

Our reference: CFCFOI2021-005

[REDACTED]
via email: [REDACTED]

Dear [REDACTED]

FREEDOM OF INFORMATION (FOI) REQUEST

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by the Cultural Facilities Corporation (CFC) on 5 February 2021.

Specifically, you have requested:

- 1) a) Cultural Facilities Corporation/Canberra Theatre Centre – new employee induction manual
b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 2) Cultural Facilities Corporation/Canberra Theatre Centre Workplace bullying and harassment management plan
- 3) Cultural Facilities Corporation/Canberra Theatre Centre – Workplace Health and Safety Management Plan
- 4) Front of House Risk Assessment and Management Plan
- 5) Front of House Business Plan
- 6) a) Front of House Emergency Procedures and Evacuation Plan
b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 7) a) Front of House Fire Safety Procedures
b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 8) a) Front of House – new employee induction manual
b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 9) a) Front of House – Security Awareness training manual
b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 10) a) Front of House – Fraud Awareness training manual
b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 11) a) Front of House Duty Manager training/induction guide
b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 12) a) Front of House Duty Manager role description

- b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 13) a) Front of House Duty Manager selection criteria
 - b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 14) a) Patron Services Officer training/induction guide
 - b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 15) I also seek the metadata associated with parts a and b of each element of this request

Authority

I am an Information Officer appointed by the Chief Executive Officer under section 18 of the Act to deal with access applications made under part 5 of the Act.

Timeframes

In accordance with section 40 of the Act, CFC was required to provide a decision on your access application by 5 March 2021.

CFC wrote to you on 4 March 2021 seeking your agreement to an extension of time to decide your application under section 41 of the FOI Act, and the agreed revised deadline for a response is 12 March 2021.

Decision on access

In relation to:

- 1)
 - b) Cultural Facilities Corporation/Canberra Theatre Centre – new employee induction manual - In the event that this document exists, I also seek evidence of this document having been shared with myself
- 2) Cultural Facilities Corporation/Canberra Theatre Centre – Workplace bullying and harassment management plan
- 4) Front of House Risk Assessment and Management Plan
- 5) Front of House Business Plan
- 8)
 - b) Front of House – new employee induction manual - In the event that this document exists, I also seek evidence of this document having been shared with myself
- 9) a) Front of House – Security Awareness training manual
 - b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 10)
 - b) Front of House – Fraud Awareness training manual - In the event that this document exists, I also seek evidence of this document having been shared with myself
- 11)

- b) Front of House Duty Manager training/induction guide - In the event that this document exists, I also seek evidence of this document having been shared with myself
- 12)
 - b) Front of House Duty Manager role description - In the event that this document exists, I also seek evidence of this document having been shared with myself
- 13)
 - b) Front of House Duty Manager selection criteria - In the event that this document exists, I also seek evidence of this document having been shared with myself
- 14) A) Patron Services Officer training/induction guide
 - b) In the event that this document exists, I also seek evidence of this document having been shared with myself

Searches of CFC records has failed to identify any documentation in relation to the documents requested above, or evidence of the document being shared with you. Pursuant to section 35(1)(b) of the *Freedom of Information Act 2016* I have decided that the information that you have requested is not held by the Cultural Facilities Corporation.

In relation to:

- 1) a) Cultural Facilities Corporation/Canberra Theatre Centre – new employee induction manual
- 3) Cultural Facilities Corporation/Canberra Theatre Centre – Workplace Health and Safety Management Plan
- 6) a) Front of House Emergency Procedures and Evacuation Plan
 - b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 7) a) Front of House Fire Safety Procedures
 - b) In the event that this document exists, I also seek evidence of this document having been shared with myself
- 8) a) Front of House – new employee induction manual
- 10) a) Front of House – Fraud Awareness training manual
- 11) a) Front of House Duty Manager training/induction
- 12) a) Front of House Duty Manager role description
- 13) a) Front of House Duty Manager selection criteria

Searches were completed for relevant documents requested and the documents listed in Schedule A were identified that fall within the scope of your request.

I have decided to grant full access to these documents. These documents are released to you pursuant to section 35(1)(a) of the *Freedom of Information Act 2016*, and are provided under Attachment B to this letter.

In relation to:

- 15) *access to the metadata associated with documents identified and provided at document 2.*

I am providing the documents to you in their current form rather than as scanned documents.

I have decided to grant full access to the metadata of the above documents. This information is released to you pursuant to section 35(1)(a) of the *Freedom of Information Act 2016*, and is provided as electronic files of the documents identified in the Schedule of Documents at Attachment A.

Schedule of Documents at Attachment A is provided to assist.

Additional Charges

I have decided to waive any fee pursuant to *Freedom of information (Fees) Determination 2018* processing charges as the information provided is largely information available to you as an employee of Cultural Facilities Corporation.

On-line publishing – Disclosure Log

Under section 28 of the Act, CFC maintains an online record of access applications called a disclosure log. Details regarding your application, decision notes, and information released to you must be recorded in the disclosure log and be made publicly available between three and ten working days after the decision on access has been given to you. Please be aware that while an application for personal information will not be included in the published information, all other information will be included in the disclosure log and published on <http://www.culturalfacilities.act.gov.au/>.

Ombudsman Review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from my deemed decision is published in CFC's disclosure log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at :

The ACT Ombudsman
GPO Box 442
Canberra ACT 2601
Via email: actfoi@ombudsman.gov.au

ACT Civil and Administrative Tribunal (ACAT) Review

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at :

ACT Civil and Administrative Tribunal
Level 4, 1 Moore Street
GPO Box 370
Canberra City ACT 2601
Telephone : (02) 6207 1740
<http://www.acat.act.gov.au/>

Should you have any queries in relation to your request please contact me by telephone on (02) 6205 2195 or email ian.tidy@act.gov.au.

Yours sincerely



Ian Tidy
Chief Finance Officer
Cultural Facilities Corporation
11 March 2021

Attachment A

Schedule of Documents

FOI Request CFC2021005

Doc No.	Date	Pages	Description of Document	Alternative Title	Decision on access	Exemption
1.	April 2020	16	1) a) Cultural Facilities Corporation/Canberra Theatre Centre – new employee induction manual b) In the event that this document exists, I also seek evidence of this document having been shared with myself	Cultural Facilities Corporation Employee Induction	Full access under s 35(1)(a)	-
2.	-	-	1) Cultural Facilities Corporation/Canberra Theatre Centre – Workplace bullying and harassment management plan		Information is not held under s 35(1)(b)	-
3.	-	-	2) Cultural Facilities Corporation/Canberra Theatre Centre – Workplace Health and Safety Management Plan		Information is not held under s 35(1)(b)	-
4.	November 2020	4	3) Front of House Risk Assessment and Management Plan	Cultural Facilities Corporation Workplace Health and Safety Policy Statement	Full access under s 35(1)(a)	-
5.	-	-	4) Front of House Business Plan		Information is not held under s 35(1)(b)	-
6.	-	-	5) Front of House Emergency Procedures and Evacuation Plan		Information is not held under s 35(1)(b)	-
7.	June 2019	77	6) a) Front of House Emergency Procedures and Evacuation Plan	Canberra Theatre Centre Emergency Evacuation Management Plan	Full access under s 35(1)(a)	-

