
3BRIDGES COMMUNITY LIMITED

PANDEMIC

(2019 novel coronavirus)

MANAGEMENT PLAN

Version 1.3
14 August 2020

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Pandemic 2019 Novel Coronavirus Management Plan

(updated 14 August 2020)

Document Version

Date	Version	Author
1 May 2020	Version 1.0	Emergency Response Team Leader
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1. Purpose of Plan

- 1.1 To outline the safety management plan for 3Bridges Community Limited ('3Bridges') to create and maintain a safe environment for workplace participants, visitors and clients, reassuring all participants they can safely visit sites we provide as workplaces or undertake our services.

2. Application of the Plan

- 2.1 This Plan applies to employees and volunteers of 3Bridges, referred to in this Plan as 'workplace participants'.
- 2.2 This Plan outlines some key health, safety and wellbeing hazards that apply to 3Bridges workplace participants.

3. Commencement of Plan

- 3.1 This plan will commence from 01/05/2020. It replaces any other 3Bridges plans (whether written or not) dealing with COVID-19 safety management.
- 3.2 As the COVID-19 pandemic is an evolving situation, this Plan will be reviewed regularly in line with Federal and State restrictions as required.

4. Overview and Current Context

- 4.1 3Bridges continues to monitor the impact and spread of COVID-19. We are closely following developments and advice from various government bodies.
- 4.2 3Bridges is preparing for the potential impact of the disease which may involve community transmissions and state government actions such as closures and movement restrictions.
- 4.3 This document sets out 3Bridges response to COVID-19, both immediate and in the event of identified positive test cases. This response will be reviewed continually by the Emergency Response Team in light of ever changing developments.

5. Response Team Organisational Structure

- 5.1 3Bridges has developed a range of COVID-19 management plans and procedures in line with NSW Health and Government advice for the prevention and management of incident of COVID-19.
- 5.2 The 3Bridges Emergent Response Team are currently meeting weekly to review the situation and risk, with the Emergency Response Team Leader regulating and reviewing the situation on a daily basis against NSW Public Health releases.
- 5.3 The Emergency Response Team Leader will call together the Emergency Response Team if COVID-19 is confirmed at 3Bridges, across any site or service. 3Bridges will provide information, advice and a plan of action.
- 5.4 When incurring extra costs, specifically related to COVID-19 the Account Code 6-10185 is to be used.

6. Definitions

In this Plan:

- 6.1 '**Client**' is the recipient of a service provided by 3Bridges.

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- 6.2 **'Home office'** is the area designated by the workplace participant within the workplace participants home as the worksite in which he/she will carry out the home based work as per the working from home arrangement with 3Bridges.
- 6.3 **'Personal Protective Equipment'** is equipment such as face masks, gloves, eye protection, aprons, gowns, waterproof shoe covering, hand sanitiser and the like which are used to prevent or reduce the spread of infection.
- 6.4 **'Social distancing'** is also called and referenced as physical distancing, is a set of non-pharmaceutical interventions or measures intended to prevent the spread of COVID-19 by maintaining a physical distance between people and reducing the number of times people come into close contact with each other. It typically involves keeping a certain distance from others and avoiding gathering together in large groups. In New South Wales the social distancing measure is 1.5 metres.
- 6.5 **'Student'** is a person engaged in study; one who attends the Arrowsmith training program provided by 3Bridges.
- 6.6 **'Working from home Safety Checklist'** is a checklist completed by the workplace participant confirming that his/her home office meets the safety requirements and identifies any possible risks associated with the home office.
- 6.7 **'Workplace participant'** is any person who is an employee or volunteer of 3Bridges, for the purpose of this plan.

7. What is the 2019 Novel Coronavirus ('COVID-19')

- 7.1 COVID-19 is a new disease, and many of the details of its spread are still under investigation. It spreads easily between people, easier than influenza, but not as easily as measles. People are most infectious when they show symptoms (even mild or non-specific symptoms), but may be infectious for up to two days before symptoms appear (pre-symptomatic transmission). They remain infectious an estimated seven to twelve days in moderate cases and an average of two weeks in severe cases.
- Symptoms include fever, coughing, sore throat, fatigue, loss of smell, loss of taste, and shortness of breath. Symptoms can range from person to person.
 - Some people will recover easily, and others may get very sick very quickly.
 - Information on the virus can be gained directly from the Australian government's Coronavirus Health Information Line on 1800 020 080.
- 7.2 As this is a new disease and deemed by the World Health Organisation ('WHO') as a pandemic this can be trying time for both 3Bridges clients and staff. The Executive team along with human resources, managers and team leaders are to encourage workplace participants during this pandemic to:
- Continue to be patient and kind to one another;
 - Encourage workplace participants to use the Employee Assistance Program as required;
 - Provide clients with additional emotional support as required;
 - Avoid being overly dramatic in shared workspaces;
 - Understand and respect some people may **not** want to talk about COVID-19.

