

RE: COVID19 coordination update

From: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>
 To: Wayne S Robins (DELWP) <wayne.robins@delwp.vic.gov.au>, [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Cc: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Date: Tue, 21 Apr 2020 20:20:51 +1000

Thanks and agree.

1. I will seek advice tomorrow from Kerry re: where to pass the suggested improvements to.
2. Happy to send an email to manager's re: management of breaks etc..

Thanks
 Kate

Kate Gavens
 Chief Conservation Regulator
 Office of the Conservation Regulator | Department of Environment, Land, Water and Planning
 8 Nicholson Street, East Melbourne
 M: [REDACTED] E: kate.gavens@delwp.vic.gov.au
 Executive Assistant: [REDACTED] @delwp.vic.gov.au (Monday, Wednesday, Friday)
 [REDACTED] @delwp.vic.gov.au (Monday, Tuesday, Thursday)

delwp.vic.gov.au

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Munganin Gadhaba 'Achieve Together'
 Aboriginal Inclusion Plan 2016–2020

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From: Wayne S Robins (DELWP) <wayne.robins@delwp.vic.gov.au>
 Sent: Tuesday, 21 April 2020 7:12 PM
 To: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>; Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>
 Cc: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Subject: RE: COVID19 coordination update

Thanks [REDACTED]

Thanks for the excellent updating and the log of issues identified. Many of those are a worry, and many are not things I think our AOs should have to be dealing with.

Apologies for the slow reply on the rostering question. My recommendation is as per [REDACTED] advice:

- * Break days (before and/or after shifts) should be managed in consultation with each person's Manager – the same as if they were doing unusual hours (weekends or out of normal hours work) for one of our own Operations.
- * I think it is appropriate to encourage Managers to be particularly conscious of the pressures that shift work (especially the 3-11 and 11-7 shifts) impose on people (sleep disruption, etc) and take that into account in breaks and flexibility (part or whole flexi-days to recognise the extra pressures) where appropriate and possible.

Could you please draft up an email outlining that and it can be sent (once Kate has had a chance to consider) to the Manager of each of our volunteers?

Regards
 Wayne

Wayne Robins | Director, Regulatory Strategy and Permissions (Job Share with Callie Donaldson)
 Office of the Conservation Regulator | Forest, Fire and Regions | Department of Environment, Land, Water and Planning
 M: [REDACTED] | E: wayne.robins@delwp.vic.gov.au
 Level 15, 8 Nicholson St, East Melbourne, Victoria 3002

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From: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Sent: Tuesday, 21 April 2020 4:29 PM
 To: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>
 Cc: Wayne S Robins (DELWP) <wayne.robins@delwp.vic.gov.au>; [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Subject: COVID19 coordination update

Afternoon,

Please see the notes below from today – nothing to update Kerry on this evening.

1. [REDACTED] had his first shift last night. He provided a number of items of feedback which I've captured in the Issues tab of the new spreadsheet. I'll start working through these things now.
2. [REDACTED] had her first shift today. She also provided me some feedback in the Issues tab for me to work through.
3. Our documents are a step closer to being on Ada – they've been approved by the CIMT, now just waiting on final tick off from Central Comms and then [REDACTED] will upload them for us.
4. No new EOIs today and waiting on docs from the three people who put their names forward yesterday.
5. Need clarity on the rest days email I sent to you both earlier today so that I can give a clear answer to Rob

Just to make it easier – the updated tracking document can be found [here](#).

Cheers,

[REDACTED] Regulatory Strategy Officer | Office of the Conservation Regulator
Forest, Fire and Regions | Department of Environment, Land, Water and Planning
Level 15, 8 Nicholson St, East Melbourne VIC 3002
T: [REDACTED] E: [REDACTED]@delwp.vic.gov.au



REPORT ENVIRONMENTAL CRIME - 136 186

RE: Updates for 28th April

From: Kerry Sayburn (DHHS) <[REDACTED]>
 To: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Cc: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>, Rebecca Quinn <rebecca.quinn@parks.vic.gov.au>
 Date: Wed, 29 Apr 2020 12:07:49 +1000

Hi [REDACTED]

RHPEM have requested that [REDACTED] be 'withdrawn' and referred back only if and when he becomes available. It is becoming tricky to manage when staff are not currently available.

