



**Promoting effective use of PPE for  
security guards in quarantine hotels**  
Advice on PPE policies

*Last update: 3 July 2020*

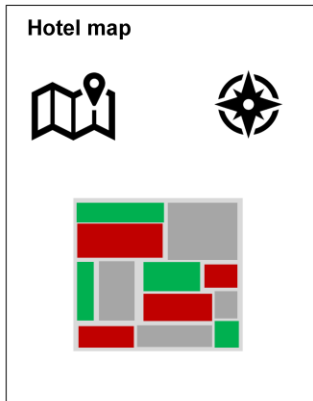


OFFICIAL-SENSITIVE

## Choice architecture in quarantine hotels

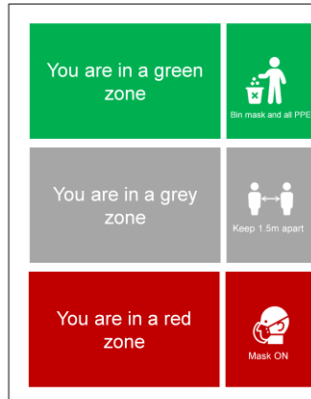
### Help people navigate the hotel

In the hotel lobby, place a map of the location of the different areas in that hotel



### Make expected behaviours very clear

There should be signage throughout the hotel to reduce ambiguity about zone demarcation and expected behaviours



OFFICIAL-SENSITIVE

BEHAVIOURAL  
INSIGHTS UNIT

*This is a redesigned policy for security guards (draft)*

Key sections

Role
 Zones
 Behaviours
 Critical moments
 How to's

The role of the security guards in quarantine hotels is to create a safe environment for guests and staff while managing their own safety precautions using PPE

Use **Personal Protective Equipment (PPE)** based on where you are:  
**Red zone** (highest infection risk), **Grey zone** (moderate risk area) and **Green zone** (safer area)

RED ZONES	GREY ZONES	GREEN ZONES									
<p style="text-align: center; font-weight: bold;">What to do</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 33%;"> <p>Entering zone</p>  Wash/sanitize e hands  Put ON MASK                             </td> <td style="width: 33%;"> <p>In zone</p>  Stay 1.5m apart  Mask ON                             </td> <td style="width: 33%;"> <p>Exiting Zone</p>  Wash/sanitize e hands  Put PPE all in the yellow bin                             </td> </tr> </table> <p style="font-size: small;">WHERE? Guest rooms and doorways, hotel lobby with new guests</p>	<p>Entering zone</p> Wash/sanitize e hands  Put ON MASK	<p>In zone</p> Stay 1.5m apart  Mask ON	<p>Exiting Zone</p> Wash/sanitize e hands  Put PPE all in the yellow bin	<p style="text-align: center; font-weight: bold;">What to do</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 33%;"> <p>Entering zone</p>  Wash/sanitize e hands  Put ON MASK (if can't stay 1.5m apart)                             </td> <td style="width: 33%;"> <p>In zone</p>  Stay 1-3m apart                             </td> <td style="width: 33%;"> <p>Exiting Zone</p>  Wash/sanitize e hands  Put PPE all in the yellow bin                             </td> </tr> </table> <p style="font-size: small;">WHERE? hotel lobby, corridors, restrooms, any area that is not red or green</p>	<p>Entering zone</p> Wash/sanitize e hands  Put ON MASK (if can't stay 1.5m apart)	<p>In zone</p> Stay 1-3m apart	<p>Exiting Zone</p> Wash/sanitize e hands  Put PPE all in the yellow bin	<p style="text-align: center; font-weight: bold;">What to do</p> <table style="width: 100%; text-align: center;"> <tr> <td style="width: 33%;"> <p>Entering zone</p>  Wash/sanitize e hands  Put ON MASK all PPE in the yellow bin                             </td> <td style="width: 33%;"> <p>In zone</p>  Stay 1-3m apart  NO mask                             </td> <td style="width: 33%;"> <p>Exiting zone</p>  Wash/sanitize e hands                             </td> </tr> </table> <p style="font-size: small;">WHERE? Lunch/rest areas, operational areas for nurses</p>	<p>Entering zone</p> Wash/sanitize e hands  Put ON MASK all PPE in the yellow bin	<p>In zone</p> Stay 1-3m apart  NO mask	<p>Exiting zone</p> Wash/sanitize e hands
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HAND HYGIENE

- Hand hygiene is the most important thing to do  
 - Wash hands with soap and water for 20 seconds or use hand sanitiser;  
 Before and after any contact with guests  
 Before putting PPE on after taking PPE off  
 Wash hands before and after eating or going to toilet

USING MASKS

1. Wash hands first
2. NEVER TOUCH FRONT OF THE MASK
3. Ensure masks cover your nose and mouth, fitting to minimise gaps as much as possible

REMOVING MASKS

1. Wash hands first
2. DO NOT TOUCH FRONT OF THE MASK
3. Remove masks using the loops\*
4. Drop mask into yellow bin\*
5. Wash hands

**IMPORTANT:** There are some critical moments that will upgrade a zoned area to a **RED ZONE**

**EXAMPLE OF A CRITICAL MOMENT**  
New guests arrive in hotel lobby - upgrades area from GREY to RED

OFFICIAL-SENSITIVE

**BEHAVIOURAL  
INSIGHTS UNIT**

**Promoting effective use of PPE in  
quarantine hotels  
Signages**

*Last update: 30 June 2020*

**VICTORIA** Premier and Cabinet  
State Government

OFFICIAL-SENSITIVE

Choice architecture in quarantine hotels

Use consistent signs to reduce ambiguity about expected behaviours

Hotel map



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BEHAVIOURAL INSIGHTS UNIT

# Promoting effective use of PPE for security guards in quarantine hotels

## Advice

*Last update: 30 June 2020*

## Existing policies


Each zone should have its own visible instructions on what to do and what not to do (e.g. no mask zones). Use visuals where possible



Clearly indicate on site which zone you are in (green, orange, red)

Suggest making this "single most important strategy" more salient by including hand hygiene in a box on the top of the page

Suggest making this strategy much more salient and behaviourally focussed – e.g. "wash your hands or use hand sanitiser" rather than "hand hygiene". Use visuals where possible.