8. References

- 8.1 Public Health (COVID-19 restrictions on Gathering and Movement) Order (No 3) 2020 [NSW]
- 8.2 Management of COVID-19 for workplace participants covering services and education
- 8.3 COVID-19 Symptoms/Testing Process
- 8.4 3Bridges COVID-19 Register
- 8.5 Australian Government's Coronavirus Health Information Line
- 8.6 COVID-19 response to a Positive Result
- 8.7 Aged Care COVID-19 Risk Assessment & Management
- 8.8 Children Services COVID-19 Risk Assessment & Management

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9. Confidentiality

- 9.1 This plan states contact tracing will be undertaken. Contact tracing will record names, contact number or email address for workplace participants, visitors, clients and students for a period of at least twenty eight days.
- 9.2 To maintain confidentiality these records will be stored securely and only used for the sole purpose of tracing COVID-19 infections.
- 9.3 3Bridges will cooperate with New South Wales Health and/or other regularity bodies if contacted to a positive case of COVID-19.

10. Response Priorities

- 10.1 3Bridges will continue to implement precautionary measures to help minimise the risk of COVID- 19 exposure by:
- i. Ensuring the health, safety and well-being of our workplace participants.
 - ii. Focusing on providing our clients with high quality services as far as practicable.
 - iii. Taking actions to support community spread of the virus.
 - iv. Closely assess the impact of COVID-19 on our communities and identify ways to safely extend support to those in need.

11. Emergency Response Team

Name	Title	Location
Barry Gallagher	Acting CEO	Head Office
Caroline Tumeth	Director, Community Capacity	Penshurst
Amal Madani	Director, Reframing Ageing	Carss Park
Sharlene McKenzie	Manager, Aboriginal Services	Hurstville
Dayle Schirripa	Team Leader, Administration	Carss Park
Tracey Mitchell	Manager, Community Services	Carss Park
Leighton Pollard	Team Leader, Youth Services	Hurstville
Matthew Mullane	NDIS Business Development & Partnership	Penshurst
Vanessa Gauci	Promotion & Inclusion Manager	Carss Park
Joy Hiley	Team Leader, HR	Penshurst
Marilou Bombardieri	Service Administrator	Mortdale
Gayle Johnson	WHS & Quality Coordinator	Mortdale

- 11.1 The 3Bridges Emergency Response Team will regularly review COVID-19 documentation including, procedures, policies, registers and plans ensuring they are current and up to date against NSW Health guidelines.
- 11.2 The Emergency Response Team will be activated immediately in the event of a COVID-19 positive confirmation.

12. Executive Summary of Current Actions

Actions	Responsible	Method	Completed
Implement additional hygiene measures / communications	Emergency Response Team	<ul style="list-style-type: none"> • WHS Circular • Emails • Posters • Cleaning Schedules 	✓
Identify and confirm which services and/or clients will be heavily impacted	Director, Reframing Ageing/ Director, Community Capacity	Review with Team Leaders and discuss plans re services and amend where required	✓

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Actions	Responsible	Method	Completed
Identify which personnel/ teams are critical to operations, make plans to mitigate risk	Emergency Response Team	Document in organisational plan	Ongoing
Identify IT capacity for larger numbers of staff to work remotely	Team Leader, Administration	In consultation with communication technology company	✓
Nominate a central person to manage information	Emergency Response Team Leader	Document in COVID-19 plans/processes/documents	✓
Define primary organisational communication channels regarding COVID-19 responses	Emergency Response Team	<ul style="list-style-type: none"> WHS Circular Emails Intranet 	✓
Limit non-essential work travel	Executive Team	On a service by service basis	Ongoing
Identify which employees can/not work from home	Executive Team, Managers, Team Leaders	Reassess on a regular basis and modify as required	Ongoing
Monitor public health notices	Emergency Response Team Leader	Review on a daily basis via relevant websites	Ongoing
Prepare messaging for: <ul style="list-style-type: none"> - Updates to COVID-19 situation - Working from Home - Stand downs - Self Isolation for employees - Notification of positive test 	Emergency Response Team Leader	<ul style="list-style-type: none"> WHS Circular Emails Letters (templates) Intranet Connect 	Templates completed Advice notices Ongoing
As Needed			
IT Issues Support staff PPE Equipment Levels	Emergency Response Team	The response team will meet as required to assess current status/ situation – prioritise meeting to discuss urgent issues (Via Teams).	

13. Communication Channels

- 13.1 Email is the primary communication channel across the organisation to workplace participants. All email messages, circulars, announcements are also placed on intranet.
- 13.2 Managers and Team Leaders are accountable to ensure messages are passed onto their team members (in cases where people may not have access to emails).
- 13.3 Central information is kept on SharePoint (past communications, circulars, Connect magazine, and latest information).
- 13.4 Emergency Response Team Leader and/or CEO to communicate urgent emerging issues via WHS Circular or directly in the event of an emergency via Red Oxygen.

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14. Prevention and Control Measures

Infection Prevention and Early Detection 3Bridges teams must take the following steps:

14.1 Social Distancing

- i. Avoid close contact where possible; and,
- ii. Do not attend large social gatherings.

14.2 Keeping a Hygienic and Clean Environment

- i. Increased cleaning since the onset of the pandemic across facilities; and,
- ii. Local alterations can be made in line with local circumstances (e.g. children services, student centres).

14.3 Monitor Clients for Symptoms

- i. Monitor temperature of clients utilising services. Refer process of the Management of COVID-19 for Workplace Participants covering Services and Education procedure; and,
- ii. Watch for symptoms of COVID-19 – fever, coughing, sore throat, or shortness of breath.