Regards

Kerry

Kerry Sayburn

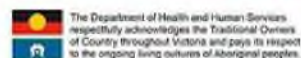
Co-vid response – Workforce Stream

M - [REDACTED]

Corporate Services Division

Department of Health and Human Services | 50 Lonsdale Street, Melbourne Victoria 3000

(Substantively - Project Director, Human Capital Management and Briefing and Correspondence Improvement Project)



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From: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Sent: Tuesday, 28 April 2020 3:13 PM
 To: Kerry Sayburn (DHHS) <[REDACTED]>
 Cc: Kate Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>; Rebecca Quinn <Rebecca.Quinn@parks.vic.gov.au>
 Subject: Updates for 28th April

Hi Kerry,

Glad to hear you had a good day off!

No new EOIs but I had a few other points for you today.

1. [REDACTED] from PV has been asked to contribute to the IGEM bushfire investigation. Can you please ensure that your rostering guys know he wont be available until after the 18th May?
2. Parks Victoria have been working through the salaries for their staff according to the loss of weekend allowances that those staff will have from doing this work. They've updated the attached spreadsheet accordingly.
3. Still chasing [REDACTED] for his paperwork. Have not forgotten.

Also, an updated suggestion sheet based on feedback from our other recent starters:

24/04/2020	Training and Instructions	Need for the a simple cheat sheet that condenses key information from all the emails provided by DHHS, and DELWP about deployment ... timesheet, a quick and easy, first step to get to my first shift - how early should I arrive to my shift, where do I park my car, who do I report to on arrival and where?	Creation of on-boarding cheat sheet for Officers with key info
24/04/2020	Operations	Parking areas are somewhat restrictive around the hotel, SUGGESTION - staff could display an official notice on the dashboard - 'AO vehicle on official DHHS Covid 19 business' as example	See above
24/04/2020	Operations	Flow chart need - who is who from a position/accountability perspective. This detail is really important when there are releases scheduled and the information supplied to AO is incomplete ... who is the person that can authority to complete notice, allow release etc	Could be included in shift plan as discussed in previous feedback
			A number that can be call [similar to duty officer number] to notify they are safe at end of shift/rotation? Some officers are txtng DELWP

27/04/2020	Safety and Wellbeing	At end of rotation or even shift, there is no final report-in/office safe at home from shift [duty officer]; or for AO to ring next shift staff member to confirm that you safe in vehicle	line manager, but I would expect that DHHS should have some escalation process if staff are not clocking off [so to speak]
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If any of the above suggestions don't make sense. Please let me know.

Cheers,


 | Regulatory Strategy Officer | Office of the Conservation Regulator
 Forest, Fire and Regions | Department of Environment, Land, Water and Planning
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REPORT ENVIRONMENTAL CRIME - 136 186

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Re: Confirmed case at the Rydges - Changes to your shifts on the AO Roster

From: Kerry Sayburn (DHHS) [REDACTED]
To: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>
Cc: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
Date: Thu, 28 May 2020 10:13:38 +1000

Morning Kate

I'll give you a buzz when I get out of my meeting to discuss further.

Kerry

Kerry Sayburn
A/Director Performance and Governance
[REDACTED] kerry.sayburn@dhhs.vic.gov.au
Corporate Services division
Department of Health and Human Services |
50 Lonsdale Street, Melbourne VIC

From: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>
Sent: Thursday, May 28, 2020 9:43:56 AM
To: Kerry Sayburn (DHHS) [REDACTED]
Cc: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
Subject: FW: Confirmed case at the Rydges - Changes to your shifts on the AO Roster

Hi Kerry,

Thanks for following this matter through yesterday.