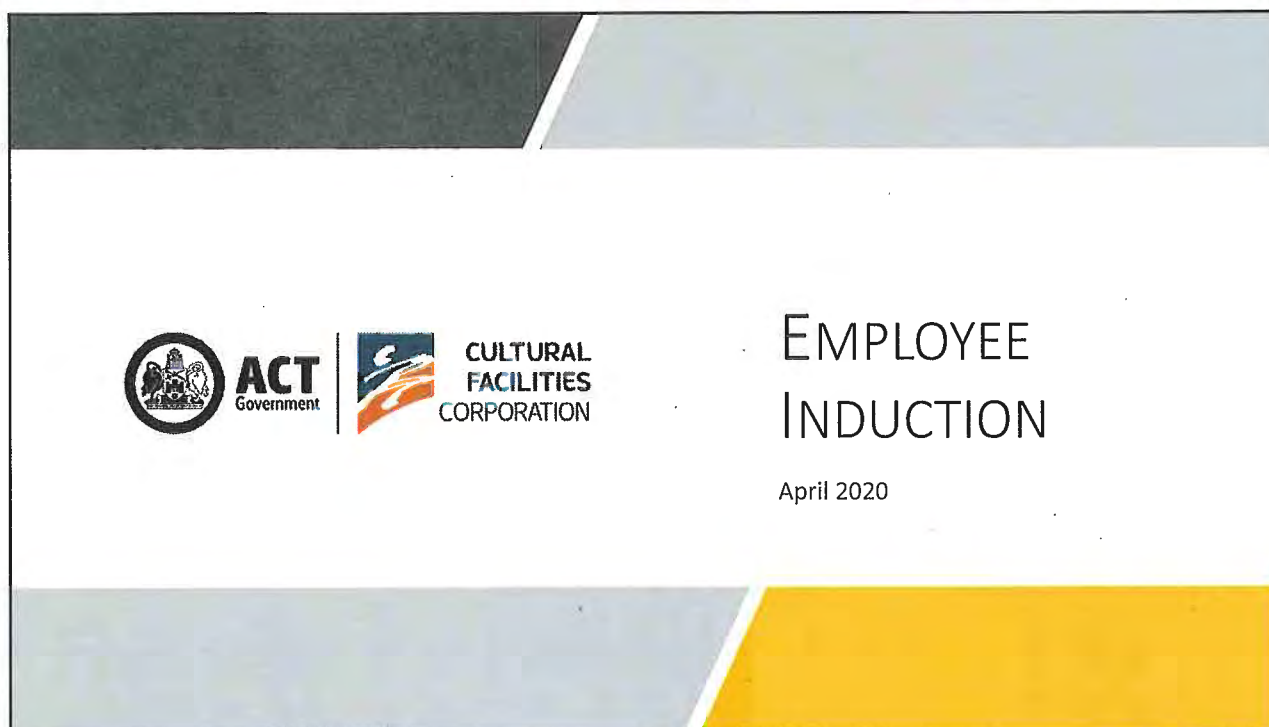
8.	June 2020	1	6) b) In the event that this document exists, I also seek evidence of this document having been shared with myself	Canberra Theatre training report – CTC ECO Training	Full access under s 35(1)(a)	-
9.	Refer to document 7 provided above		7) a) Front of House Fire Safety Procedures	Canberra Theatre Centre Emergency Evacuation Management Plan	Full access under s 35(1)(a)	-
10.	Refer to document 8 provided above		7) b) In the event that this document exists, I also seek evidence of this document having been shared with myself	Canberra Theatre training report – CTC ECO Training	Full access under s 35(1)(a)	-
11.	July 2016	55	8) a) Front of House – new employee induction manual	CTC Front of House Patron Services Officer Manual	Full access under s 35(1)(a)	-
12.	-	-	8) b) In the event that this document exists, I also seek evidence of this document having been shared with myself		Information is not held under s 35(1)(b)	-
13.	-	-	9) a) Front of House – Security Awareness training manual		Information is not held under s 35(1)(b)	-
14.	-	-	9) b) In the event that this document exists, I also seek evidence of this document having been shared with myself		Information is not held under s 35(1)(b)	-
15.	March 2012, June 2013, March 2012	21,11, 1	10) a) Front of House – Fraud Awareness training manual	CFC Fraud and Corruption Prevention Framework, Fraud Awareness Training (PowerPoint slides), CFC Fraud and Prevention Fast Fact Sheet	Full access under s 35(1)(a)	-
16.			10) b) In the event that this document exists, I also seek evidence of this document having been shared with myself		Information is not held under s 35(1)(b)	-

17.	2015	5	11) a) Front of House Duty Manager training/induction guide 11) b) In the event that this document exists, I also seek evidence of this document having been shared with yourself	CTC House Management Duty House Manager Guidelines	Full access under s 35(1)(a)	-
18.					Information is not held under s 35(1)(b)	-
19.	March 2021	4	12) a) Front of House Duty Manager role description 12) b) In the event that this document exists, I also seek evidence of this document having been shared with you	CFC Position Description - Duty House Manager PN 3563	Full access under s 35(1)(a)	-
20.					Information is not held under s 35(1)(b)	-
21.	Refer to document 19 provided above		13) a) Front of House Duty Manager selection criteria 13) b) In the event that this document exists, I also seek evidence of this document having been shared with you	CFC Position Description - Duty House Manager PN 3563	Full access under s 35(1)(a)	-
22.					Information is not held under s 35(1)(b)	-
23.			14) a) Patron Services Officer training/induction guide 14) b) In the event that this document exists, I also seek evidence of this document having been shared with you		Information is not held under s 35(1)(b)	-
24.					Information is not held under s 35(1)(b)	-

Attachment B

**Documents 1, 4, 7, 8, 11, 15, 17 and 19 of the
schedule provided under Attachment A**

Document 1 – Cultural Facilities Corporation Employee Induction



1



2

CULTURAL FACILITIES CORPORATION

The Cultural Facilities Corporation (CFC) is an ACT Government enterprise established under the Cultural Facilities Corporation Act 1997, to manage:

The Canberra Theatre Centre

The Canberra Museum and Gallery (CMAG) including The Nolan Collection

The ACT Historic Places (Lanyon Homestead, Callinorpes' House, Mugga Mugga Cottage)



3

THE CANBERRA THEATRE CENTRE

Canberra Theatre Centre (CTC) is a division of the Cultural Facilities Corporation, an independent corporation of the ACT Government. CTC works through its programming department and venue hirers to present a broad program of theatre including drama, dance, comedy, circus and music. CTC is connected to major performing arts centres across the nation and works with the nation's leading theatre producers from independent promoters to government funded theatre and dance companies.



4

THE CANBERRA THEATRE CENTRE



PLAYHOUSE

- Seats 614 people on three levels.
- Traditionally housed respected companies such as Bell Shakespeare Company and is a popular venue for comedy, drama, music and dance.



THE COURTYARD STUDIO

- The Courtyard Studio is Canberra Theatre Centre's boutique, studio performance space that doubles as the perfect venue for rehearsals, entertaining, corporate functions/meetings, exhibition space, and as an intimate performance space.



LINK BAR

- The Link foyer bar area is a modular space that services the needs of the Canberra Theatre and The Playhouse for pre and post-show and interval entertaining.



TICKETING SERVICES

- Provides ticketing services for events on at the Canberra Theatre Centre and for other venues and events around Canberra and the ACT. These services are provided under the banner of Canberra Ticketing, the biggest seller of arts tickets in the Canberra and regional area.



5

CMAG

CMAG respects and celebrates the continuing Ngunnawal culture and the rich contribution that Ngunnawal people, and other Aboriginal and Torres Strait Islander peoples, bring to our community and to our understanding of the country that surrounds and nurtures us.

CMAG serves a unique role as a place to experience the diverse history and contemporary culture of the Canberra region; and through this to gain a deeper understanding of Australia's dynamic culture in its global setting.



6

CMAG

WHAT WE ARE

- A museum and gallery dedicated to the visual arts and social history of the Canberra region.

WHAT WE DO

- We connect people with the Canberra region's rich and diverse stories, sense of place and contemporary identity.



7

CS2 HISTORICAL PLACES



LANYON HOMESTEAD

- Experience the restored 1850s homestead, discover the convict-era outbuildings, and explore the stunning gardens that make Lanyon Homestead the gem of Canberra's history.



CALTHORPES' HOUSE

- Calthorpes' House is a window into an almost forgotten world. Built in 1927, this genuine survivor is a treasure house of domestic history.



MUGGA MUGGA COTTAGE

- Mugga-Mugga historic cottage stands as a testament to the lives of the families who worked on one of the Limestone Plain's great pastoral estates.



8

THE EMPLOYMENT FRAMEWORK

9

THE EMPLOYMENT FRAMEWORK

Fair Work Act 2009 (Cth)

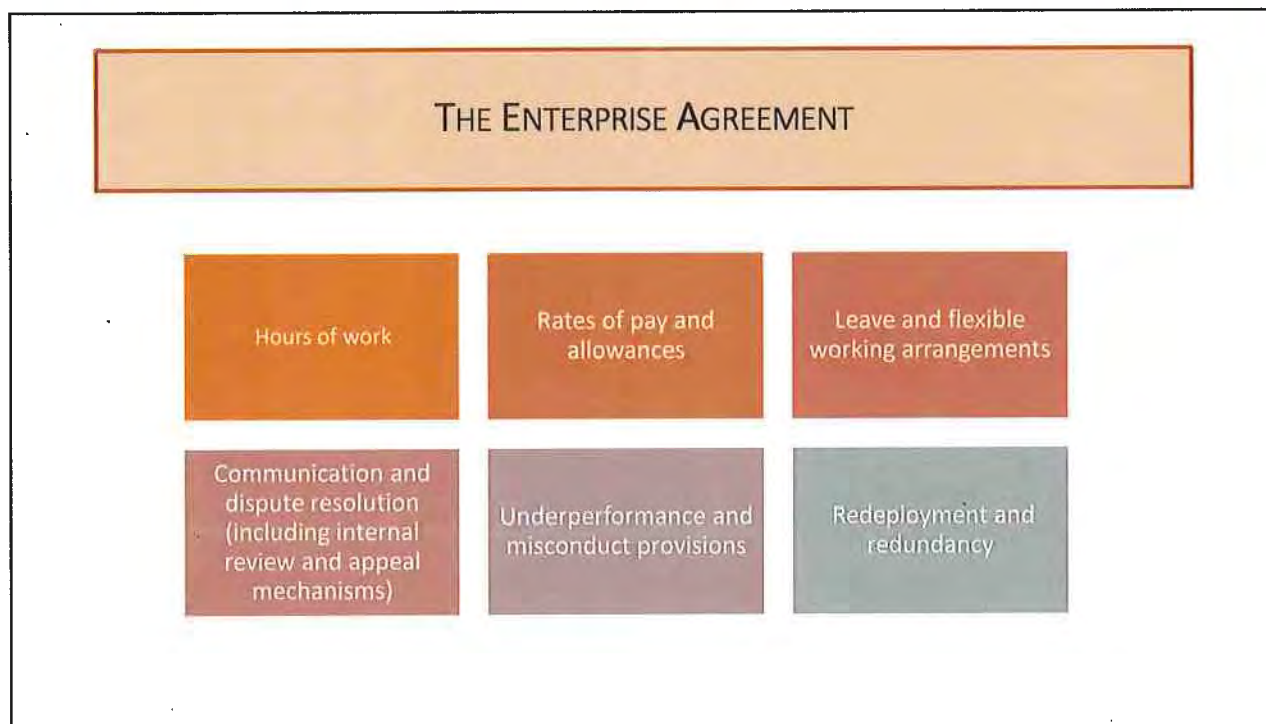
Workplace Agreements (including Enterprise Agreements)