14.4 Mental Health and Wellbeing

Description	Control Actions
<p>Workplace participants experiencing changes to workload (increase/decrease) from modifications in tasks and priorities during pandemic.</p> <p>Balancing non-work related demands (e.g. caring and childcare responsibilities).</p> <p>Workplace participants experiencing disengagement and low morale regarding clarity of tasks, team roles and evolving priorities.</p> <p>Workplace participants experiencing uncertainty, stress, anxiety from the transition to working from home arrangements.</p> <p>Workplace participants experiencing uncertainty and anxiety about the COVID-19 risks to their personal health (due to working in different environments from normal).</p> <p>Workplace participants experiencing isolation and changes in levels of support from team leaders, managers and work colleagues as a result of working from home.</p> <p>Aggravation or exacerbation of stress caused by a pre-existing condition/s (e.g. existing mental health condition, disabilities, staff on annual or personal leave, etc.).</p>	<p>Team Leaders/Managers to consult and regularly check in with workplace participants on how they are feeling with the current situation, human resources to encourage managers to be flexible, and support remote contact between workplace participants.</p> <p>Hold regular conversations to provide as much clarity and flexibility as possible about tasks, priorities and the way work can be delivered.</p> <p>Hold general staff meetings across the company via virtual methods to ensure engagement and workplace participants are kept up to date with workplace changes.</p> <p>Provide training (e.g. online via Teams, Zoom etc.) to cover tasks and update of any procedures, policies that relate to a workplace participants duties.</p> <p>Reiterate the availability of Employee Assistance Scheme ('EAP') and other related support services that are available to all workplace participants and/or family members.</p> <p>Ensure there are adjusted return to work strategies for workplace participants on personal leave or Workers' Compensation leave.</p>

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14.5 Working from Home or Working Alone

Description	Control Actions
<p>The home work environment may cause injury (noise, lighting, thermal comfort, and slips, trips and falls).</p> <p>Workplace participants may suffer musculoskeletal disorders by adopting static postures while using laptops, portable devices or personal computers.</p> <p>Increased isolation (on-site and/or at home) may increase risk of injury.</p>	<p>Promote work health and safety advice and support to workplace participants.</p> <p>Proactively plan with workplace participants who have a known pre-existing injury.</p> <p>Establish protocols for regular check-ins with workplace participants via team leaders/managers and if required access to the Occupational Therapist as required.</p> <p>Regularly review in consultation with workplace participants who are regularly working from home his/her working from home checklist to ensure safety checks are carried out.</p> <p>Reiterate advice and support is available to workplace participants via Employee Assistance Scheme.</p>

14.6 Occupational Violence and Aggression

Description	Control Actions
<p>Online, over the phone or other remote threatening or aggressive behaviour by workplace participants, clients, students or community members.</p> <p>On-site violence, bullying or harassment by workplace participants, clients, students or community members.</p> <p>Workplace participants experiencing stress or anxiety stemming from exposure to increasing onsite or online occupational violence and aggression from clients.</p>	<p>Ensure workplace participants are ready to manage the clients and/or students that will be attending activity, social or student classes.</p> <p>Set expectations for behaviour with the clients and students, and promote appropriate ways for clients and student parents to raise their concerns.</p> <p>Discuss extra supports or strategies for workplace participants who engage with anyone known to present a risk.</p> <p>Encourage workplace participants to report incidents, de-brief, and seek escalated support (e.g. through EAP) if required.</p>

15. Workplace Participant is sick at work – develops symptoms (coughing, temperature)

- 15.1 Health and safety laws and regulations require that an employer send an employee home if they feel that he/she are at risk to their own health or the health of others in the workplace.
- 15.2 3Bridges has the right to send an employee home if they are visibly ill and present with symptoms that can pose a risk, even if the employee disagrees. It is 3Bridges's duty of care to all workplace participants and our clients. Employees also have a duty to take reasonable care for their own health and safety and to not adversely affect the health and safety of others. Refer COVID-19 Symptoms/Testing process if symptoms are COVID-19 related.

16. Workplace Participant does not want to work due to fear of contracting Coronavirus

- 16.1 3Bridges has a responsibility to act in accordance with government advice. If 3Bridges is acting to government advice and the direction given to the employee is lawful and reasonable, the workplace participant will not be paid for staying at home.

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17. Personal Protective Equipment

- 17.1 Weekly checks are to be undertaken by the Emergency Response Team Leader ensuring there is adequate stock holdings, projecting out minimum two weeks (or greater in the event of circumstances changing).
- 17.2 Stock holdings are retained at head office (Carss Park) and distributed across each service as required.
- 17.2 Stocktake Checklist

PPE Item	Minimum Stock Holding
Gloves (med, large, Xlarge)	10 boxes each
Face masks	30 boxes
Shoe protectors (50 per pkt)	5 packets
Dispenser hand soap (carton qty)	1 carton
Hand sanitiser (100ml)	50
Hand Sanitiser (500ml)	20
Antibacterial wipes	10 pkts
Hair nets (carton qty)	1 carton
Surface wipes	10 pkts
Infar red thermometers	1

18. Site/Facility Assessment

- 18.1 A detailed assessment of each facility and site limitations will assist in monitoring occupancy against the 4 x 4 sq. metre rule coupled with formalising working from home and closure plans if required.
- 18.2 Menai