### COVID-19 Mandatory quarantine

PPE Advice for Hotel Security Staff and AO's in Contact with Quarantined Individuals

Version 2.1

Recommended PPE use According to Type of Activity

Setting	Activity	Security Staff	Client PPE required
Hotel Lobby	Able to maintain physical distance of at least 1.5 metres	No PPE Hand hygiene	No PPE
	When accompanying clients for fresh air/exercise breaks from room to outside and able to maintain 1.5 metres	No PPE Hand hygiene	Client to wear surgical face mask if tolerated Hand hygiene Advised not to touch anything on the way out/down
Perform hand hygiene before and after every client contact	1.5 metre physical distance is <b>not feasible</b>	Surgical mask Hand hygiene	
Hotel Lobby	Able to maintain physical distance of at least 1.5 metres	No PPE Hand hygiene	Client to wear surgical face mask if tolerated Hand hygiene
	When new guests are arriving for the commencement of their quarantine		
Perform hand hygiene before and after every client contact	1.5 metre physical distance is <b>not feasible</b>	Surgical mask Hand hygiene	Advised not to touch anything on the way in/up
Hotel quarantine floor	No direct client contact e.g. walking room hallways or stationed in room corridors	No PPE Hand hygiene	No PPE
Not entering the client's room or having direct contact with client's.			
Doorway indirect contact by security	Any doorway visit: Able to maintain physical distance of at least 1.5 metres	No PPE Hand hygiene	No PPE
	Perform hand hygiene before and after every client contact		
	Any doorway visit: 1.5 metre physical distance is <b>not feasible</b>	Surgical mask Hand hygiene	Client to wear surgical face mask if tolerated Hand hygiene


#### Hand Hygiene

Effective hand hygiene is the single most important strategy in preventing infection.

Hands should be washed with soap and water if they are visibly soiled, otherwise alcohol-based hand rub can be used continuously.

Hand hygiene should be frequently performed, including

Page 1 of 2



Health and Human Services

Suggest reducing information and focusing on the two main decisions (for security guards):

- No surgical mask vs surgical mask
- When to sanitise or wash hands

Other key messages: Examples of masks being misused and its consequences. These messages should be located in mask-areas. In no mask needed areas, disposal bins should be available to discourage reuse of PPE. Preferably locate these at the exit from a mask zone to a non-mask zone (e.g. like quarantine bins in airport arrival passageways)

## Existing policies

Consider establishing a no-gloves policy in certain areas and limiting its supply due that they are not recommended for all situations and are creating unwanted behaviours

Suggest introducing a feedback sheet from supervisor to employee at the end of shift, so that employees can be aware of compliance with rules

The section on how to put on PPE correctly could be a sheet in itself. In addition to training, sheet must be available in areas where it is to be used.

Suggest using of visual steps on how to put on / dispose of a mask, similar to visual steps to wash hands.

### PPE Advice for Hotel Security Staff and AO's in Contact with Quarantined Clients

- Before and after contact with client
- After touching a client's items or surroundings
- Before putting on and after taking off personal protective equipment (e.g. surgical mask).
- Before and after eating
- After going to the toilet

Gloves are NOT a substitute for hand hygiene and gloves are NOT recommended for any security staff or AO staff member at any time

Alcohol-based hand rub is NEVER applied to gloved hands.

(Separate advice is available for those involved with care of clients or cleaning practices)

Respiratory hygiene and cough etiquette must be applied as a standard infection control precaution at all times and perform hand hygiene each time you use a tissue or cough or sneeze into your inner elbow. Discard use tissues immediately.

### ALWAYS AVOID TOUCHING YOUR FACE

#### Correct use of PPE (Mask only)

#### PROCEDURE FOR PUTTING ON A MASK

1. Perform hand hygiene using the alcohol-based hand rub
2. Put on the mask handling the side tapes only
  - a. If your mask has ear loops, place them over both ears at the same time.
  - b. If your mask has to be tied, tie the bottom first and then the top tie to secure on your face
  - c. Ensure the mask is secured across the bridge of your nose (moulding the metal clip over bridge your nose) and ensure the masks sits snugly under your chin
3. Perform hand hygiene
4. After mask is in place never touch the front of your mask

#### PROCEDURE FOR TAKING OFF MASK

1. Perform hand hygiene using the alcohol-based hand rub
2. Do not touch the front of the mask
3. If your mask has ear loops, remove the loops and place straight into yellow bin.
4. Undo the bottom tie of your mask and then the top tie, handling the mask only by the top ties, drop mask straight into the yellow bin.
5. Perform hand hygiene using the alcohol-based hand rub

#### NOTES

- Hand hygiene should be performed when you feel that you may have contaminated your hands from touching the mask if wearing one or your face
- Single-use masks should not be reused, but discarded appropriately immediately after use
- Masks must not be pulled down or removed to consume food or drink. Masks should be removed using above procedure and replaced with a fresh mask.
- Masks will be less effective if they become damp or damaged

Suggest using a trusted Messenger (e.g. team leaders/security guards supervisors)

Use active language throughout. E.g. "Never apply alcohol-based sanitiser to gloved hands"

Instructions on discarding used masks should be specific and easy to do (e.g. by locating hand sanitiser at the disposal bin at the edge of the mask zone, and providing clear instructions on the bin itself such as "Using only the straps, remove mask from your face and dispose in yellow bin")