Public Sector Management Act 1994

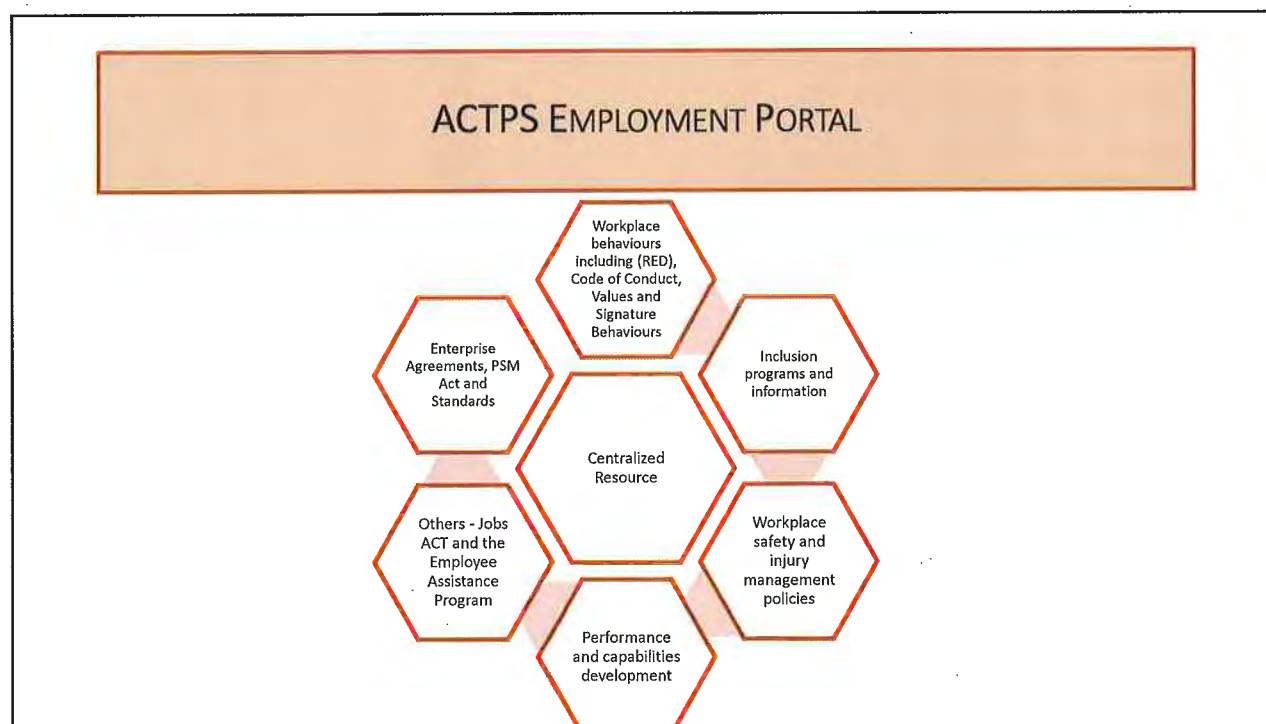
Public Sector Management Standards 2016

ACTPS Policies & Procedures

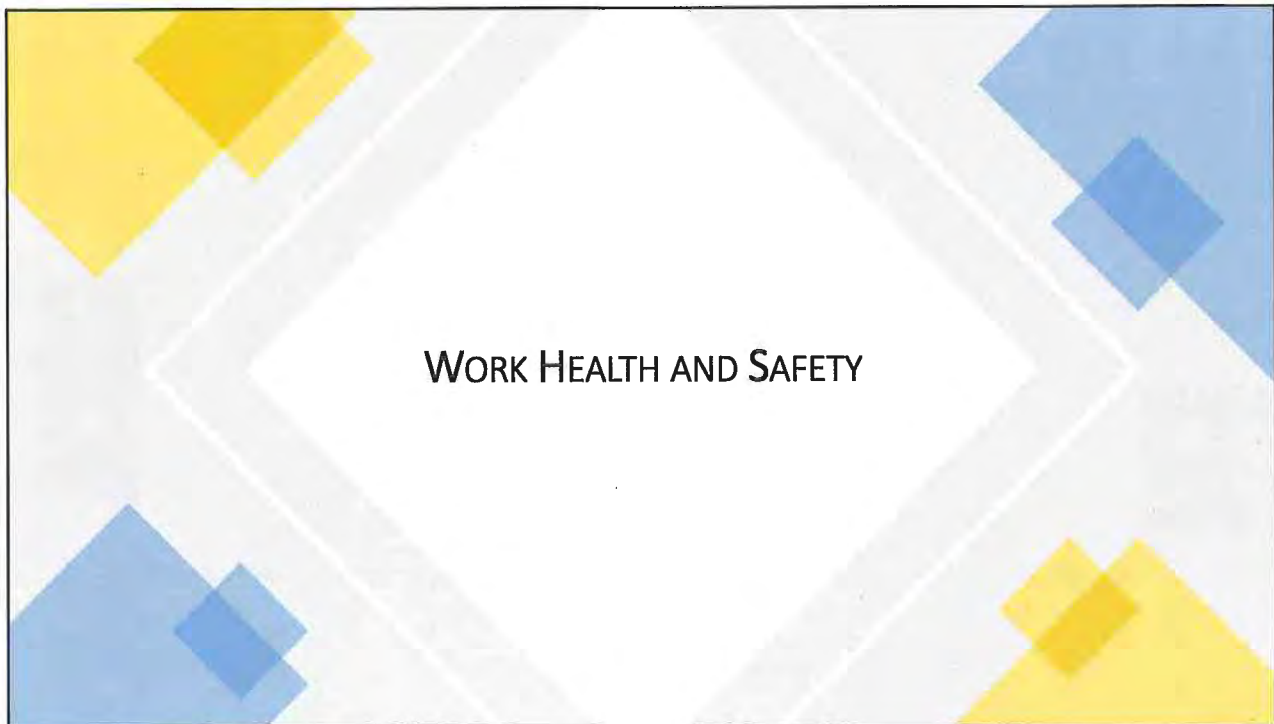
10



11



12



13

WORK HEALTH AND SAFETY

- Ensuring that all of its employees perform their jobs in safe workplaces without risk of injury
- If injured, are supported to ensure that they are able to achieve an early, safe and durable return to work.
- The Work Health and Safety Act 2011 (WHS Act) requires
 - Employers, including the ACTPS to provide and maintain a safe workplace.
 - Employees must take responsibility for their own safety and that of fellow workers.

Any issue about the safety of your working environment, speak to your manager, your Workplace Safety Representative or your HR area.

14

WHAT IS EAP (EMPLOYEE ASSISTANCE PROGRAM)

Panel of providers offers free, professional and confidential services to support you and your immediate family members through both personal and work-related issues.