Work Area	Maximum Limitation
Reception Area	3
Office behind Reception	2
First Office	2
End Office	1
Training Room	9
Aged Care Office	1
Aged Care Main Office	3

18.3 Home Modifications - Mortdale

Work Area	Maximum Limitation
Office Area	3⇒4
Upstairs Office (single room)	1
Office Two	2
Kitchen	2

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18.4 Hurstville - Youthzone

Work Area	Maximum Limitation
Office Area	4
Training Room	8
Youthzone Gaming Hub	3
Youthzone Lounge Area	2
Youthzone Quiet Area	2
Youthzone Front Area	4

18.5 Hurstville – Aboriginal Services

Work Area	Maximum Limitation
Main Office Area	6
Office One	2
Office Two	2
Kitchen	2

18.6 Gymea EYSS

Work Area	Maximum Limitation
Office Area	2
Kitchen Table	1
Board Table/Room	4
Kitchen Area	2
Presentation Area	1

18.7 Carss Park – Head Office

Work Area	Maximum Limitation
Training Room	8
Parraweena Room	5
Main Office (including reception)	15
Staff Room/Kitchen	4
MCSP Office	2
Social Support Area	5

18.8 Penshurst (including Gallagher Building)

Work Area	Maximum Limitation
Arrowsmith Room	16
NDIS Office	5
Allied Health & Tax Room	4
East Wing	7
West Wing	4
Group Room	6
Children Services Office	3 per room
Staff Rooms/Kitchens	2

19. Scenario Plans

There are two scenarios we need to plan for:

1. Critically low staffing levels (e.g. school closures, isolation, government restrictions))
2. Suspected case of or exposure to COVID-19

Succession Plan

Current Roles	Name and Details of Person/s who can pro
Emergency Response Team Leader	Dayle Schirripa – Team Leader, Administration
Site Emergency Managers	Carss Park + Menai - Dayle Schirripa Penshurst - Matthew Mullane Hurstville – Leighton Pollard

Succession Position/People	Name and Details of Person/s who can pro
Emergency Response Team Leader	Matthew Mullane – NDIS Business Development an
Site Emergency Manager	Stand in Site Manager from another facility to be allo

19.1 Scenario One – Critically low staffing levels

- STEP 1 – Determine minimum staffing levels.
- STEP 2 – Determine additional staff availability from existing pool of staff.
- STEP 3 – Share staff from wider pool of staff (refer to other managers/team leaders for staffing options).
- STEP 4 – Managers/Team Leader to escalate progress and gaps to Executive Team.
- STEP 5 – Executive Team to escalate progress and gaps and consult with Emergency Response Team to ensure mobilise alternative staffing strategies for new staff for the organisation.

19.2 Scenario Two – Suspected case of or exposure to COVID-19

- STEP 1 – Follow the COVID-19 Symptoms/Testing Process.
- STEP 2 – Follow the COVID-19 Response to a Positive Test Result.
- STEP 3 – Escalate to Executive Team and Emergency Response Team.
- STEP 4 - The 3Bridges Emergency Response Team will be activated to support the process of any cases of COVID-19 confirmed.
- STEP 5 - The Emergency Response Team will work with the relevant parties until the case is closed.

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20. Actions to Contain Spread

20.1 Workplace hygiene and screening for risk of spreading the 2019 novel coronavirus is imperative across all facilities and responsibility of all workplace participants.

Actions	Why	Method	Responsible	By When
<p>Promote through handwashing.</p> <p>With soap and water for at least 20 seconds or use an alcohol-based hand sanitiser.</p>	<p>This is the most effective way of preventing disease spread.</p>	<p>Promote through:</p> <ul style="list-style-type: none"> • Hand Hygiene training • Emails/Intranet • Posters in toilets • Team Meetings • Ensure hand washing facilities are kept well stocked • Hand sanitisers available 	<ul style="list-style-type: none"> • All staff • Emergency Response Team • Executive Team 	<p>Immediately and ongoing</p>
<p>Promote appropriate protocols managing coughs/ symptoms</p> <p>Cough into elbow.</p> <p>Do not enter 3Bridges premises if you have a sore throat, cough, fever or symptoms.</p>	<p>Reduce risk of spreading virus.</p>	<p>Promote through:</p> <ul style="list-style-type: none"> • Emails/Intranet • Posters in workplace • Management Meetings • Team Meetings • Connect Magazine • WHS Circular 	<ul style="list-style-type: none"> • All staff • Emergency Response Team • Executive Team 	<p>Now and ongoing</p>
<p>Social Distancing</p> <p>Limit physical contact where practicable</p> <p>Maintain 1.5 metre distance from others.</p> <p>Note: Deaf/blind clients and/or visitors would require support.</p>	<p>Reduce person to person spread of virus.</p>	<p>Promote through:</p> <ul style="list-style-type: none"> • Emails/Intranet • Posters in workplace • Management Meetings • Team Meetings • Connect Magazine • WHS Circular 	<ul style="list-style-type: none"> • All staff • Emergency Response Team • Executive Team 	<p>Now and ongoing</p>