[REDACTED] – one of our staff members- was contacted last night in relation to the confirmed case at Rydges. I assume the staff member cc'ed into the email from Parks Victoria was also contacted by phone in addition to this email – PV and myself were unaware of this at the time of this contact being made.

Three things:

1. While the advice from DHHS is not to self-isolate while the test is complete, DELWP policy is that the staff member does self isolate so, the staff member will be off shift until this time.
2. I note below the email sent to staff does not bcc the staff in – providing private addresses and informing all staff of who requires testing – I am concerned that this is a potential privacy breach. Can I ask this is considered?
3. Keen to discuss how 'home' organisations are informed of requirements of any staff to undertake tests/self-isolate. Both ourselves and Parks Victoria would like to have been told ahead of staff being contacted so we can provide wellbeing support to our people.

Thanks

Kate

Kate Gavens | Chief Conservation Regulator

Conservation Regulator | Department of Environment, Land, Water and Planning

8 Nicholson Street, East Melbourne, Victoria 3002

<[REDACTED]@dhhs.vic.gov.au>; [REDACTED] (DHHS) <[REDACTED]@dhhs.vic.gov.au>; [REDACTED]
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 [REDACTED]@gmail.com' <[REDACTED]w@gmail.com>; [REDACTED]n@bigpond.com'
 <[REDACTED]@bigpond.com>; [REDACTED]@live.com' <[REDACTED]@live.com>; [REDACTED]@dcsi.net.au'
 <[REDACTED]@dcsi.net.au>; [REDACTED]@parks.vic.gov.au <[REDACTED]@parks.vic.gov.au>

Subject: Confirmed case at the Rydges - Changes to your shifts on the AO Roster

Dear AOs

Thank you for your time on the phone this evening. As mentioned, a case of COVID-19 has been detected in a hotel staff member of the Rydges on Swanston. A second case has just been confirmed (no details who)

The necessary contact tracing is now taking place.

As an AO who worked at the Rydges between 11 and 25 May you have been removed from the AO roster for all hotels except for the Rydges. The cancellation of these shifts will not affect your pay for the fortnight.

The covid contact tracing team will be in touch shortly with information regarding testing. In the interim if you have any symptoms please present yourself to a hospital for testing.

In the meantime, you should observe physical distancing and continue to practice good hand hygiene. I have been advised to tell you that you are not required to self-isolate.

I apologise if this is causing you or your immediate family any distress, the action we are taking is a risk based/precautionary approach.

More information will be forthcoming.

Regards

[REDACTED]

Senior Authorised Officer/Compliance Manager
Currently deployed to Quarantine Compliance COVID-19

Manager Food Safety Reform & Digital Systems
Food Safety Unit
Health Protection Branch | Department of Health and Human Services
50 Lonsdale Street, Melbourne, Victoria, 3000
[REDACTED]@dhhs.vic.gov.au
<https://www2.health.vic.gov.au/public-health/food-safety>

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RE: Key feedback, Operation Soteria

From: Kerry Sayburn (DHHS) [REDACTED]
To: Ashley Bunce (DELWP) <ashley.bunce@delwp.vic.gov.au>
Cc: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
Date: Mon, 29 Jun 2020 11:04:59 +1000

Hi Ash

As discussed with Kate, I forwarded the message to our Chief POH&S officer and to RHPem for response. I will follow up again.

Regards

Kerry

Kerry Sayburn

Project Director, Human Capital Management and Briefing and Correspondence Improvement Project

[REDACTED]

Corporate Services division

Department of Health and Human Services | Level 1, 50 Lonsdale Street, Melbourne Victoria 3000



The Department of Health and Human Services respectfully acknowledges the Traditional Owners of Country throughout Victoria and pays its respect to the ongoing living cultures of Aboriginal peoples.

We work flexibly at DHHS. I'm sending this message at this time because it suits me. I don't expect you to read, action or respond out of normal work hours as I respect everyone's work arrangements.