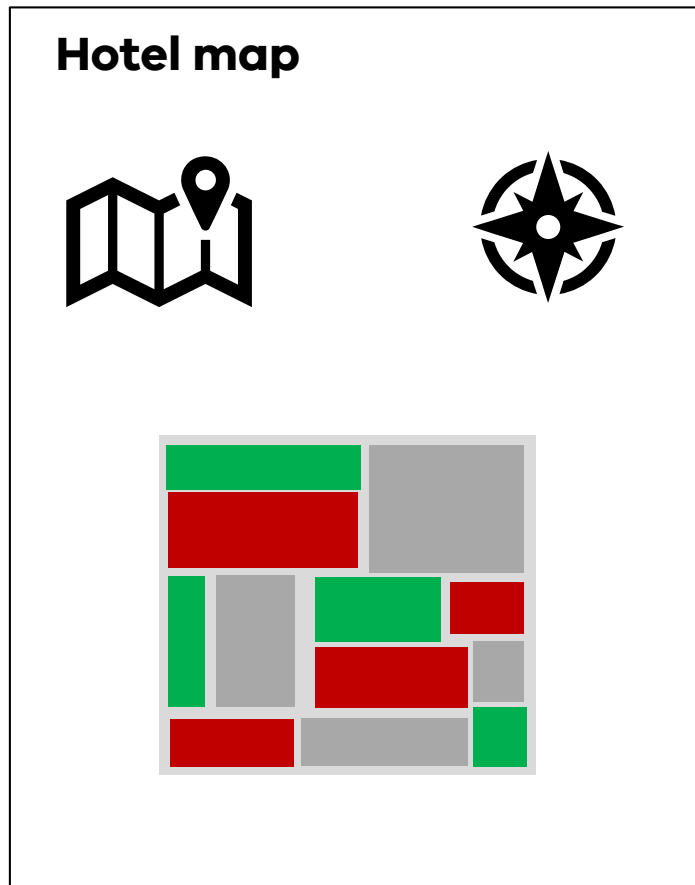
Consider policy of no-eating (even drinking water) in areas or moments that need masks. Furthermore, establish designated areas for breaks and food and label them explicitly no-mask zone.



## A new choice architecture in quarantine hotels

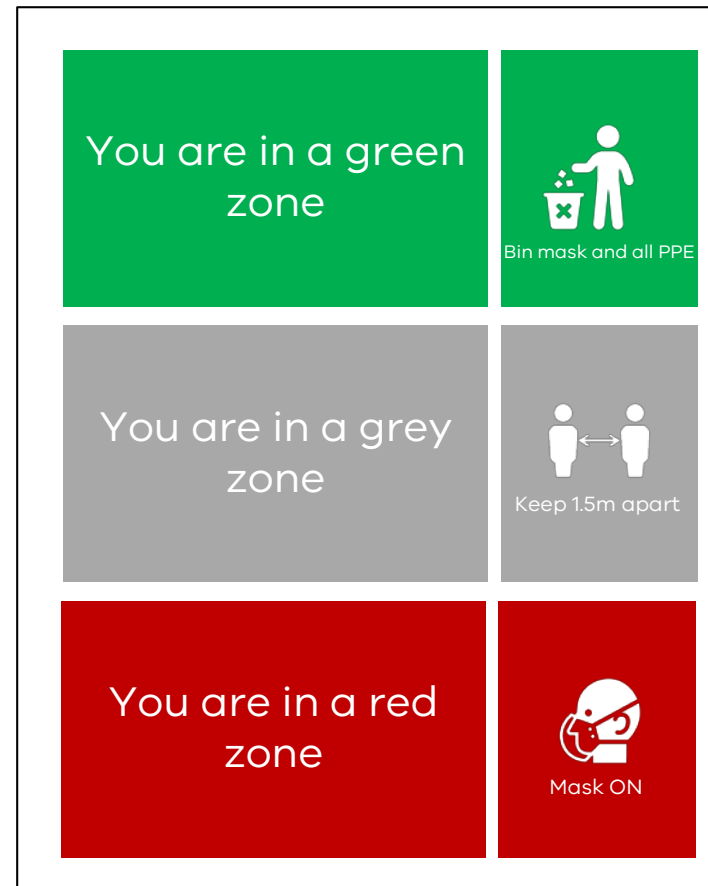
### Help people navigate the hotel

In the hotel lobby, place a map of the location of the different areas in that hotel



### Make expected behaviours very clear

There should be signage throughout the hotel to reduce ambiguity about zone demarcation and expected behaviours



## This is a redesigned policy for security guards (draft)

## Key sections



Role



Zones



Behaviours



Critical moments



How to's



The role of the security guards in this quarantine hotels is to create a safe environment for clients and staff while managing their own safety precautions using PPE

Use **Personal Protective Equipment (PPE)** based on where you are: **Red zone** (highest infection risk), **Green zone** (safe area) **Grey zone** (moderate risk area)

**RED ZONE**

What to do

Entering zone → In zone → Exiting Zone



Wash hands



1.5m apart



Wash hands



Put on mask



Mask ON



Bin mask, all PPE

**WHERE?** Doorway visit, guest rooms, hotel lobby with new guests

**GREY ZONES**

What to do

Entering zone → In zone → Exiting Zone



Wash hands



1.5m apart



Wash hands



Put on mask



1.5m apart



Bin mask, all PPE

**WHERE?** Hotel lobby, corridors, restrooms, any area that is not red or green

**GREEN ZONES**

What to do

Entering zone → In zone → Exiting Zone



Wash hands



1.5m apart



Bin mask, PPE



NO mask



Wash hands

**WHERE?** Breakout areas, operational areas for nurses

**HAND HYGIENE**

- Hand hygiene is the most important thing to do
  - Wash hands with soap and water for 20 seconds
  - Use hand sanitiser:
- Before/after any contact with clients  
After putting on / taking off PPE  
Before / after eating or going to the toilet

**USING MASKS**

1. Wash hands first
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3. Ensure mask covers your nose and your mouth.

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1. Wash hands first
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3. Remove masks from the loops
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**IMPORTANT:** There are some critical moments that will upgrade a zoned area to a **RED ZONE**

**EXAMPLE OF A CRITICAL MOMENT**

New guests arrive in hotel lobby – upgrades area from GREY to RED



# CABINET - IN - CONFIDENCE

Submission No.	CCC180
Copy No.	