Six sessions, per issue, for each employee/immediate family member every financial year



15

PROVIDERS



Assure



Converge International



Benestar



PeopleSense

16

PROVIDERS

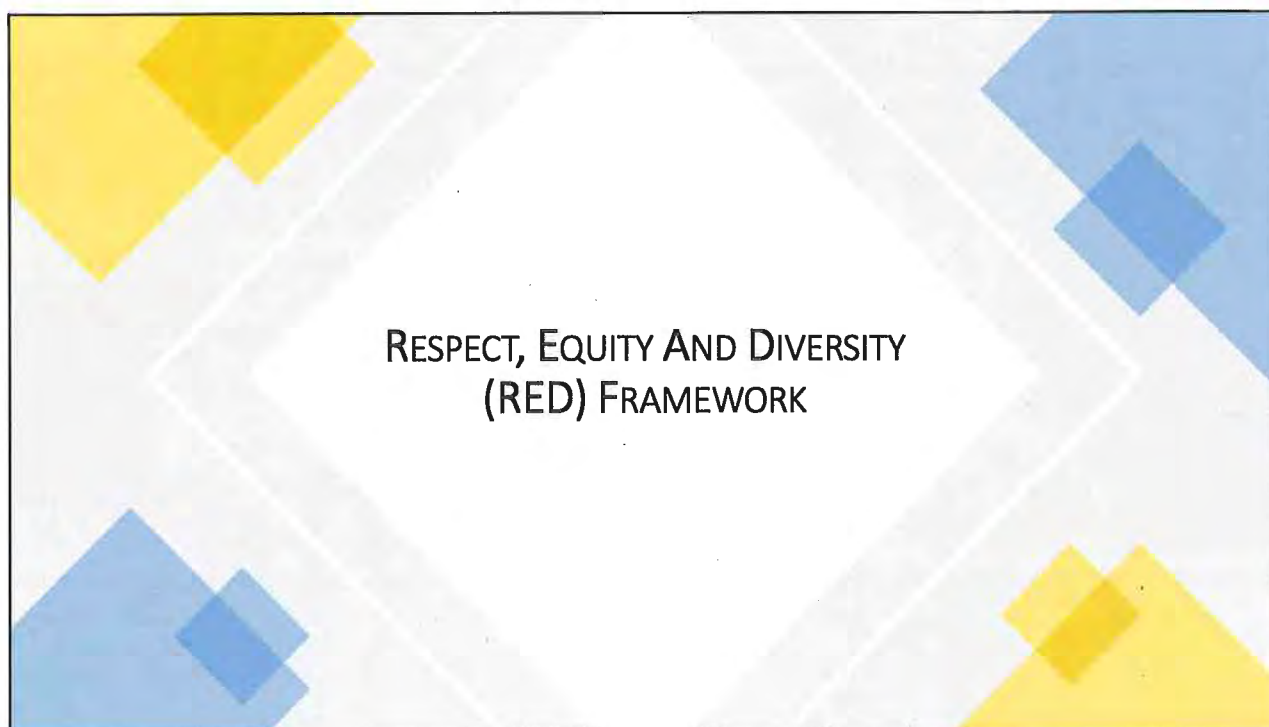
PROVIDER'S WEBSITE	PHONE	EMAIL
Assure (Open in Internet Explorer or Google Chrome) https://assureprograms.com.au/	1800 808 374	info@assureprograms.com.au
Converge International https://www.convergeinternational.com.au/	1300 687 327	info@convergeintl.com.au
Benestar https://www.benestar.com/	1300 360 364	info@benestar.com
PeopleSense https://www.peoplesense.com.au/psychological-services/clinical-services/employee-assistance-program	1300 307 912	reception@peoplesense.com.au

17

WORK HEALTH & SAFETY

- Fire Wardens
- First Aid Officers
- Location of First Aid Kits
- Fire Wardens
- Health and Safety Representatives

18



19

RED FRAMEWORK

The RED Framework clearly outlines the roles and responsibilities for employees across the ACTPS in regard to Respect, Equity and Diversity.

As an ACTPS employee you should

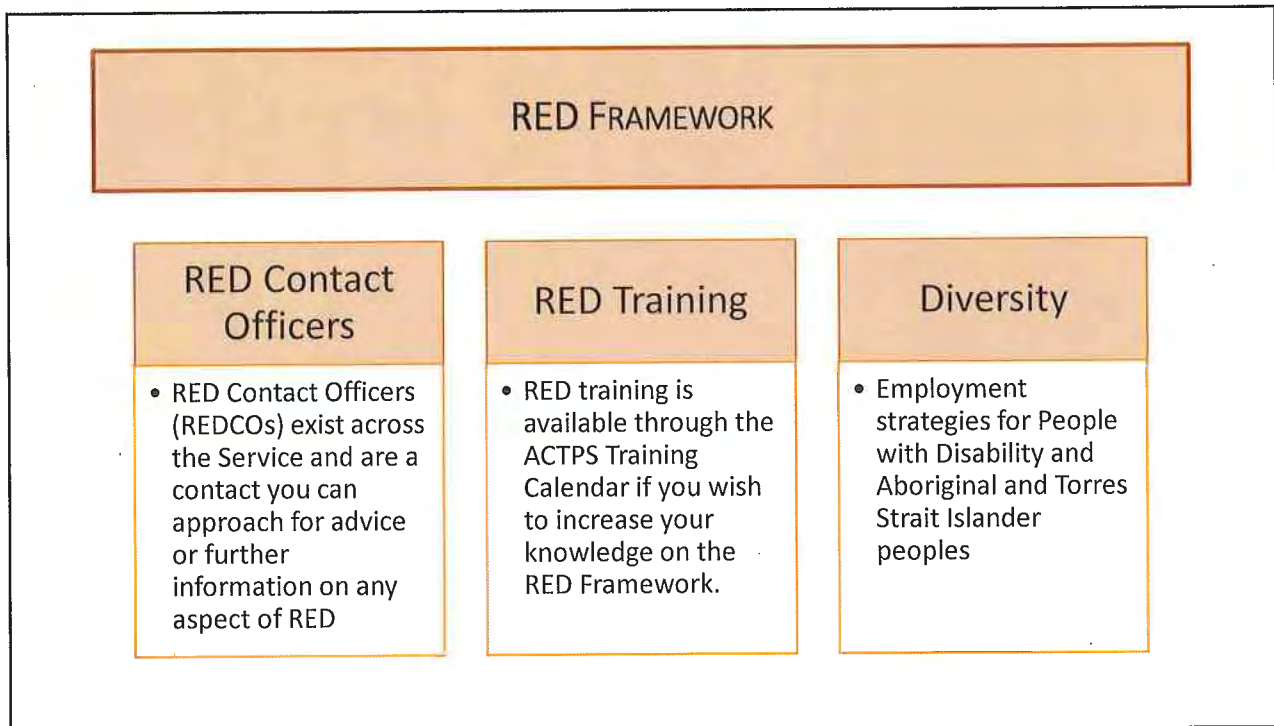
Treat all staff, managers and executives with respect

Uphold the ACTPS Values and Code of Conduct

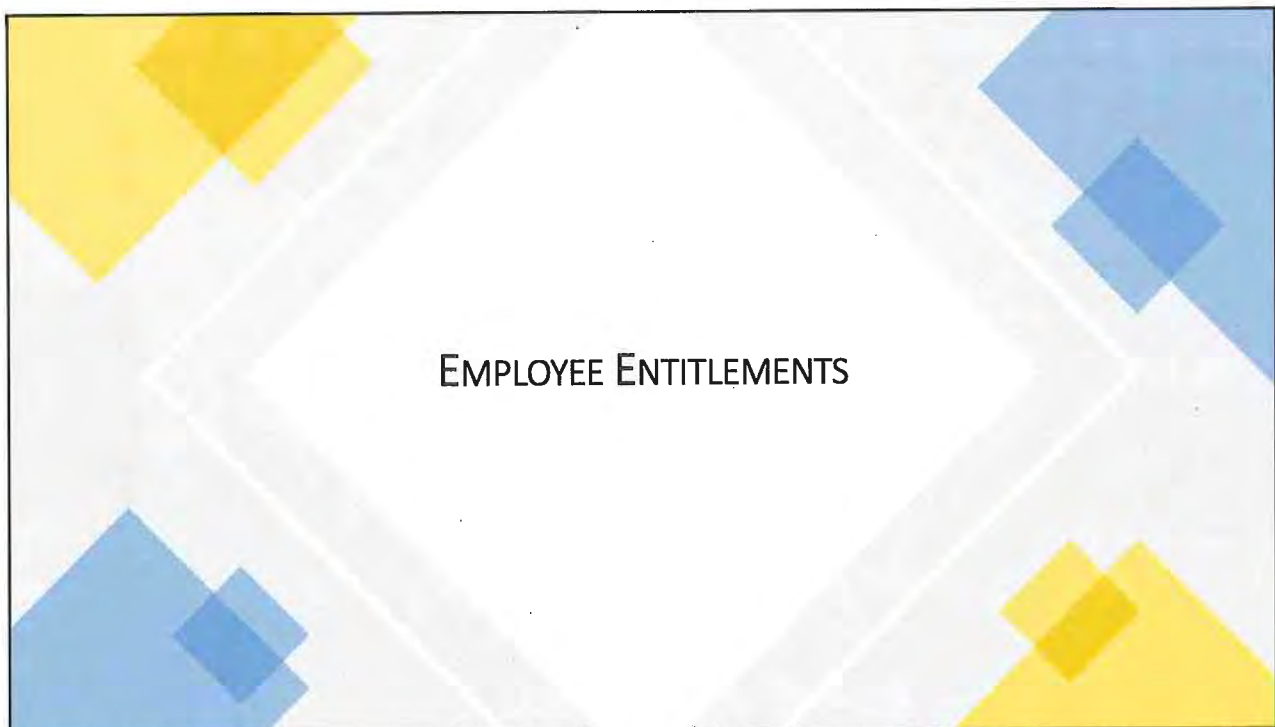
Undertake work in a way that is fair and inclusive; and

Not tolerate and actively prevent work bullying and discrimination

20



21



22

LEAVES

- Every absence from duty other than flex must be covered by an approved application for leave.
- In the case of **planned leave** (i.e. annual leave), you should lodge a leave application as soon as possible before commencing leave.
- For **unplanned leave** (i.e. personal leave), you must notify your supervisor/manager as soon as possible on any day of absence. On return to duty a leave application must be submitted for the period of absence.