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What	Why	How	Who	By When
<p>Increased Cleaning</p> <p>Employees asked to regularly clean hard surfaces in office areas with disinfectant wipes or similar.</p>	<p>The virus can be transferred on hard surfaces.</p>	<p>Educate staff.</p> <p>Provision of disinfectant wipes always available.</p> <p>Staff to wipe hard surfaces in their work areas after use in the event hot desking may occur.</p> <p>Cleaning schedule developed and distributed to external contractors.</p>	<ul style="list-style-type: none"> • All staff • Team Leader, Admin • Team Leader, Admin 	<p>Now and ongoing</p>
<p>Increase cleaning/ hygiene supplies</p>	<p>Products required to reduce spread of virus.</p>	<p>Orders to be placed and stored centrally (Carss Park) for distribution as required.</p> <p>If no supplies, soapy water or alternate cleaning products to be used.</p>	<ul style="list-style-type: none"> • Team Leader, Admin 	<p>Now and ongoing</p>

21. Plan for Key Person/Team Risks – Non Service (operational)

21.1 While a number of 3Bridges internal operations can be conducted remotely some services need to be actioned within our facilities. Those which are deemed facility bound operations with a rating of medium to high risk include:

Key Role/s or Team	Business Impact	Impact Rating	Mitigating Strategies/Alternatives
Payroll	Fortnightly payments to over 150 employees at risk, impacting employees cash flow.	High	<p>Payroll Manager work from home if lock down event is triggered.</p> <p>If unable to work from home back up includes Finance Manager & HR Team Leader support to payroll.</p> <p>Last resort- upload previous fortnight's payroll payments (Finance Team).</p>
IT Support	Current internal issues are escalated to Apek Technology – no change	Medium	Increase Zoom licences if required if lockdown event is triggered.

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Key Role/s or Team	Business Impact	Impact Rating	Mitigating Strategies/Alternatives
Property Maintenance	Lack of support to respond to any facilities related issues.	Low	Local teams have capacity to identify and respond as required with the endorsement of managers located at each facility.
Payments	Crucial that invoices are processed on a weekly basis (each Monday).	High	Accounts Payable staff members can work from home; with there being a number of back up staff across the finance division.
Finance	Current financial tasks and processing to continue uninterrupted.	Medium	Finance team can work from home; with a system already in place to permanently mobile twin the department phones being answered from various remote environments should a lockdown event be triggered with there being a number of back up staff across the finance team. Finance team are already set up with home office equipment.
Rostering	Crucial that rostering continues.	High	Rostering team can work from home and have back up.
Switchboard	Current main number (1300 327 434) is to continue being answered Monday ⇨ Friday.	High	Administration team can work from home; with a system already in place to permanently mobile twin the 1300 to be answered from a remote environment should a lockdown event be triggered with there being a number of back up staff across the administration team.
Work Health & Safety	Crucial work health and safety matters including the pandemic are addressed in timely manner The Emergency Response team is to meet via Teams on a daily basis to review and determine plans.	High	Emergency response team & WHS Coordinator Team is able to work from home and have access to all relevant systems online. Act as a backup to each other.
Executive Team	Crucial that the team meet weekly to address company matters.	High	Team is able to work from home and there is adequate backup for all systems online. Act as a backup to each other.
Chief Executive Officer	Essential the CEO is available and keeping the Board up to date with company matters.	High	CEO able to work from home and contactable via phone, email or virtual Teams. Executive team would be the backup should the CEO be unavailable.

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22. Plan for Key Service Delivery Challenges

22.1 While a number of 3Bridges services can be temporarily closed or even conducted remotely some services cannot be halted or have a higher exposure to community variables. Those which are deemed medium to high risk include:

At Risk Service	Service Impact	Impact Rating	Mitigating Strategies/ Alternatives
Frozen Meal Service	No distribution of food for those most in need.	High	Continue as long as food supply continues. Work in collaboration with volunteers and support workers.
CHSP Travel	Socially isolated elderly will be unable to access necessary services.	Medium/High	Staff and volunteers being utilised for daily phone calls and triaging of request for essential travel.
Home Care Package Clients	Socially isolated elderly will be unable to access necessary services.	High	Support workers to continue in limited capacity to provide essential services.
Group Day Services	Lack of community connection and occupation for clients. Lack of respite for families.	Medium	Prioritise clients who most require 1:1 support in their home. Support staff deployed to provide services in home. Staff and volunteers being utilised for daily phone calls keeping connection with clients.
Arrowsmith	Interim cessation of class learning modules. Reduction in social connections with other students.	Medium	Develop a plan for students to continue studies via virtual learning. Staff members to work from home and continue to deliver learning modules. Team is able to work from home and there is adequate backup for all systems online. Act as a backup to each other.
NDIS	Disability clients are reliant on support workers for the operation of their care, including personal care.	High	Risk assessment of clients. Risk assessment of homes for cumulative risk. Minimum staffing levels to be determined. Skills of other staff to be redeployed. Potential of NDIS admin staff or team members to be redeployed offer services.