**Submission to:** Crisis Council of Cabinet

**Submission Title:** Public Health Resilience Dashboard - Update

**Submission Type:** Matter for Noting

**Portfolio:** Minister for Health

**Mission:** Public Health Resilience

## SUBMISSION PROPOSAL

### Recommendations:

That Crisis Council of Cabinet (CCC):

- Note** the data contained in the Public Health Resilience Dashboard (**Attachment 1**), including these key insights from current data:

This material has been redacted on the basis that it is irrelevant to the COVID-19 Hotel Quarantine Inquiry

- sustained high numbers of returned travellers; and

This material has been redacted on the basis that it is irrelevant to the COVID-19 Hotel Quarantine Inquiry

- Note** the dashboard includes This material has been redacted on the basis that it is irrelevant to the COVID-19 Hotel Quarantine Inquiry more granular metrics will be included in future dashboards.

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- Note** This material has been redacted on the basis that it is irrelevant to the COVID-19 Hotel Quarantine Inquiry

### Objectives:

- To advise the CCC on current key measures in relation to the Public Health Resilience Dashboard and actions being taken to promote compliance, testing and public health messaging.



Key Issues:

## CABINET - IN - CONFIDENCE

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### Public health response

8. This decline in key metrics has necessitated the reintroduction of some restrictions on gatherings and slowed some of the planned easing of restrictions.
9. In addition, a significant public health communications and compliance response is underway. It has seven key workstreams – This material has been redacted on the basis that it is irrelevant to the COVID-19 Hotel Quarantine Inquiry  
This material has been redacted on the basis that it is irrelevant to the COVID-19 Hotel Quarantine Inquiry  
This material has been redacted on the basis that it is irrelevant to the COVID-19 Hotel Quarantine Inquiry greater enforcement and improved surveillance at hotels, all underpinned by an enhanced data driven response.
10. The Minister for Health will bring to CCC a detailed paper on these actions, but some key items are highlighted below.

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#### Returned Travellers

37. As at 21 June, 2,801 returned travellers were in mandatory quarantine, bringing the cumulative total to 17,792. As at 20 June, 38 COVID-19 positive cases (does not include close contacts) were in mandatory hotel quarantine.
38. There have been some behavioural challenges for some staff at the quarantine hotels, in particular the recent Stamford Plaza outbreak has involved staff not following guidelines and socially mixing.
39. The Outbreak team has attended the Stamford Plaza and is undertaking intensive training for staff and contractors across all shifts. This includes infection, prevention and control and the correct use of personal protective equipment and other key protective measures.
40. Temperature and symptom testing for all staff prior to entry at all hotel sites has commenced. There will also be an increased police presence to reinforce compliance, and the underlying security model is being reviewed and changes are expected.

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# Public Health Resilience Dashboard

Cabinet-in-Confidence – 23 June 2020

# Contents

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## Returned travellers

- Numbers of entries and exits from quarantine
- Quarantine and isolation supports

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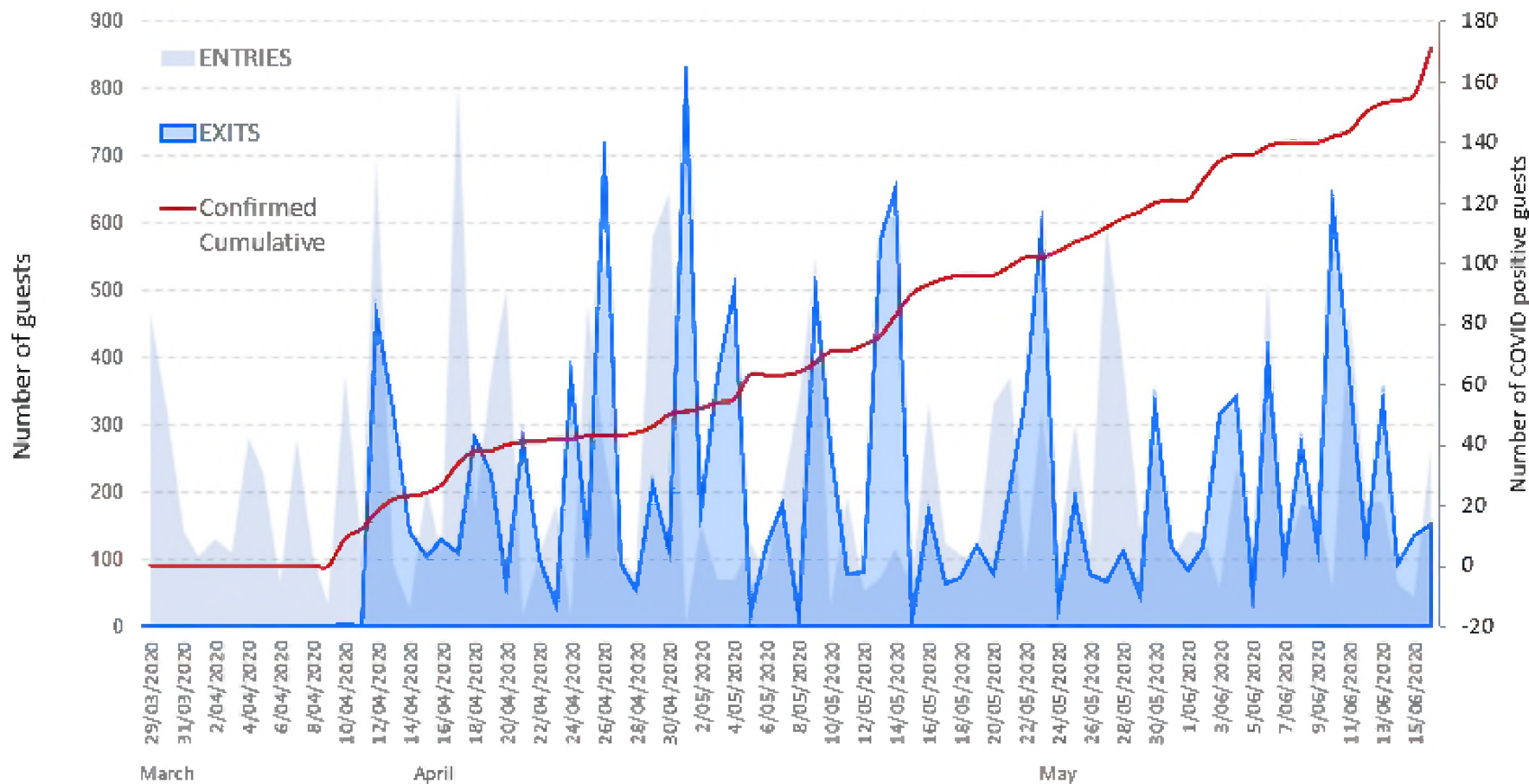
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# Quarantine of returned travellers