From: Ashley Bunce (DELWP) <ashley.bunce@delwp.vic.gov.au>
Sent: Monday, 29 June 2020 10:47 AM
To: Kerry Sayburn (DHHS) [REDACTED]
Cc: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
Subject: FW: Key feedback, Operation Soteria

Hi Kerry,

Kate is away this week but I just wanted to touch base and follow up in relation to her email to you last Wednesday.

If you could get back to me in response to the matters that Kate has raised that would be appreciated. I am also aware that there was an incident involving one of our staff over the weekend.

Kind regards,

Ash

Ashley Bunce | A/Chief Conservation Regulator

Office of the Conservation Regulator | Forest, Fire and Regions

Department of Environment, Land, Water & Planning

Level 15, 8 Nicholson St, East Melbourne, Victoria 3002

P: [REDACTED] E: ashley.bunce@delwp.vic.gov.au

Executive Assistant: [REDACTED] [@delwp.vic.gov.au](mailto:[REDACTED]@delwp.vic.gov.au)



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From: Kate L Gavens (DELWP)
 Sent: Wednesday, 24 June 2020 1:43 PM
 To: Kerry Sayburn (DHHS) [REDACTED]
 Cc: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Subject: Key feedback, Operation Soteria

Hi Kerry,

Great to talk again today. As discussed, in the context of continuing to support continuous improvement, I would like to outline again some concerns that staff have raised with us regarding safety and wellbeing while undertaking Op Soteria.

Parks Victoria staff have informed us that they have attempted to bring up safety concerns with senior AOs on several occasions but have seen no improvement in processes.

Here is the consolidated list. And, happy to help link up DHHS staff with the staff raising the issues to understand them further if this helps.

- **Lack of adjustment to systems after Rydges contamination**
 - Staff have highlighted that no process improvement have been implemented or additional communication provided to staff following the Rydges incident
 - This is now reinforced considering the recent contamination at the Stamford Plaza
- **Fatigue management**
 - Due to rostering changes, staff are finding themselves doing nights, afternoons and mornings on alternating rosters which is a fatigue concern due to lack of rest time between shifts
 - Rosters appear to be designed exclusively with metro staff in mind, so there is not enough time at home when travel days are also included
 - 5 night shifts in a row, unlike fire fatigue which limits to 4 night shifts due to additional fatigue
- **Lack of job-specific onboarding and briefing**
 - Staff have raised the issue that they have received no training in this work, except in relation to how to use the detention compliance app that DHHS have developed
 - This is an issue as it has resulted in inconsistencies between AOs based on their home-organisation training and procedures
 - Staff have noted that at no point have they received operational briefings or debriefings during this work
- **Lack of operationally focused processes and procedures**
 - Staff are aware that there are a number of policies and procedures in place, but that these are centred predominantly on broader OHS issues, rather than the specifics of this work
- **Lack of incident management team structure and operational command and control**
 - This was also raised by DELWP staff earlier in the process. It is suggested that DHHS employ the AIIMS incident management structure. Each shift should have an incident management team (IMT) to take care of things such as rostering and logistics, as well as provide incident leadership through the Incident Controller. If each hotel is then set up as a Division with a Div Commander, this will also provide on-ground oversight and link between the various arms within each hotel (i.e. medical staff, security staff, ops, hotel staff)
- **Lack of oversight of contracted staff**
 - Causing issues with different safety standards
 - E.g. security staff members walking through crowds of detainees and then interacting with other staff – all while not wearing PPE or maintain distancing
- **Inconsistencies between hotels**
 - Some hotels have sign in sheets, others do not
 - The processes are all being approached differently at different hotels
 - Staff are moving between hotels and finding inconsistencies difficult
- **Testing of detainees not compulsory but these ppl are still being allowed to go for walks – possibly spreading infection**

- E.g. staff member spoke about the fact that people were allowed out of their rooms when testing hadn't come back, and then a few days later it was discovered that those ppl were positive
- **Lack of mitigation plans in place for possible contamination**
- Staff member spoke about the lack of support he's received since having to go into isolation due to Stamford Plaza contamination and lack of clarity with his situation (i.e. is he getting paid? When will testing be returned? Etc.)
- Also, issues with actual operational planning – i.e. what happens if the hotel needs to be evacuated? What if we know there are positive people inside?
- There appears to be no plans in place to manage this

I understand that this is a lot to take in, and that you may have additional follow up questions. If so, please direct these to [REDACTED] as she directly spoke to the staff who gave this feedback and will be able to provide additional detail.