23

LEAVES

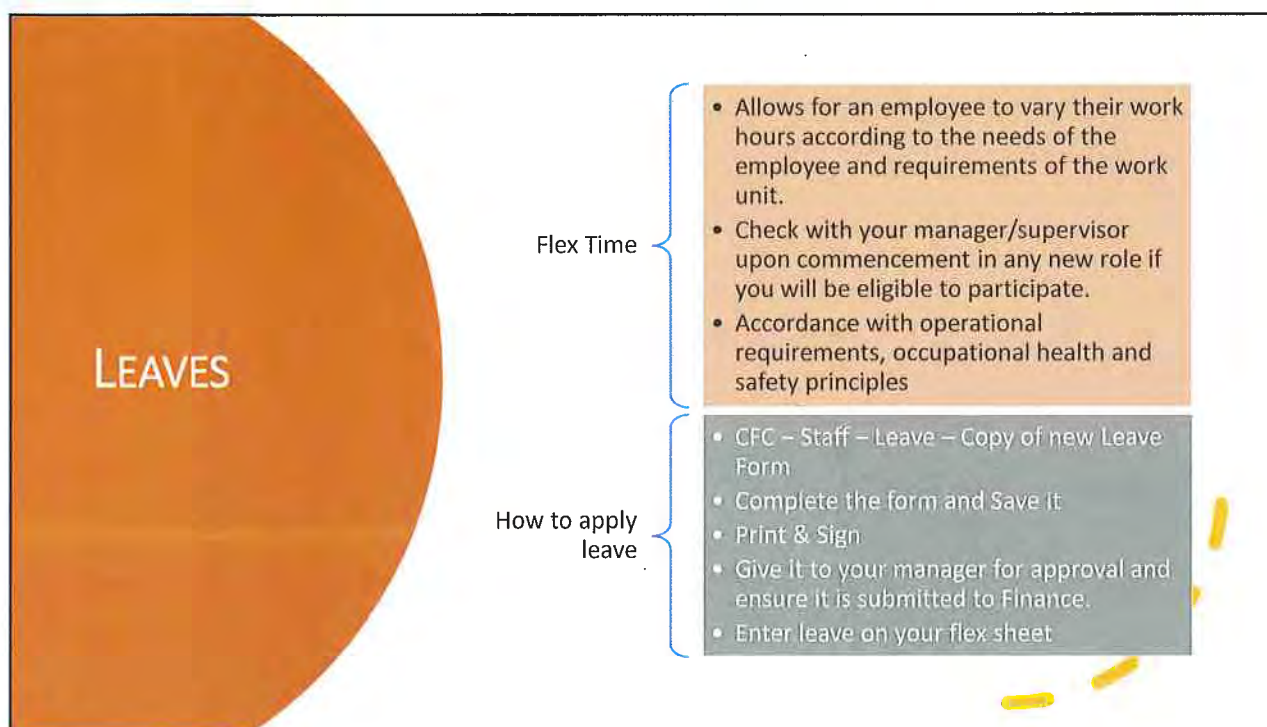
Annual Leave

- All eligible full-time employees accrue annual leave in accordance with their relevant EA.
- **Part-time employees accrue annual leave on a pro-rata basis based on their part-time hours.**
- The entitlement of annual leave is accrued daily and reflected on your fortnightly pay slip.
- **Applications for annual leave must be submitted and approved by the appropriate delegate prior to commencement of the leave.**

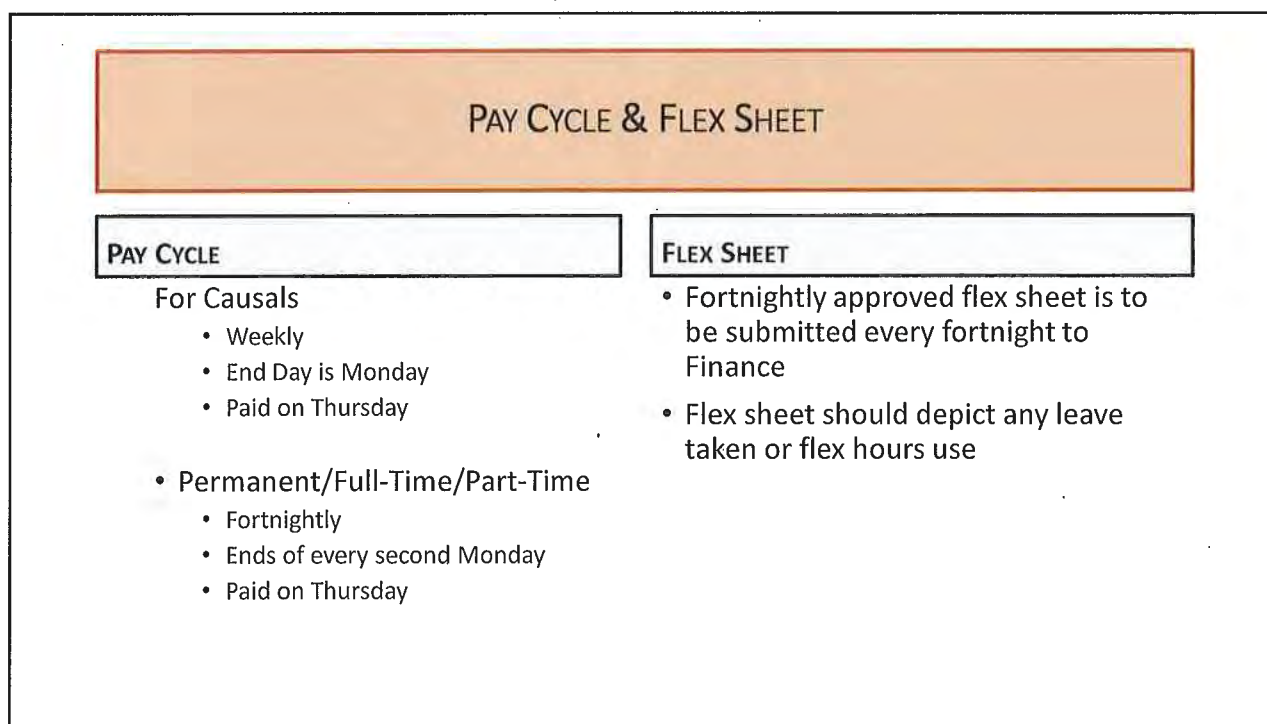
Personal Leave

- Permanent full-time employees receive 18 days personal leave per year, credited on the date of your appointment.
- **You should note that if you take personal leave for a period exceeding three consecutive days or more than a total of seven days per year, you will be required to provide evidence.**
- Part-time employees receive pro-rata credit based on their part-time hours.

24



25



26

WORK INCIDENT REPORTING

27

WORK INCIDENT REPORTING

Report early to prevent and manage injury



28

WORK INCIDENT REPORTING

Accidents & Incidents

Any workplace event that endangers the health or safety of a person; and

Any workplace event that results in injury or disease, however minor, including dangerous occurrences.

Events include, but are not limited to

Situations that affect, or have the potential to affect the psychological health of a person.