Total numbers of quarantine guest entries and exits from facilities, plus confirmed COVID guest numbers.  
(Cumulative)



# Quarantine and isolation supports

Indicator	Result
Total number of welfare surveys completed 11 - 17 June	1,223
Number of referrals for support or services made by Welfare Check Team 11 - 17 June	199
Estimated daily number of DHHS workers rostered at hotels (including Authorised Officers), ports (including Authorised Officers), Operation Soteria Emergency Operations Centre and case assessment and referral support (does not include medical or nursing staff in hotels, contracted hotel security, agency support staff, GSS Call Centre or State Control Centre)	131 (rostered over 24 hours 17 June 2020)
Estimated number of healthcare (medical, nursing and mental health nursing) workers rostered at hotels	306 (rostered over 24 hours 17 June 2020)
Total number of returned travellers currently in mandatory quarantine as at 17 June	2,682
Cumulative number of returned travellers that have been in mandatory quarantine as at 17 June	17,344

*Note: Reporting for "Relief packages delivered to self-isolating or self-quarantining Victorians" is discontinued as this function has been transferred out of DHHS.*

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# CABINET-IN-CONFIDENCE

Crisis Council of Cabinet Brief - Meeting of 23 June 2020

## CCC180 - Health Emergency Mission Dashboard (Matter for Noting)

### DPC Recommendation

Note

### Submission purpose

This submission presents key health indicators for managing Victoria's response to COVID-19 and progress against core metrics for informing decision-making on easing restrictions

### Expected position of agencies and stakeholders

Departments are expected to note the submission.

### Reasons for DPC recommendation

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### A public health communications and compliance response will try to mitigate further outbreaks

DHHS is responding to these changed circumstances across the following key workstreams:

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- improved surveillance, enhanced security and intensive training for staff at quarantine hotels.

The Minister for Health will bring a detailed paper to CCC on these actions later this week.

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# CABINET-IN-CONFIDENCE

This material has been redacted on the basis that it is irrelevant to the COVID-19 Hotel Quarantine Inquiry

**Mathew Boelsen, A/g Director Executive**

Nicola Quin, A/g Deputy Secretary Social Policy Group

**CABINET-IN-CONFIDENCE**

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# ADF support

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**From:** Kym Peake (DHHS) <@dhhs.vic.gov.au>  
**To:** Chris Eccles (DPC) <@dpc.vic.gov.au>  
**Date:** Wed, 24 Jun 2020 07:41:38 +1000

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Chris,

The following support from ADF would be hugely appreciated.

## **Operational coordination and planning support**

The State Control Centre and other emergency management arrangements are fully engaged in coordination, operations and logistics, including through whole of government coordination and engagement with other agencies such as the ADF. The mission will involve targeted deployment of DHHS operational capabilities in each region, VicPol capacity (in particular to support enforcement and compliance at hotel quarantine locations and elsewhere) and deployment of ADF personnel and capability in support and logistics roles, and to transport pathology samples interstate for testing if required. The State Control Centre has remained operational for the duration of the COVID-19 response. Resourcing of the SCC is scalable and will be reviewed by the State Control Team in line with this mission. EMV have established the combined agency operations group (CAOG). This group combines relevant state agencies and the ADF to provide planning and technical expertise that can assist in a number of areas including planning, logistics and supply chain solutions, and generally assisting at times when normal agency arrangements are becoming overwhelmed. The CAOG forms a part of the overall SCC operating model supporting the State Controller Health.

**Staff request:** 10-12 planners/logisticians and 4 intelligence officers. This will add to the 9 planners currently operating from the State Control Centre

Contact person: Andrea Spiteri

## **Medical and co-ordination staff to support drive through testing**

In addition to neighbourhood and door to door testing in hotspot suburbs it is essential to maintain a baseline testing level to effectively monitor the spread of the virus across the state.

A baseline target of 10,000 test a day will be set to ensure anyone with mild symptoms can get tested across the state. This is on top of testing of testing associated with any outbreaks, sensitive sights and close contacts of confirmed cases.

Existing retail and drive through sites will be maintained. An additional ten drive through testing sites will be stood up this week. This will include large drive through sites to support the effort, including the showgrounds, race courses and the Melbourne Sports and Aquatic Centre. ADF co-ordination and medical support for these testing sites is requested.

**Staff request:** 5 planners/logisticians and 200 medical staff

Contact person:

## **Security support services for hotel operations**

Similar to support provided in NSW, ADF security support for passengers entering and exiting hotel quarantine is sought.

Personnel request: between 50-100 personnel

Contact person: Melissa Skilbeck (meeting already scheduled with Colonel this afternoon)

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**(DPC)**

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**Subject:** FW: OFFICIAL-SENSITIVE: FW: ADF support**From:** Chris Eccles (DPC)**Sent:** Wednesday, 24 June 2020 8:15 AM**To:** Gaetjens, Phil <[phil.g@pmc.gov.au](mailto:phil.g@pmc.gov.au)>**Subject:** ADF support

As per my recent text, the Premier and Prime Minister discussed last night the support that might be provided by the ADF in relation to the current outbreaks in Victoria.