Regards,
Kate

Kate Gavens | Chief Conservation Regulator

Conservation Regulator | Department of Environment, Land, Water and Planning

8 Nicholson Street, East Melbourne, Victoria 3002

M : [REDACTED] | E: kate.gavens@delwp.vic.gov.au



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FW: Follow up response to concerns raised

From: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>
 To: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Date: Fri, 28 Aug 2020 19:20:37 +1000

Kate Gavens
 Chief Conservation Regulator
 Conservation Regulator | Department of Environment, Land, Water and Planning
 8 Nicholson Street, East Melbourne
 M: [REDACTED] | E: kate.gavens@delwp.vic.gov.au
 Executive Assistant: [REDACTED]@delwp.vic.gov.au

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From: Andrew L Collins (DELWP) <Andrew.Collins@delwp.vic.gov.au>
 Sent: Thursday, 13 August 2020 7:00 PM
 To: Murray Smith (DHHS) [REDACTED]
 Cc: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>; Jasmine N Filmer (DELWP) <Jasmine.Filmer@delwp.vic.gov.au>; [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Subject: RE: Follow up response to concerns raised

Thank you Murray I look forward to us working together.

Regards,

Andrew Collins | Safety Manager
 People & Culture | Corporate Services | Department of Environment, Land, Water and Planning
 Level 1, 2 Lonsdale Street, Melbourne, Victoria 3000
 Mailing address: PO Box 500, East Melbourne Vic 3002
 T: [REDACTED] E: andrew.collins@delwp.vic.gov.au

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<https://www.youtube.com/c/DELWPVicGovAustralia> http://instagram.com/delwp_vic/

From: Murray Smith (DHHS) [REDACTED]
 Sent: Thursday, 13 August 2020 11:55 AM
 To: Andrew L Collins (DELWP) <Andrew.Collins@delwp.vic.gov.au>
 Cc: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>; Jasmine N Filmer (DELWP) <Jasmine.Filmer@delwp.vic.gov.au>; [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Subject: RE: Follow up response to concerns raised

Hello Andrew,

Thanks for your email. I apologise for the lateness in my response.

If there is a need for future deployment requests from my area of accountability I would be more than pleased to discuss the work, systems and risks at that point.

Regards,

Murray Smith

Commander | COVID 19 Enforcement and Compliance
 Regulation | Health Protection and Emergency Management Division
 Department of Health and Human Services | 50 Lonsdale Street Melbourne Victoria 3000
 m. [REDACTED] | [REDACTED]
 w. www.dhhs.vic.gov.au



The Department of Health and Human Services respectfully acknowledges the Traditional Owners of Country throughout Victoria and pays its respect to the ongoing living cultures of Aboriginal peoples.

From: Andrew L Collins (DELWP) <Andrew.Collins@delwp.vic.gov.au>
 Sent: Thursday, 23 July 2020 4:43 PM
 To: Murray Smith (DHHS) [REDACTED]
 Cc: Kate Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>; Jasmine Filmer (DELWP) <Jasmine.Filmer@delwp.vic.gov.au>; [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
 Subject: FW: Follow up response to concerns raised

Hi Murray, I have just been discussing the concerns previously raised by Kate around hotel quarantine and your responses below.

I'm really keen to get an understanding of the systems of work and processes that were in place at the time and have now been put in place by DHHS.

I'm wondering if you could send me a copy of the relevant material to review and provide feedback. This will give DELWP a greater appreciation of the work, systems and risks, which will in turn assist with any future deployment requests.