Situations that result in acute physical injury or a physical injury that has developed over time

A narrow escape (or 'near miss') which could cause future harm in a similar incident



29

CONTACT POINTS

30

CONTACT POINTS

HISTORIC PLACES →

AREA	STAFF NAME	DESIGNATION
Garden Team	[REDACTED]	Senior Gardener Team Leader Horticultural Services
Guides	[REDACTED]	A/g Visitor and Commercial Services Manager
Access and Learning	[REDACTED]	Assistant Director Programs and Partnerships Manager

AREA	STAFF NAME	DESIGNATION
Front of House	[REDACTED]	Front of House Manager
Box Office	[REDACTED]	Manager Canberra Ticketing
Technical	[REDACTED]	Technical Director
	[REDACTED]	Technical Producer
Administration	[REDACTED]	Personal Assistant to Director CTC Facilities Manager

← CANBERRA THEATRE CENTRE

CMAG →

AREA	STAFF NAME	DESIGNATION
Exhibitions	[REDACTED]	Assistant Director Exhibitions and Collections
Museum Assistants	[REDACTED]	Assistant Director Access and Learning (Front of House)
Visitor Services	[REDACTED]	A/g Assistant Director Access and Learning (Programs)

Document 4 – Cultural Facilities Corporation Workplace Health and Safety Policy Statement

CULTURAL FACILITIES CORPORATION

Workplace Health and Safety Policy Statement

Authorised by :



Harriet Elvin
CEO
Cultural Facilities Corporation

Date :

December 2020

16 November 2020

Date for review :

December 2023

Version :

Version 2.0



ACT
Government



**CULTURAL
FACILITIES
CORPORATION**

Workplace Health and Safety Policy Statement

DOCUMENT PROPERTIES

Schedule of Amendments

New features (insertions)	Date
Additional points related to CFC's commitments to WHS	November 2020
References to whole-of-government regulation, strategy and policy	November 2020
Enhancements (changes)	Date
Convert to new template	November 2020
Deletions	Date
Nil	

Amendment History

Version No.	Issue Date	Author
Version 1.0	December 2017	Ian Tidy
Version 2.0	November 2020	Ian Tidy

Details

Area responsible for Policy/Plan/Program	CFC Corporate Strategy
Stakeholders	All CFC Staff
Document location	G:\CFC\Staff\Documents\CFC
Record number and name	
Strategic Plan aligned	Checked by Sophie Chessell
Freedom of Information Act 2016 compliant	Document linked to the Open Access Information website? No ☐ (the document is not appropriate for public viewing) Yes ☒ (the document is appropriate for public viewing)

Workplace Health and Safety Policy Statement

This policy statement outlines the Cultural Facilities Corporation's (CFC) commitment to the provision of a safe and healthy work environment for all its workers.

The CFC recognises that the health, safety and wellbeing of its workers are of primary importance. It is equally as important as service delivery and operational management. Accountability for health and safety at the CFC rests with the Chief Executive Officer.

Work health and safety legislative requirements are set out in the [Work Health and Safety Act 2011](#) and associated *Work Health and Safety Regulation 2011*

The CFC is committed to :

- achieving the highest standards of workplace health and safety for CFC workers;
- ensuring that all CFC workers, as far as is reasonably practicable, are safe from injury and risk to their health while they are at work;
- satisfying applicable legal requirements related to work health and safety;
- ensuring workers and other persons understand their health and safety obligations;
- fostering accountable and supportive leadership, a high-quality team environment and safe systems of work where staff feel safe, valued and respected;
- implementing a coordinated approach to the care, recovery and support of CFC injured workers;
- continuous improvement in injury prevention and injury management performance;
- developing the skill and capability of supervisors and managers to identify and effectively manage employee issues in their teams and achieve quality return to work outcomes;
- providing opportunities for work-based rehabilitation and a return to work plan, where appropriate, for all employees, whether or not an injury or illness suffered is work related; and
- ensuring Rehabilitation Case Managers are appropriately trained and skilled to effectively support supervisors and managers in managing injury and illness in the workplace.

This statement of Policy confirms this commitment.

Workplace Health and Safety Policy Statement

Related policy and procedures

Underpinning this statement are detailed whole-of-government policies, processes and procedures.

Public Sector Work Health, Safety and Wellbeing Strategy 2019-2022

ACT Public Sector Work Health, Safety and Wellbeing Policy (current version WHS-01-2019)

This policy statement supersedes all previous policy statements on workplace health and safety.

Document 7 – Canberra Theatre Centre Emergency Evacuation Management Plan



CHARTERED PROFESSIONAL FIRE SAFETY ENGINEERS

t: (02) 6100 3900 | mail@ignissolutions.com.au | www.ignissolutions.com.au | ABN: 24 160 047 325

Suite 16 / 14 Lonsdale Street Braddon, ACT 2612

PO Box 5174 Braddon ACT 2612

A large, stylized graphic of a flame or smoke plume, composed of three overlapping, curved shapes in blue, orange, and grey, positioned vertically in the center of the page.

Canberra Theatre Centre EMERGENCY EVACUATION MANAGEMENT PLAN

6257 I01R01

DOCUMENT REVISION HISTORY

Issue	Revision	Date	Purpose of Issue	Prepared by	Reviewed by
01	00	19-08-18	Issued for review	KH	BHB
01	01	21-06-19	Minor Amendments	BR/BHB	BHB

Written and Authorised by

Benjamin Hughes-Brown | FIEAust CPEng NER

Chartered Professional Engineer

CPEng, NER (Fire Safety / Mech) 2590091, RPEQ 11498, BPB-C10-1875, EF-39394

MFireSafety (UWS), BEng (UTS), GradDipBushFire (UWS), DipEngPrac (UTS), DipEng (CIT)

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1 FORWARD

This Emergency Evacuation Management Plan has been prepared by Ignis Solutions for Canberra Theatre Centre with a focus on the actions to be taken by the Emergency Control Organisation (ECO) and all occupants up to and once an emergency occurs. Specific response procedures have been inserted following an identification and analysis of potential emergencies likely to impact on the facility. It is designed to provide directions to ensure an appropriate response to an emergency up to the arrival of the attending emergency services.

The Emergency Evacuation Management Plan also provides guidance on training requirements for the Emergency Control Organisation and building occupants.

Once the emergency has been dealt with and all threat to life safety has been removed, the implementation of an incident or disaster recovery plan will usually be required. This document does not provide for any guidance in relation to an incident or disaster recovery situation.

As this is a public document it does not make any reference or include activities of either a confidential or security matter. Those issues are outside the normal ECO role and are considered far too sensitive for public disclosure.

References

1.2.1 Australian Legislation and Referenced Documents [BCA]

National Construction Code Series Volume 1: Class 2 to 9 buildings – Building Code of Australia 2015 and Australian Building Codes Board..

1.2.2 Australian Standards [AS/NZS1668.1]

[AS1670.1]

AS 1670.1 -2004. Fire detection, warning, control and intercom systems, system design, installation and commissioning – Fire.

[AS1670.3]

AS1670.3 - 2004. Fire detection, warning, control and intercom systems— System design, installation and commissioning - Part 3: Fire alarm monitoring

[AS1530.4]

AS 1530.4 -2005. Methods for fire tests on building materials, components and structures. Fire-resistance test of elements of construction.

[AS1530.7]

AS 1530.7 -2007. Methods for fire tests on building materials, components and structures – Smoke control assemblies – Ambient and medium temperature leakage test procedure.

[AS1735.10]

AS 1735.10 -1998. Lifts, escalators and moving walks - Tests

[AS1735.16]

AS 1735.16 -1993. Lifts, escalators and moving walks – Lifts for persons with limited mobility – Restricted use – Automatically controlled

[AS1851]

AS 1851 -2012. Routine Service of Fire Protection Systems and Equipment.

[AS1905.1]

AS 1905.1 -2005. Components for the protection of openings in fire-resistant walls – Fire-resistant doorsets.

[AS2118.1]

AS 2119.1-1999 Automatic fire sprinkler systems general requirements

[AS2293.1]

AS 2293.1 – 2005. Emergency escape lighting and exit signs for buildings - System design, installation and operation

[AS2293.2]

AS 2293.2. Emergency escape lighting and exit signs for buildings - System design, installation and commissioning.

[AS2419.1]

AS 2419.1 - 2005. Fire hydrant installations - System design, installation and commissioning.

[AS2441]

AS 2441 -2005. Installation of hose reels.

[AS2444]

AS 2444 – 2001 – Portable fire extinguishers and fire blankets – Selection and location

[AS3745]

AS 3745-2010, Planning for emergencies in facilities.

2 DEFINITIONS

For the purpose of this document, the definitions from AS 3745-2010, the Building Code of Australia (BCA), Occupational Health and Safety legislation (OH&S), Australian Federal Police Bomb Data Centre and those below apply.

Alternative Solution

A performance based approach to the fire safety issues as recognised by the Building Code of Australia, 1996 (BCA). This approach allows the fire safety provisions within the building to be designed in the most flexible, cost-effective and practical manner to best suit the specific building and its occupancy.

Area

A floor, zone or place within a building, structure or workplace that may be occupied by people.

Bomb

Can be of any size or shape, can look obvious or be camouflaged, may vary in its sophistication, may explode or may not necessarily explode (i.e., incendiary, chemical, radiological, sharps, animals/reptiles).