The categories of requested support follow.

### **Operational coordination and planning support**

The State Control Centre and other emergency management arrangements are fully engaged in coordination, operations and logistics, including through whole of government coordination and engagement with other agencies such as the ADF. The mission will involve targeted deployment of DHHS operational capabilities in each region, VicPol capacity (in particular to support enforcement and compliance at hotel quarantine locations and elsewhere) and deployment of ADF personnel and capability in support and logistics roles, and to transport pathology samples interstate for testing if required.

The State Control Centre has remained operational for the duration of the COVID-19 response. Resourcing of the SCC is scalable and will be reviewed by the State Control Team in line with this mission.

EMV have established the combined agency operations group (CAOG). This group combines relevant state agencies and the ADF to provide planning and technical expertise that can assist in a number of areas including planning, logistics and supply chain solutions, and generally assisting at times when normal agency arrangements are becoming overwhelmed. The CAOG forms a part of the overall SCC operating model supporting the State Controller Health.

Staff request: 10-12 planners/logisticians and 4 intelligence officers. This will add to the 9 planners currently operating from the State Control Centre

### **Medical and co-ordination staff to support drive through testing**

In addition to neighbourhood and door to door testing in hotspot suburbs it is essential to maintain a baseline testing level to effectively monitor the spread of the virus across the state.

A baseline target of 10,000 test a day will be set to ensure anyone with mild symptoms can get tested across the state. This is on top of testing of testing associated with any outbreaks, sensitive sights and close contacts of confirmed cases.

Existing retail and drive through sites will be maintained. An additional ten drive through testing sites will be stood up this week. This will include large drive through sites to support the effort, including the showgrounds, race courses and the Melbourne Sports and Aquatic Centre. ADF co-ordination and medical support for these testing sites is requested.

Staff request: 5 planners/logisticians and 200 medical staff

### **Security support services for hotel operations**

Similar to support provided in NSW, ADF security support for passengers entering and exiting hotel quarantine is sought.

Personnel request: between 50-100 personnel

Our contact person is Andrea Spiteri, health commander, who can be contacted at  
and or

[dhhs.vic.gov.au](https://dhhs.vic.gov.au)

I'm also happy to discuss.

Thanks

Chris

**Chris Eccles AO**

Secretary

Department of Premier and Cabinet, Victoria

Ph:

OFFICIAL-SENSITIVE

# ADF supports

---

**From:** Rebecca Falkingham (DJCS) <[rebecca.falkingham@justice.vic.gov.au](mailto:rebecca.falkingham@justice.vic.gov.au)>  
**To:** Chris Eccles (DPC) <[chris.eccles@dpc.vic.gov.au](mailto:chris.eccles@dpc.vic.gov.au)>  
**Cc:** Kym Peake (DHHS) <[kym.peake@dhhs.vic.gov.au](mailto:kym.peake@dhhs.vic.gov.au)>  
**Date:** Wed, 24 Jun 2020 23:24:33 +1000

---

Hello Andrew isn't responding but what has largely been agreed are:

- \* medical ADF staff for delivery of large scale testing sites
- \* deployment of ADF personnel and capability in support, planning and logistics roles [12 planners/logistics experts, 4 intel officers]
- \* ADF personnel to transport pathology samples interstate for testing, if required
- \* ADF personnel to support Hotel Quarantine (both continuing at airports and at hotels)

The strategy was to get the ADF/SCC planners and intel to do the forward planning over next 24-48 hours for then potentially a larger deployment of ADF assets.

Will get any more specifics I can in the morning.

## Re: ADF supports

---

**From:** (VICMIN) <@minstaff.vic.gov.au>  
**To:** Chris Eccles (DPC) <@dpc.vic.gov.au>  
**Date:** Wed, 24 Jun 2020 23:27:55 +1000

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Thanks Chris

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|  
Office of the Premier of Victoria  
m:

On 24 Jun 2020, at 11:26 pm, Chris Eccles (DPC) <@dpc.vic.gov.au> wrote:

Get [Outlook for iOS](#)

---

**From:** Rebecca Falkingham (DJCS) <@justice.vic.gov.au>  
**Sent:** Wednesday, June 24, 2020 11:24 pm  
**To:** Chris Eccles (DPC)  
**Cc:** Kym Peake (DHHS)  
**Subject:** ADF supports

Hello Andrew isn't responding but what has largely been agreed are:

- \* medical ADF staff for delivery of large scale testing sites
- \* deployment of ADF personnel and capability in support, planning and logistics roles [12 planners/logistics experts, 4 intel officers]
- \* ADF personnel to transport pathology samples interstate for testing, if required
- \* ADF personnel to support Hotel Quarantine (both continuing at airports and at hotels)

The strategy was to get the ADF/SCC planners and intel to do the forward planning over next 24-48 hours for then potentially a larger deployment of ADF assets.

Will get any more specifics I can in the morning.

# ADF RFA

---

**From:** Kym Peake (DHHS) <@dhhs.vic.gov.au>  
**To:** Chris Eccles (DPC) <@dpc.vic.gov.au>  
**Cc:** Rebecca Falkingham (DJCS) <@justice.vic.gov.au>  
**Date:** Thu, 25 Jun 2020 12:21:33 +1000

---

Chris,

Rebecca and I are happy to discuss further:

The Request For Assistance (RFA) for hotel quarantine support for 850 ADF personnel was submitted last night to start the process to provide an urgent boost in support for hotel quarantine while options for replacing the current security arrangements were developed. The request was based on discussions with the ADF and their advice of the ADF's role in supporting NSW Police operating hotel quarantine in NSW.

RFAs are written and processed through the State Control Centre, and signed by the Emergency Management Commissioner, in consultation with the Health Command.

There were multiple conversations yesterday amongst staff in the SCC to scope options to replace hotel security, which is a priority, and the RFA is being rescinded as further options are being developed.

The RFA was submitted to ensure a start could be made to planning for the support needed, as RFAs often take time to approve and then implement.