Regards,

Andrew Collins | Safety Manager
 People & Culture | Corporate Services | Department of Environment, Land, Water and Planning
 Level 1, 2 Lonsdale Street, Melbourne, Victoria 3000
 Mailing address: PO Box 500, East Melbourne Vic 3002
 T: [REDACTED] | E: andrew.collins@delwp.vic.gov.au

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From: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>
Sent: Wednesday, 22 July 2020 4:42 PM
To: Andrew L Collins (DELWP) <Andrew.Collins@delwp.vic.gov.au>
Subject: FW: Follow up response to concerns raised

Hey Andy,

Please see below. I'll call to discuss.

Kate

Kate Gavens
 Chief Conservation Regulator
 Conservation Regulator | Department of Environment, Land, Water and Planning
 8 Nicholson Street, East Melbourne
 M: [REDACTED] | E: kate.gavens@delwp.vic.gov.au
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CONSERVATION REGULATOR VICTORIA




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From: Murray Smith (DHHS) [REDACTED]
 Sent: Tuesday, 21 July 2020 3:56 PM
 To: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>
 Subject: Follow up response to concerns raised

Hello Kate,

I hope this email finds you well. I have been included in an email thread in which a number of concerns raised were raised by you on behalf of a staff member(s) from DELWP that has or is working with DHHS. I have reproduced the email below and to assist in your understanding of my responses to the matters raised. I have replied in in green.

I would note as broad comment, and as I am sure you will appreciate, that the initial set up was done under an emergency management structure in which the likes had not been undertaken before (in terms of responding to a global pandemic).

I would also like to take you up on the offer of linking the relevant staff raising the concerns with the Deputy Commander for Authorised Officers to remove any doubts.

Furthermore, to suggest we are not on a path of continuous improvement is an incorrect assumption and we continue to adapt, evolve and undertake new work to better support AOs.

=====

Great to talk again today. As discussed, in the context of continuing to support continuous improvement, I would like to outline again some concerns that staff have raised with us regarding safety and wellbeing while undertaking Op Soteria.

Parks Victoria staff have informed us that they have attempted to bring up safety concerns with senior AOs on several occasions but have seen no improvement in processes.

Here is the consolidated list. And, happy to help link up DHHS staff with the staff raising the issues to understand them further if this helps.

1. Lack of adjustment to systems after Rydges contamination

1. Staff have highlighted that no process improvement have been implemented or additional communication provided to staff following the Rydges incident
2. This is now reinforced considering the recent contamination at the Stamford Plaza

The adjustment to systems and process was undertaken by the functional leads for Operation Soteria – Accommodation. The requirement to adjust policies from an AO perspective was minimal as they were quite clear around their accountabilities, processes and infection control. This is detailed in the COVID-19 Compliance policy and procedures available to all AOs.

2. Fatigue management

1. Due to rostering changes, staff are finding themselves doing nights, afternoons and mornings on alternating rosters which is a fatigue concern due to lack of rest time between shifts
2. Rosters appear to be designed exclusively with metro staff in mind, so there is not enough time at home when travel days are also included
3. 5 night shifts in a row, unlike fire fatigue which limits to 4 night shifts due to additional fatigue

Rostering is done in accordance operational needs and fatigue management is clearly an issue that is considered. I note that fatigue management is referred to in the COVID-19 Compliance policy and procedures document, which all staff have access to via Teams. I also note there is a line management structure in which team members can report matters of this nature to team leaders and managers (Senior Authorised Officers) as required. I note your reference about fire fatigue and would observe the circumstances staff are required to work under in hotel detention is significantly different to firefighting or supporting firefighting efforts.

3. Lack of job-specific onboarding and briefing

1. Staff have raised the issue that they have received no training in this work, except in relation to how to use the detention compliance app that DHHS have developed
2. This is an issue as it has resulted in inconsistencies between AOs based on their home-organisation training and procedures
3. Staff have noted that at no point have they received operational briefings or debriefings during this work

When a program is deployed with little notice there is a requirement to rely on the skills and capabilities of those drawn from a regulatory environment. To overcome that relevant policies and procedures were put in place as soon as possible. I note we continue to refine those as we mature and provide more formalised training. I again indicate that procedures are in place and have been for some time and they are available to AOs via Teams

Authorised Officers are invited to and receive information about a weekly AO meeting that occurs on Tuesdays. It is at this forum they are supplied and can provide input into areas of concern. Granted with shift work that means that not every AO can attend these meetings. However, nothing precludes AOs from submitting information to this forum or directly to their line management at any time.