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At Risk Service	Service Impact	Impact Rating	Mitigating Strategies/ Alternatives
Meeting Centre Support Program	<p>Cessation of group meetings at Carss Park centre.</p> <p>Reduction in social connections with other group members.</p> <p>Lack of respite for carers.</p>	Medium/High	<p>MCSP staff to provide 1:1 services in home.</p> <p>Staff and volunteers being utilised for daily phone calls keeping connection with clients.</p> <p>Re establish the virtual group and 1:1 sessions.</p> <p>Staff members to work from home and continue to deliver learning modules.</p> <p>Team is able to work from home and there is adequate backup for all systems online.</p> <p>Act as a backup to each other.</p>
Aboriginal Services	Crucial situations that requires to continue.	High	<p>Team to be used for telephone contact and escalation of any risk.</p> <p>Support workers/Case Managers to continue in limited capacity to provide essential services.</p>
Before/After School Centres	Centre unable to operate with children to be moved to alternate location.	High	Refer Risk Assessment & Management – Children Services
Community Hub Programs	Lack of community connection and occupation for clients.	Medium	<p>Hub programs to be temporarily halted.</p> <p>Affected staff (if any) deployed to other services.</p>
Services at Home	Clients requiring services will be unable to access necessary services.	High	Support workers to continue in to provide essential services.
RTO	Interim cessation of class learning modules.	Medium	<p>Develop a plan for students to continue studies via virtual learning.</p> <p>Staff members to work from home and continue to deliver learning modules.</p> <p>Team is able to work from home and there is adequate backup for all systems online.</p>
Allied Health	Clients requiring services will be unable to access necessary services.	High	Occupational Therapists to be redeployed across other services and/ or work from home in the short term.

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At Risk Service	Service Impact	Impact Rating	Mitigating Strategies/ Alternatives
Home Modifications (HMM)	<p>Confirmed projects placed temporarily on hold.</p> <p>Clients with confirmed projects and lawn mowing will be unable to go ahead.</p>	Medium	<p>Lawn mowing contracts to continue with external contractors, with services predominantly remaining unaffected.</p> <p>HMM administration staff can work from home; with a system already in place to permanently mobile twin the department phones being answered from various remote environments should a lockdown event be triggered with there being a number of back up staff across the HMM team.</p> <p>HMM team are already set up with home office equipment.</p> <p>Project team can work from home processing quotations, paperwork for short term with redeployment or stand down to be considered if term of event continues for a length period.</p>
Youth Services 1:1	Crucial situations that require ongoing support.	High	<p>Team members to be used for telephone contact and escalation of any risk.</p> <p>Case Managers to continue in limited capacity to provide essential services.</p>
Youth Zone Drop In Centre	<p>Centre unable to operate with centre services to be temporarily halted.</p> <p>Lack of community connection and occupation for clients.</p>	High	Refer Risk Assessment & Management Plan.
Youth SWEEP	Closure of school/s.	High	<p>Develop a plan for students to continue studies via virtual learning.</p> <p>Staff members to work from home and continue to deliver wellbeing support.</p>

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22.2 Each service to develop a local action plan covering the following

- Monitor for staff absenteeism;
- Staff communication methods across the team;
- Key person list;
- Permanent roster impact if child care/schools close affects staff members;
- Minimum staffing levels for the service area;
- Staff coverage plan.

23. Visitor Health

- 23.1 Ensuring that visitors are not unwell upon entry to our facilities is very important in controlling the spread of COVID-19.
- 23.2 All visitors entering 3Bridges are required to complete the Contact Tracing Register. This Register is aligned with government advice to minimise the spread of COVID-19.
- 23.3 Additional signage has also been developed that is displayed across and throughout the facilities, advising of good hygiene practices and social distancing.
- 23.4 To assist with controlling the spread on entry and exit, each visitor must:
- apply hand sanitizer;
 - if required, submit to having their temperature tested (via touchless thermometer); and,
 - adhere to physical distancing.

24. People Presenting with Symptoms

- 24.1 3Bridges has developed a COVID-19 symptoms/testing process which covers nine scenarios and the 3Bridges procedure/process against each scenario.

25. Continuous Improvement

- 25.1 Improvements to this plan will be made throughout the duration of the 2019 novel coronavirus.

26. Media Contact

- 26.1 During the pandemic, there is a strong media presence and reporting on cases across the state, the last thing 3Bridges wants is to have to worry our workplace participants, (on top of everything else that is already making them anxious), they may be approached by the media and what they should/should not do, so it is important that we prepare for this accordingly with guidelines communicated to workplace participants.
- 26.2 Media Representatives: The Chief Executive Officer (CEO) is the principal point of contact, for news and print media about the 2019 novel coronavirus across 3Bridges. Conducting and coordinating news media relations, (including online news media, relations policies and priorities) will fall directly under the CEO (in consultation with the Chairperson of the Board). If required, the CEO will ensure timely release and efficient dissemination of materials and information to media.
- 26.3 Media Material: Coordination of press releases and media material will be prepared in consultation with the Emergency Response Team and the Marketing/Communications Team, with the CEO coordinating the review and clearance of any facility and/or organisational press materials.
- 26.4 Interviews: In response to media interview requests, the CEO will contact the Chairperson of the Board prior to any contact or agreement.
- 26.5 Reporters: When/if a workplace participant is approached by a reporter, workplace participants are to contact their immediate supervisor (and if not available the CEO) prior to speaking to any outlet.

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Appendix 2 - COVID-19 Symptom/Testing Process
 (updated 14 August 2020)

Please find below an overview of the process to follow should a staff member find oneself faced with one of the following scenarios.

It is to be noted that this document does not cover all scenarios due to the changing nature of the pandemic. Should you find a scenario not listed below, please contact your manager/team leader or a member of the Emergency Response Team for direction.