This process has now been amended to ensure all RFAs are endorsed by Secretaries of DPC, DJCS and DHHS, after approval from Premier and Ministers Neville and Mikakos.

The RFAs for the planning, logistics and testing site support proposed to proceed – that reflect discussions between the Premier and the PM and with PM&C

Kym

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**(DPC)**

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**Subject:** FW: OFFICIAL-SENSITIVE: FW: Request for ADF assistance

**From:** Gaetjens, Phil <[phil.gaetjens@pmc.gov.au](mailto:phil.gaetjens@pmc.gov.au)>  
**Sent:** Thursday, 25 June 2020 3:13 PM  
**To:** Chris Eccles (DPC) <[chris.eccles@dpc.vic.gov.au](mailto:chris.eccles@dpc.vic.gov.au)>  
**Cc:** <[phil.gaetjens@defence.gov.au](mailto:phil.gaetjens@defence.gov.au)>; I <[phil.gaetjens@pmc.gov.au](mailto:phil.gaetjens@pmc.gov.au)>  
**Subject:** Request for ADF assistance

Chris

Further to our conversation a few minutes ago, I have alerted Lieutenant General [redacted] of the impending email and orally updated him of the revised request.

For your info, he wanted me to pass on that once we receive your email, ADF will liaise with EMV to put the detail and process requirements into the request. This is also necessary under the legislation that deals with the processes setting out how the ADF can be utilised by the states.

On the 4th RFA you referred to in our conversation, which corresponds I understand with what the Premier mentioned in his press conference, would you please be specific on the detail regarding land and air transport of goods and passengers. I would note that passenger transport options in the ADF may be limited and other states have used private sector bus and coach transport.

**Philip Gaetjens**

Secretary

Department of the Prime Minister and Cabinet

p. |

e. | [phil.gaetjens@pmc.gov.au](mailto:phil.gaetjens@pmc.gov.au) w. [www.pmc.gov.au](http://www.pmc.gov.au)One National Circuit BARTON ACT [2600 PO Box 6500 CANBERRA ACT 2600](https://www.pmc.gov.au)

Sent from my iPad

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# OFFICIAL-SENSITIVE: Updated to align with the EM request for assistance. - para 2.7.

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**From:** Nicola Quin (DPC) <[nquin@dpc.vic.gov.au](mailto:nquin@dpc.vic.gov.au)>  
**To:** Chris Eccles (DPC) <[ceccles@dpc.vic.gov.au](mailto:ceccles@dpc.vic.gov.au)>  
**Date:** Thu, 25 Jun 2020 16:21:48 +1000  
**Attachments:** National Cabinet - Victoria outbreak management 25 June 2020 v2.docx (89.27 kB)

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Nicola Quin | Acting Deputy Secretary | Social Policy Group  
 Department of Premier and Cabinet | 1 Treasury Place, Melbourne Victoria 3000  
 T [03 9212 2000](tel:0392122000) E [nquin@dpc.vic.gov.au](mailto:nquin@dpc.vic.gov.au) | [www.dpc.vic.gov.au](http://www.dpc.vic.gov.au)

**EA Contact Details:** [ceccles@dpc.vic.gov.au](mailto:ceccles@dpc.vic.gov.au)

We acknowledge the traditional Aboriginal owners of country throughout Victoria and pay our respect to them, their culture and their Elders past, present and future.

 This office is located on the land of the Kulin Nations.




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## OFFICIAL-SENSITIVE

**From:** Chris Eccles (DPC) <[ceccles@dpc.vic.gov.au](mailto:ceccles@dpc.vic.gov.au)>  
**Sent:** Thursday, 25 June 2020 3:52 PM  
**To:** Nicola Quin (DPC) <[nquin@dpc.vic.gov.au](mailto:nquin@dpc.vic.gov.au)>  
**Subject:** OFFICIAL-SENSITIVE: FW: RFAs

**Chris Eccles AO**  
 Secretary  
 Department of Premier and Cabinet, Victoria

Ph:

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## OFFICIAL-SENSITIVE

**From:** Chris Eccles (DPC)  
**Sent:** Thursday, 25 June 2020 3:42 PM  
**To:** (VICMIN) <[ceccles@minstaff.vic.gov.au](mailto:ceccles@minstaff.vic.gov.au)>  
**Subject:** FW: RFAs

I'll review at the same time

**Chris Eccles AO**  
 Secretary  
 Department of Premier and Cabinet, Victoria

Ph:

OFFICIAL-SENSITIVE

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**From:** Rebecca Falkingham (DJCS) <[@justice.vic.gov.au](mailto:rebecca.falkingham@justice.vic.gov.au)>  
**Sent:** Thursday, 25 June 2020 3:41 PM  
**To:** Chris Eccles (DPC) <[@dpc.vic.gov.au](mailto:chris.eccles@dpc.vic.gov.au)>  
**Subject:** RFAs

Chris

Please see attached four Requests for Assistance:

- \* RFA-013: seeking 4 strategic intelligence officers (agreed 24 June)
- \* RFA-014: seeking 12 strategic planners (agreed 24 June)
- \* RFA-016: seeking 200 medical personnel to support testing (new as at 25 June)
- \* RFA-017: seeking support for transport (new as at 25 June)

RF



## Summary - Alternative model to quarantine hotel supervision

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**From:** Rebecca Falkingham (DJCS) <@justice.vic.gov.au>  
**To:** Kym Peake (DHHS) <@dhhs.vic.gov.au>; Chris Eccles (DPC)  
<@dpc.vic.gov.au>;  
<@minstaff.vic.gov.au>  
**Date:** Fri, 26 Jun 2020 13:30:49 +1000  
**Attachments:** Summary - Alternative model to quarantine hotel supervision.pdf (121.92 kB)

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Hi Everyone,

As discussed last night this is the alternative model. Given capacity issues with using VicPol we are using primarily Corrections Victoria.

Minister Hutchins is comfortable with this arrangement subject to conversations with the CPSU.