4. Lack of operationally focused processes and procedures

1. Staff are aware that there are a number of policies and procedures in place, but that these are centred predominantly on broader OHS issues, rather than the specifics of this work

This is incorrect. A document first released to staff on 29 April 2020 provides great detail in terms of what they are required to do. Furthermore, in May this procedures have been supported by Operational Instructions as required.

5. Lack of incident management team structure and operational command and control

1. This was also raised by DELWP staff earlier in the process. It is suggested that DHHS employ the AAIMS incident management structure. Each shift should have an incident management team (IMT) to take care of things such as rostering and logistics, as well as provide incident leadership through the Incident Controller. If each hotel is then set up as a Division with a Div Commander, this will also provide on-ground oversight and link between the various arms within each hotel (i.e. medical staff, security staff, ops, hotel staff)

DHHS did employ the AIMS incident management structure – hence the establishment of Operation Soteria.

6. Lack of oversight of contracted staff

1. Causing issues with different safety standards
2. E.g. security staff members walking through crowds of detainees and then interacting with other staff – all while not wearing PPE or maintain distancing

Each hotel had appointed a DHHS team leader responsible for oversight of operations with the exception of AOs (as they have a different management structure due to the nature of their work). AOs have both Senior AOs and, more recently team leaders to raise concerns

In terms of the DHHS Team Leader role that is akin to what you describe in your point about an AIMS structure. AOs were/are aware of the DHHS Team Leader role and if issues were identified they could raise it with them or their own line management.

7. Inconsistencies between hotels

1. Some hotels have sign in sheets, others do not
2. The processes are all being approached differently at different hotels
3. Staff are moving between hotels and finding inconsistencies difficult

There is an expectation that AOs have some ability to adapt to different circumstance. Clearly each hotel will have a different lay out and needs. While that may be so, the requirement for AOs is to manage the conduct of detention notices remains consistent throughout all hotels. Managing detention notices requires the AO to maintain the appropriate permission processes / exit processes and compliance with the notice more broadly. Again the procedures, which are available to all AOs clearly indicates accountabilities and procedures to be followed at every location.

8. Testing of detainees not compulsory but these ppl are still being allowed to go for walks – possibly spreading infection

1. E.g. staff member spoke about the fact that people were allowed out of their rooms when testing hadn't come back, and then a few days later it was discovered that those ppl were positive

As you will note, testing is now compulsory. However, not having a test result did not preclude a person from being allowed to leave their room. I note AOs only manage the permissions and are not in fact required to take detainees for walks. Please note that AOs are required to meet the Charter of Human Rights and Responsibilities 2008, for example the right to humane treatment when deprived of liberty. There were/are requirements for infection control in this process and that is something that will be a matter for the recently announced inquiry to review.

By way of background, until a recent amendment, the direction from the Deputy Chief Health Officer for Diagnosed Persons or Close Contacts allows for those people to leave their place of isolation in particular circumstances, one of which includes exercise.

9. Lack of mitigation plans in place for possible contamination

1. Staff member spoke about the lack of support he's received since having to go into isolation due to Stamford Plaza contamination and lack of clarity with his situation (i.e. is he getting paid? When will testing be returned? Etc.)
2. Also, issues with actual operational planning – i.e. what happens if the hotel needs to be evacuated? What if we know there are positive people inside?
3. There appears to be no plans in place to manage this

I would contest there is not a lack of support provided to staff going into isolation. The questions around evacuation was raised by the Compliance and Enforcement area in June with the Accommodation function. However, with recent adjustments to senior management of the accommodation area this has been raised with them again.