Bomb threat

A threat, written or verbal, delivered by electronic, oral or other medium, threatening to place or use an improvised explosive, chemical, biological, or radiological device at a time or date or place or against any specific person or organization.

Improvised Explosive Device (IED)

A device fabricated in an ad hoc manner, which contains explosive components designed to, or capable of, causing unlawful injury or damage.

Courier-delivered bomb

An improvised explosive device (IED) delivered by a courier.

Mail bomb

An improvised explosive device (IED) sent through the postal system.

Placed bomb

An improvised explosive device (IED) hand-delivered or purposefully placed.

Vehicle bomb

Vehicle Borne Improvised Explosive Device (VBIED). An incident in which a vehicle is used as the means of delivery of a large IED.

Building, Structure and Workplace

A building, structure or workplace that is occupied by people, i.e. offices, warehouses, factories, public buildings, shopping complexes, apartment buildings, or a place that may be occupied by people.

Chief Warden

The person selected to head the Emergency Control Organisation. The Chief Warden shall have a good knowledge of the building, structure and workplace.

Designated Building Entry Points (DBEPs)

In compliance with AS1670.1 each building with an Automatic Fire Alarm that is required to be connected to a Fire Brigade or independent monitoring centre must have a Designated Building Entry point (DBEP). The DBEP will normally be the main entrance to the building. The regulatory authority may require large buildings to be equipped with multiple DBEPs.

Emergency Control Organisation (ECO)

A competent person or persons who implement the emergency procedures.

Emergency/Incident

Any event that arises internally or from external sources, which may adversely affect persons or the community generally, and which requires an immediate response.

Emergency Evacuation Management Plan

The written documentation of the emergency event arrangements for a facility generally made during the planning process. It consists of the preparedness, response and recovery activities and includes the agreed emergency management roles, responsibilities, strategies, systems and arrangements.

Emergency Planning Committee (EPC)

Persons responsible for the documentation and maintenance of an emergency management plan.

Emergency Prevention

The measures taken, including the regulatory and physical measures, to ensure that emergencies are prevented or their effects mitigated. The goal of emergency prevention is to eliminate or reduce the incidence or severity of emergencies.

NOTE: Examples of emergency prevention are: good house-keeping measures including reduction removal of excessive fuels loads; and policies/procedures and training in the safe use of installed equipment.

Emergency Procedures

A documented scheme of assigned responsibilities, actions and procedures within a designated section of the emergency management plan, to respond to and manage emergencies as identified in the hazard assessment.

Emergency Alarm Initiating Device (EAID)

An Emergency Alarm Initiating Device (EAID) is part of the group which has the broad term Emergency Call Point (ECP). It is similar in construction to a Manual Call Point (MCP) but is white in colour. They are installed for use by occupants to actuate the EWS within the structure ONLY and will not advise the Fire Service.

Emergency Call Point (ECP)

The term Emergency Call Point (ECP) refers to a group of devices that are used to raise an alarm. The devices include, Manual Call Points, Emergency Alarm Initiating Devices, Pull Alarms, Duress Alarms and Emergency Telephones.

Emergency Door Release (EDR)

An Emergency Door Release (EDR) is similar in construction to a Manual Call Point (MCP) but is green in colour. They are installed for use by occupants to override electronic door locks.

Emergency Warning and Intercommunication System (EWIS)

A combined emergency warning and intercommunication system that facilitates both way communications and control during an emergency.

Emergency Warning Systems (EWS)

A system to provide a distinctive audible signal, verbal address, and visible signals as required, for emergency alarm purposes.

Evacuation

The orderly movement of people from a place of danger.

Evacuation diagram

A graphical representation of a floor or area of a facility.

Evacuation Route

1. An evacuation route, in relation to a building, means:
 - a. a path of travel from any place in the building, through a final exit of the building, to a place of safety outside the building; or
 - b. otherwise, a path of travel from a common area of the building, through a final exit of the building, to a place of safety outside the building.
2. An evacuation route includes the space above a path of travel.

Evacuation time

Evacuation time means the time calculated from when the emergency starts for the occupants of the building to evacuate to a safe place appropriate to:

- a. the number, mobility and other characteristics of the occupants; and
- b. the function or use of the building; and
- c. the travel distance and other characteristics of the building; and
- d. the fire load; and
- e. the potential fire intensity; and
- f. the fire hazard; and
- g. the fire hazard properties; and
- h. any active fire safety systems installed in the building; and
- i. fire brigade intervention.

Facility

A structure or workplace that is, or may be occupied by people (occupants).

NOTE: See relevant Commonwealth, State and Territory occupational health and safety statutes for the definition of 'workplace'.

Fire Safety System

Fire safety system means one or any combination of the methods used in a building to:

- (a) warn people of an emergency; or
- (b) provide for safe evacuation; or
- (c) restrict the spread of fire; or
- (d) extinguish a fire,

and includes both active and passive systems.

Fire Service

This term only refers to statutory authorities established under an Act of Parliament having as one of its functions the protection of life and property from fire and other emergencies. It may be a professional brigade with full-time fire-fighters, or a volunteer brigade. Many companies employ their own private fire services. The standard of these private fire services varies greatly. They are excluded from the definition of a fire service.

Fire and Evacuation Instructions

Fire and evacuation instructions for a building, means general evacuation instructions, first-response evacuation instructions or evacuation coordination instructions for the building.

Managing Entity (Occupier)

The managing entity, of a multi-occupancy building, means the entity that is the occupier of, or in control of, the general access areas of the facility.

Examples of entities that may be managing entities of buildings include a body corporate or the owner of a building.

Manual Call Point

Operation of a Manual Call Point (MCP) shall require the breaking, or appear to require the breaking, of the frangible element to manually raise the alarm. The frangible element which is capable of being broken or appearing to be broken forms part of the front cover of an MCP.

The body of a Manual Call Point shall be red in colour.

Master Emergency Communications Point (MECP)

The location within the building from where a warning system can be activated and from where instructions can be relayed to the Warden Intercom Points.

Occupant

People at a facility, whether inside or outside it, whether permanent or temporary.

Occupier

The entity that is the occupier of, or in control of, the general access areas of the facility.

Persons with Special Needs

A person who is unable to effectively, or who requires assistance to respond to an emergency in, or participate in an evacuation from a facility.

Safe place

- (a) a place of safety within a building:

- (i) which is not under threat from a fire; and
 - (ii) from which people must be able to safely disperse after escaping the effects of an emergency to a road or open space; or
- (b) a road or open space.

Warden Intercom Point (WIP)

The location on a floor or evacuation zone, where equipment is provided through which instructions can be received from the controlling emergency control panel via the emergency intercommunication system.

Workplace

Any place where work is, or is to be, performed by:

- (a) a worker who does work whether the person engaged works for gain or reward or on a voluntary basis; or
- (b) a person conducting a business or undertaking.

NOTE: This definition includes places commonly recognized as workplaces, such as offices, shops, factories, construction sites and hospitals. It also includes many other types of less obvious workplaces, such as mines, underground tunnels, railway stations, care facilities, goals, etc.

(See relevant Commonwealth, State and Territory Occupational Health and Safety statutes.)

3 BUILDING OCCUPANCY DETAILS

The following details are a guide for the Emergency Control Organisation and representatives of a Regulatory Authority.

Building Characteristics

The Building is a predominantly Class 9b Assembly Building with a Class 5 office portion.

Hours of Occupancy

The period of occupancy for this facility varies due to the nature of the building being a performance theatre. Large numbers of occupancy can occur between 9am and up to 11pm on any day of the week with occasions outside of this time. Equally low occupancies of office and support staff can occur at anytime.

Building Owner Contact Details

The contact details for the building owner are as follows:

Company Name:	
Contact Person:	
Address:	
Telephone:	
Email:	

Managing Entity Contact Details

The contact details for the Managing Entity are as follows:

Company Name:	
Contact Person:	
Address:	
Telephone:	
Email:	

Evacuation Coordinator (Chief Warden) Contact Details

The contact details for the Evacuation Coordinator (Chief Warden) are as follows:

Company Name:	
Contact Person:	
Address:	
Telephone:	
Email:	

Persons Responsible for Carrying Out Evacuation Procedures (Wardens) Contact Details

The Managing Entity is responsible for ensuring that a register containing the contact details of the *Persons Responsible for Carrying-Out Evacuation Procedures* (Wardens) is kept up to date and a hard copy is printed off and inserted into this section. The hard copy record must be replaced each time that the register is updated/changed.

4 ESSENTIAL SAFETY MEASURES AND ALTERNATE SOLUTIONS

Fire Safety Systems and Equipment

Occupants of a building have an expectation that the building they occupy will be safe during day to day use. This expectation is also applied to their perception that the building's fire safety systems and equipment will continue to operate in an emergency.