Emergency Response Team (24/7)

Manager, Administration

NDIS Business Development and Partnerships Manager

Scenario Staff member or volunteer	NSW Health Recommendations	3Bridges procedures / process
Displaying COVID-19 symptoms?	Anyone with symptoms of COVID-19, even mild symptoms, should get tested.	Contact your medical practitioner. Seek testing. Stay at home (isolation) until results are received. Contact your manager/team leader and discuss if working from home is possible during your isolation period whilst waiting for results. If WFH is not possible time absent will be taken from personal leave (sick leave) or if this is exhausted accrued annual leave.
Has been in casual contact with a person (non work related) who has tested positive.	Casual contacts are not required to self-isolate in their homes unless you develop symptoms. Monitor for symptoms and seek help if you develop symptoms.	No self isolation required. Monitoring of symptoms is essential. If you develop symptoms, contact your medical practitioner. Seek testing. Contact your manager/team leader and discuss if working from home is possible during your isolation period whilst waiting for results. If WFH is not possible time absent will be taken from personal leave (sick leave) or if this is exhausted accrued annual leave.

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Scenario Staff member or volunteer	NSW Health Recommendations	3Bridges procedures / process
<p>Has been in casual contact with a person (work related) who has tested positive.</p>	<p>Casual contacts are not required to self-isolate in their homes unless they develop symptoms.</p> <p>Monitor for symptoms and seek help if you develop symptoms.</p>	<p>No self isolation required.</p> <p>Monitoring of symptoms is essential.</p> <p>If you develop symptoms contact your medical practitioner.</p> <p>Seek testing.</p> <p>If testing is required your manager/team leader will contact you to discuss if working from home is possible for the period whilst waiting for results.</p> <p>If WFH is not possible time absent will be covered by 3Bridges Community.</p>
<p>Has been in contact and provided services to client who is being tested and waiting results.</p>	<p>Person is to self isolate in their home until test results are received from the client.</p> <p>Monitor for symptoms whilst waiting results and seek help if you develop symptoms.</p>	<p>Self isolation required.</p> <p>Monitoring of symptoms is essential whilst waiting results from client.</p> <p>If you develop symptoms contact your medical practitioner.</p> <p>Seek testing.</p> <p>Whilst waiting results and/or if testing is required your manager/team leader will contact you to discuss if working from home is possible for the period.</p> <p>If WFH is not possible time absent will be covered by 3Bridges Community.</p>
<p>Has visited an identified venue (non work related) on the date and at the same time where a person has been confirmed as testing positive.</p>	<p>Public Health will advise after accessing the situation to either:</p> <ul style="list-style-type: none"> • Monitor for symptoms and immediately self-isolate and seek testing if you develop symptoms, however mild; or, • Isolate for 14 days and get tested regardless of symptoms. <p>This will be on a case by case basis advised by NSW Public Health.</p>	<p>To follow the direction of NSW Public Health.</p> <p>If isolation is required, contact your manager/team leader and discuss if working from home is possible during your isolation period.</p> <p>If WFH is not possible time absent will be personal leave (sick leave) or if this is exhausted accrued annual leave.</p>

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Scenario Staff member or volunteer	NSW Health Recommendations	3Bridges procedures / process
<p>Visited an identified venue whilst working on the date and at the same time where a person has been confirmed as testing positive.</p>	<p>Public Health will advise after accessing the situation to either:</p> <ul style="list-style-type: none"> • Monitor for symptoms and immediately self-isolate and seek testing if you develop symptoms, however mild; or, • Isolate for 14 days and get tested regardless of symptoms. <p>This will be on a case by case basis advised by NSW Public Health.</p>	<p>To follow the direction of NSW Public Health.</p> <p>If isolation is required, contact your manager/team leader and discuss if working from home is possible during your isolation period.</p> <p>If WFH is not possible time absent will be covered by 3Bridges Community.</p>
<p>Close contact with a 3Bridges work colleague or client/student who has tested positive.</p>	<p>Self isolate for 14 days and get tested regardless of symptoms.</p>	<p>To follow the direction of NSW Public Health and immediately self isolate and be tested.</p> <p>Your manager/team leader will discuss if working from home is possible during your isolation period.</p> <p>If WFH is not possible time absent will be covered by 3Bridges Community.</p>
<p>Residing with a person who is being tested and awaiting results.</p>	<p>Person in household would be self isolating.</p> <p>Monitor for symptoms and immediately self-isolate and seek testing if you develop symptoms, however mild.</p>	<p>Monitoring of symptoms is essential.</p> <p>If you develop symptoms contact your medical practitioner.</p> <p>Seek testing.</p> <p>If testing and self isolation is required contact your manager/team leader to discuss if working from home is possible for the period whilst waiting for results.</p> <p>If WFH is not possible time absent will be from personal leave (sick leave) or if this is exhausted accrued annual leave.</p>