I trust this provides you with the information you require. Should you require further information please let me know.

Regards,

Murray Smith

Commander | COVID 19 Enforcement and Compliance

Regulation | Health Protection and Emergency Management Division

Department of Health and Human Services | 50 Lonsdale Street Melbourne Victoria 3000

m. [REDACTED] | e. [REDACTED]

w. www.dhhs.vic.gov.au



The Department of Health and Human Services respectfully acknowledges the Traditional Owners of Country throughout Victoria and pays its respect to the ongoing living cultures of Aboriginal peoples.

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FW: For Action: Unavailability for future shifts,

From: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
To: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
Cc: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>
Date: Tue, 01 Sep 2020 10:21:26 +1000

FYI

From: [REDACTED] (DELWP)
Sent: Friday, 10 July 2020 4:34 PM
To: Covid19 Authorised Officer Rostering (DHHS) <COVID19AORostering@dhhs.vic.gov.au>
Subject: RE: For Action: Unavailability for future shifts,

Hi Rostering team,

Following on from [REDACTED] email below, can I please also request the immediate removal of [REDACTED] from the roster as well?

Until further notice, no other DELWP staff members are available for rostering in Op Soteria.

I apologise for any inconvenience – thank you for all of your hard work!

Cheers,

[REDACTED]

[REDACTED] | Regulatory Strategy Officer | Regulatory Strategy and Design

Conservation Regulator | Department of Environment, Land, Water and Planning

1 Taylor St. Epsom VIC 3551

M : [REDACTED] | E: [REDACTED]@delwp.vic.gov.au





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REPORT ENVIRONMENTAL CRIME - 136 186

From: [redacted] (DELWP) <[redacted]@delwp.vic.gov.au>
Sent: Friday, 10 July 2020 3:36 PM
To: Covid19 Authorised Officer Rostering (DHHS) <COVID19AORostering@dhhs.vic.gov.au>
Cc: [redacted] (DELWP) <[redacted]@delwp.vic.gov.au> [redacted] (DELWP) <[redacted]@delwp.vic.gov.au>; [redacted] (DELWP) <[redacted]@delwp.vic.gov.au>
Subject: For Action: Unavailability for future shifts,

Dear rostering,

Thanks for all your work in supporting the AO's. I will be unavailable for further AO shifts until further notice and will advise you if this changes.

Regards,

[redacted] Authorised Officer | Gippsland Region
Conservation Regulator | Department of Environment, Land, Water and Planning
 71 Hotham Street, TRARALGON, Victoria 3844
 T : [redacted] E: [redacted]@delwp.vic.gov.au



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Operation Soteria

From: Kate L Gavens (DELWP) <kate.gavens@delwp.vic.gov.au>
To: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
Cc: [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>, [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>, [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>, [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>, [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>, [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>, [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>, [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>, [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>, [REDACTED] (DELWP) <[REDACTED]@delwp.vic.gov.au>
Date: Tue, 14 Jul 2020 15:00:56 +1000

Good afternoon all,

You are receiving this email as a staff member who participated in Operation Soteria.

As some of you are aware, I have made the decision to put on hold any further deployments into Operation Soteria at this time. The safety of our staff is paramount and so, following your feedback, the decision was made to withdraw staff for the time being, until all safety procedures and processes are reviewed.

In the interim, I appreciate that many of you may want to continue to support this incredibly high priority work. We are recommending that any staff who wish to continue assisting DHHS in their COVID-19 response do so through the Department-wide EOI that was sent out by John Bradley last week. We understand this may include opportunities for AOs to engage with the community by phone. If you wish to support this initiative, please discuss the options with your manager and submit an EOI [here](#).

You are likely aware of the Inquiry into the Hotel Quarantine operation. I am continuing to seek information on the Inquiry and I will communicate with all of you shortly to confirm how the department may be involved.

Thank you again for your sustained effort in support of DHHS. I will keep you updated of any further developments regarding Operation Soteria, or if you have any questions feel free to contact myself or [REDACTED]

Kate Gavens
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