Let me know if you have any questions.

Rebecca

# Alternative model for quarantine hotel supervision

A whole of government approach to development and delivery of an alternative model for hotel quarantine supervision.

## Proposed approach

- To phase out reliance on private security providers and ensure a more disciplined approach to infection control in hotel quarantine, an alternative model is proposed.
  - There is **no change** proposed to the governance arrangements for Operation Soteria. The alternative security arrangements will form part of the whole of government response and continue to report through into the State Control Centre.
- The alternative model would be a multi-agency response with the following key responsibilities:
  - Health services – DHHS (provided by DHHS workforce and Alfred Health)
  - Supervision – DJCS (led by Corrections Victoria)
  - Enforcement – Victoria Police
- **Supervision** consist of security operations in hotel quarantine, and escort of people in quarantine in accordance with approval by DHHS authorised officers.
- Corrections Victoria will provide the primary workforce and staff supervisory function.
  - The casual corrections workforce presents the most immediate, disciplined and available workforce that is trained to meet immediate demands. CV has experience in delivering protective quarantine, including infection control and associated processes. CV staff have skills in supervision, communications, engagement with members of the public and de-escalation.
- CV staff would not be dressed in their custodial uniforms, and would be identified by a uniform which is customer focused.
- To ensure infection control, the CV workforce supporting hotel quarantine would not work at other CV custodial locations. Consideration would be given to casual CV staff who also have other external employment.
- CV would establish existing health protections in place for its workforce in CV custodial settings to the hotel quarantine environment to ensure workplace safety and industrial consistency.
- CV staff will work closely with Authorised Officers, who are currently onsite at quarantine locations and fulfil legislative public health responsibilities, and medical staff, including nurses, mental health nurses and GPs.
- CV staff will not be able to exercise any power under the *Corrections Act* as part of their role in the hotel quarantine environment.
- Security staff and other contracted providers could continue to play a role based on requirements at individual locations and changes to the government workforce.
- **Enforcement** would be provided by Victoria Police, who would be responsible for responding to public order instances and enforcement of CHO directions.
- This would be delivered through response to any instances where intervention is required with people in quarantine, and regular spot checks for compliance with CHO directions to quarantine hotels. This is critical as CV staff do not have control, restraint or intervention powers. Victoria Police would attend to manage any more serious risks or incidents.

## Implementation

### Stage one

- Stage one will involve a phased transition from a security agency workforce to a model supervised by a Corrections Victoria workforce.
- A working group will develop the operational model in the immediate term and the pathway to transition.
- This will include development of an improved staffing model, with more efficient rostering that relies on fewer private security staff.
- It is anticipated that subject to agreement to the proposed model, including from the CPSU, and funding confirmation, the transition could commence from mid to late next week.

Friday	<ul style="list-style-type: none"> <li>• High level agreement to proposed approach</li> </ul>
Saturday/Sunday	<ul style="list-style-type: none"> <li>• Development of agreed operating model between agencies</li> <li>• Preliminary discussions with CPSU</li> </ul>
Monday	<ul style="list-style-type: none"> <li>• Engagement with security companies around transition strategy.</li> </ul>
Tuesday	<ul style="list-style-type: none"> <li>• CCC consideration of emergency funding and operating model</li> </ul>

### Stage two

- Stage two will develop and transition to a new sustainable whole-of-government model of delivery for hotel quarantine that can be maintained for an extended period of time (up to 12 months).
- The new model will better utilise staff and will be less resource intensive. Alternative and more appropriate quarantine locations will be identified. This will address challenges with current facilities, which are not well suited to certain groups, including larger families.
- There will be an opportunity for recruitment uplift, including recruitment of permanent staff and utilisation of workforces with appropriate skillsets from across government. CV may seek expressions of interest from staff and deliver rapid training.
- The second stage will also involve review of legal and administrative requirements of hotel quarantine to identify opportunities to improve efficiencies and reduce on-costs in the operating model.

**(DPC)**

---

**Subject:** FW: OFFICIAL-SENSITIVE: FW: Assistance re hotel stay security [SEC=OFFICIAL:Sensitive]**From:** Chris Eccles (DPC)**Sent:** Wednesday, 8 April 2020 4:02 PM**To:** Gaetjens, Phil <[phil.gaetjens@pmc.gov.au](mailto:phil.gaetjens@pmc.gov.au)>**Subject:** RE: Assistance re hotel stay security [SEC=OFFICIAL:Sensitive]

Thanks

**Chris Eccles AO**

Secretary

Department of Premier and Cabinet, Victoria

Ph:

OFFICIAL-SENSITIVE

---

**From:** Gaetjens, Phil <[phil.gaetjens@pmc.gov.au](mailto:phil.gaetjens@pmc.gov.au)>**Sent:** Wednesday, 8 April 2020 11:05 AM**To:** Chris Eccles (DPC) <[chris.eccles@dpc.vic.gov.au](mailto:chris.eccles@dpc.vic.gov.au)>**Cc:** <[phil.gaetjens@pmc.gov.au](mailto:phil.gaetjens@pmc.gov.au)>**Subject:** Assistance re hotel stay security [SEC=OFFICIAL:Sensitive]**OFFICIAL:Sensitive**

Chris

On the question of assistance with security, I am advised the only deal with NSW was in-kind provision of ADF personnel.

I am sure the Commonwealth would be willing to assist Victoria in a similar way if you wanted to reconsider your operating model.

**Philip Gaetjens**

Secretary

Department of the Prime Minister and Cabinet

p.

e. [phil.gaetjens@pmc.gov.au](mailto:phil.gaetjens@pmc.gov.au) w. [www.pmc.gov.au](http://www.pmc.gov.au)

One National Circuit BARTON ACT 2600 PO Box 6500 CANBERRA ACT 2600

Executive Assistant

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e. [phil.gaetjens@pmc.gov.au](mailto:phil.gaetjens@pmc.gov.au)

The Department acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respect to their Cultures, Country and Elders both past and present.

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