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Scenario Staff member or volunteer	NSW Health Recommendations	3Bridges procedures / process
<p>My child has received a confirmed COVID-19 diagnosis.</p>	<p>Monitor for symptoms and immediately self-isolate and seek testing if develop symptoms, however mild.</p>	<p>Self isolate for 14 days with monitoring of symptoms essential. If symptoms develop immediately seek testing. Contact your manager/team leader and discuss if working from home is possible during your isolation period. If WFH is not possible time absent will be taken from personal leave (sick leave) or if this is exhausted accrued annual leave.</p>
<p>There is a confirmed case of COVID-19 at my child's school/childcare and my child has been identified as a close contact.</p>	<p>Generally other people in the household of a close contact do not need to self-isolate.</p> <p>Similarly as a parent or guardian who cannot isolate from a child who is a close contact should not attend work.</p> <p>Additional precautions may also be necessary if you and/or a household member work(s) in a high risk setting (aged care facility, hospital, correctional facility, disability services) and are unable to effectively isolate from the child.</p>	<p>Monitoring of symptoms is essential. If symptoms develop immediately seek testing. Contact your manager/team leader and discuss if working from home is possible during your isolation period. If WFH is not possible time absent will be taken from personal leave (sick leave) or if this is exhausted accrued annual leave.</p>
Definitions		
<p>Casual Contact</p> <p>A casual contact is defined as someone who has had face-to-face contact for <u>less than</u> 15 minutes cumulative over the course of a week, or been in the same closed space (office, home) for less than 2 hours, with a person with a COVID-19 infection while they were infectious.</p>		
<p>Close Contact</p> <p>Close contact is defined by NSW Health as being in close contact of a COVID-19 case for a prolonged period of time.</p> <p>A close contact is anyone who: has had face-to-face contact for more than 15 minutes with someone known to have COVID-19, while that person was or may have been infectious, including in the 48 hours before their symptoms started.</p>		

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Working from Home

Is an approved arrangement for a workplace participant to carry out defined duties from his/her home office, for a specified period. Working from home is a work approach enabled through internet and mobility wherein irrespective of the physical location of the workplace participant work can be done.

Self Isolation

Following Public Health instructions including:

- not having any visitors unless it is for medical treatment or an emergency
- remaining separated from others as much as possible from other household members
- not sharing a room with vulnerable people
- wearing a surgical mask (if available) when you are in the same room as another person, even if they are also in self-isolation
- using a separate bathroom (if available)
- avoiding shared or communal areas and wear a surgical mask (if available) when moving through these areas.

Symptoms

Symptoms of COVID-19 include

- Fever (37.5 ° or higher)
- cough
- sore/scratchy throat
- shortness of breath (difficulty breathing)
- loss of smell or
- loss of taste.

Venue

Venue can be defined (but not limited to); a shop, restaurant, café, aged care facility, school, hotel, club, fitness centre.

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Guidelines

NSW Health self isolation guidelines for people diagnosed with COVID-19 infection

While some people who are diagnosed with COVID-19 will need to be managed in hospital, most people will have mild illness and can be managed at home in isolation. If you are someone who has been diagnosed with COVID-19, your release from isolation will depend upon whether your illness was managed at home, in a hospital or a combination of both.

For most people, release from isolation will be based on clinical features, such as duration of illness and time elapsed since resolution of all symptoms. You must follow the self-isolation rules.

How long do I need to be in self-isolation?

If you have been diagnosed with COVID-19 you will need to remain in isolation until you are cleared by a designated health practitioner.

If you are not in hospital you must:

- self-isolate at your residence or another suitable place for the period of time determined by a designated health practitioner.
- notify the designated health practitioner of the place you will be self-isolating and provide the address and a contact phone number.

NSW Health self isolation guidelines for people suspected to have COVID-19 infection

If you have symptoms of COVID-19 infection and you have been tested either through your local doctor, a designated COVID testing clinic or a COVID drive-through, you must self-isolate and follow the advice below until either advised by your doctor or you receive a SMS message from NSW Health Pathology advising you of the result of your test.

How long do I need to remain in home isolation?

You must self-isolate until either advised by your doctor or you receive a SMS advising you of the result of your test. Usually this is within 24 ⇔ 72 hours.

If you test negative and you are a person who:

- is a close contact of another person with COVID-19.
- is a person who has visited or travelled from Victoria.
- is a person who is in home quarantine due to overseas travel.
- has been advised by the Public Health Unit to remain in isolation.

You must continue to follow the relevant guidelines for self-isolation and remain in isolation for the full isolation period, usually up to 14 full days.

If you have tested negative and none of the above are relevant you no longer need to stay in home isolation.

If the test is positive you should remain in self isolation until advised by your doctor or public health that you can stop. The local public health unit will also contact you to interview you and identify your close contacts.

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APPENDIX 3 - 3Bridges Limited COVID-19 (2019 Novel Coronavirus) Management Plan - Summary

COVID-19 has been declared a pandemic by the World Health Organisation, and Australia has declared it as a health emergency. 3Bridges has developed a COVID-19 management plan in line with state and federal guidelines.

3Bridges has set up an Emergency Response Team who will:

- Ensure best practice in infection control and management of COVID-19; and,
- Plan for the prevention, containment and management in the event of an incidence of COVID-19;

Managers and/or Team Leaders are to be notified of any suspected or known cases of COVID-19 amongst staff or other related parties who test positive to COVID-19 or who you have close contact* with them (e.g. a family member).

*Close contact means - greater than 15 minutes face-to-face or the sharing of a closed space for more than two hours with a confirmed case of COVID-19, without recommended personal protective equipment (PPE). Contact needs to have occurred during the period of 24 hours prior to onset of symptoms of a confirmed case.

