quick link](#)

3

Human Resources Group

For HR advice and support, including COVID-19 case management

hrhelp@shellharbour.nsw.gov.au

4

Workplace Health & Safety Team

For WH&S advice and support, including risk assessments

5

Employee Assistance Program

For confidential assistance & support

[Quick link](#)

6

Leadership Team

Engage your direct leader or the broader leadership team for all other questions and support