The active fire safety systems within the building include:

- Emergency Warning and Intercommunication Systems;
- Emergency lighting;
- Exit signs;
- Fire Detection System;
- Sprinkler systems;
- Fire hydrant systems;
- Fire hose reel systems;
- Portable fire extinguishers.

Passive systems

- Fire-isolated stairways, ramps and passageways;
- Fire walls; and other fire-resisting building elements.
- Smoke stop doors and compartments

Installed Fire Safety Systems and Equipment

The fire safety systems and equipment that are installed in your building is indicated as follows. This list was current at the date of publication of this Emergency Evacuation Management Plan but may be subject to additions/deletions brought about by improvements or upgrades to this building/structure.

FIRE DETECTION

FIRE INDICATOR PANEL (FIP)	A Fire Indicator Panel (FIP) is an electric panel that is the controlling component of a fire alarm system. The panel receives information from environmental sensors designed to detect changes associated with fire, monitors their operational integrity and provides for automatic control of equipment, and transmission of information necessary to prepare the facility for fire based on a predetermined sequence. The FIP may also supply electrical energy to operate any associated sensor, control, transmitter, or relay (i.e. HVAC, security, electronic door locks etc). There are two FIP panels as part of the Canberra Theatre Centre. One is located at each part of the building being the playhouse and the theatre.
SMOKE DETECTORS	Smoke detectors are designed to sense the presence of fire, indicate its location and advise the Fire Service.

MANUAL CALL POINT (MCP)	A Manual Call Point is used to allow building occupants to signal that a fire or other emergency exists within the building. They are usually connected to a central Fire Indicator Panel which is in turn connected to an occupant warning system in the building and to the fire brigade or monitoring station. The body of a Manual Call Point shall be red in colour. A red Manual Call Point is mounted on the FIP and in select locations within the building.
EMERGENCY WARNING SYSTEM (EWS)	
EXTERNAL ALARM INDICATOR (FIRE BELL)	The fire detection system shall operate one bell to indicate a fire alarm. The bell shall be located on the outside of the building, be visible from the main approach to the building and shall be as near as practicable to the Designated Building Entry Point. The bell is to be red in colour and the word 'FIRE' shall be marked on the bell.
ALERT ALARM	The Alert Alarm is a slow repetitive BEEP which can either be actuated by activation of the fire detection system or manually by the Chief Warden.
EVACUATION ALARM	The Evacuation Alarm is a rise and fall tone that is the executive order for all occupants to immediately evacuate the building. It can be actuated by activation of the fire detection system or manually by the Chief Warden.
VISUAL ALARM DEVICE	A device to warn of a fire alarm condition using a visual signal to alert persons with a hearing impairment. Examples of typical visual alarm devices include: (a) Flashing xenon beacon. (b) Continuously powered incandescent lamp with a rotating reflector. (c) Incandescent lamp, powered to flash on and off. (d) LED array.
WARDEN INTERCOMMUNICATION PHONE (WIP)	Warden Intercommunication Phones are located in select locations to enable direct communication with the Chief Warden at the Master Emergency Communication Point.

FIRE SUPPRESSION SYSTEM

SPRINKLER SYSTEM

Automatically distributes water upon a fire in sufficient quantity either to extinguish it entirely or to prevent its spread.

FIRST ATTACK FIREFIGHTING EQUIPMENT

FIRE EXTINGUISHERS

Fire extinguishers are installed in accordance with AS 2444 to provide occupants with equipment to attack a fire in its initial stages.

FIRE HOSE REELS

Fire Hose Reels are installed to allow occupants to undertake fire extinguishment in the initial stages of the fire.

The fire hose reel system must have fire hose reels provided so that the nozzle end of a fully extended fire hose fitted to the reel and laid to avoid any partitions or other physical barriers will reach every part of the floor of the storey and internally within 4 m of an exit.

They are not to be used on fires with an associated electrical hazard.

FIRE HYDRANTS

A fire hydrant system must be provided to serve a building having a total floor area greater than 500 m²; and where a fire brigade is available to attend a building fire. The internally located fire hydrant is to provide coverage throughout all areas of the building with a 30 metre hose and 10 metre water spray.

FIRE BLANKETS

Fire blankets may be used on fires involving flammable liquids in cooking containers or containers such as deep fat fryers.

MEANS OF ESCAPE

EMERGENCY EXIT SIGNS

Emergency exits and the paths of travel to emergency exits are normally indicated by an illuminated EXIT and/or directional EXIT sign.

EXIT DOORS

Exit doors are provided to give occupants a means of egress from any part of the building,

FIRE ISOLATED STAIRS / CORRIDORS

Fire isolated stairs and or corridors are designed to provide occupants with a safe means of egress from the building in the event of a fire.

**AUTOMATIC AIR
CONDITIONING SHUT DOWN**

The fire detection and alarm system has an ancillary function to automatically shutdown the air conditioning system upon activation of designated circuits.

Fire Safety Performance Solutions

If construction work for a building involved a Performance Solution for a relevant performance requirement that includes a fire safety management procedure as a condition of the occupation and use of the building then the Alternate Solution/s are to be detailed in this section.

Ignis Solutions is not aware of any Performance Solutions:

5 PREVENTION PROCEDURES

Prevention of fire is as important as the development of efficient means of fighting it. All occupants should be acutely aware of the need to avoid dangerous practices and of the danger to life and property in the event of fire getting out of control.

Maintenance of exits by occupiers of buildings

The occupier of a building must ensure that all exits, paths of travel to exits and any external paths of travel to a road or open space required to be provided are maintained in an efficient condition and kept readily accessible, functional and clear of obstruction so that egress from the building or place is maintained.

Verification of Emergency Evacuation System Elements

Australian Standard 1851-2005 at Appendix G gives informative direction to the EPC/ECO for the verification of emergency evacuation system elements.

NOTE: Verification of other emergency evacuation system elements relevant to emergency response will increase the likelihood of a successful evacuation. Verification items set out in the following tables are of an advisory nature and should be carried out as detailed in the Emergency Plan. They may be carried out by the Emergency Planning Committee, Emergency Control Organization (ECO), a consultant, building owner, supervisor or management.

The EPC/Managing Entity must ensure that checks of the emergency evacuation system elements are carried out at the intervals specified in the following tables:

EVACUATION ROUTES AND PATHS AND RECORDS

M = Monthly; 6M = Six monthly; A = Annually

Item	Action Required	M	6M	A
Smoke doors	CHECK that the smoke doors close correctly.	✓	☐	✓
Exit signs/emergency lighting	Check illumination by activating test button.	✓	✓	✓
Exit doors	CHECK that exit doors are free from obstructions and can function as required.	✓	✓	✓
Exit routes	CHECK that exit routes are clearly identified and free from obstructions.	✓	✓	✓
Fire doors	CHECK that fire doors close correctly.	✓	✓	✓

EMERGENCY RESPONSE AND FIRE FIGHTING EQUIPMENT AND RECORDS

M = Monthly; 6M = Six monthly; A = Annually

Item	Action Required	M	6M	A
Fire hydrants	CHECK that fire hydrants are identified and free from obstructions.	✓	✓	✓
Fire hose reels	CHECK that the fire hose reels are identified, free from obstructions and the nozzle interlock is engaged.	✓	✓	✓
Fire extinguishers	CHECK that the fire extinguishers are fully accessible, mounted, sign-posted and charged and/or sealed.	✓	✓	✓
Fire blankets	CHECK that the fire blankets are fully accessible. Mounted and identified.	✓	✓	✓
Disability impairment equipment	Where provided CHECK that equipment is accessible and functional.	✓	✓	✓
ECO identification equipment	CHECK that equipment is available, accessible, correctly colour coded and functional.	✓	✓	✓

ALARMS, COMMUNICATION, DETECTION AND SUPPRESSION SYSTEMS AND RECORDS

M = Monthly; 6M = Six monthly; A = Annually

Item	Action Required	M	6M	A
MCP (BGA) alarms (red)	CHECK that the equipment is accessible.	✓	✓	✓
MCP (BGA) alarms (white)	CHECK that the equipment is accessible.	✓	✓	✓
MCP (BGA) (red and white)	CHECK that the equipment is accessible.	✓	✓	✓
EWS	CHECK that the WIPs are operational, accessible and alarms are audible.	✓	✓	✓
EWS	CHECK that alarms are audible.	✓	✓	✓
Emergency annunciation services	CHECK that messages are audible.	✓	✓	✓
Loudhailers	CHECK accessibility and operation of equipment.	✓	✓	✓
Radios (portable)	CHECK that signals are received and audible.	✓	✓	✓
Phones (portable and fixed)	CHECK that the equipment is accessible, that signals are received and message are audible.	✓	✓	✓

ECO AND EMERGENCY PROCEDURES AND RECORDS

M = Monthly; 6M = Six monthly; A = Annually

Item	Action Required	M	6M	A
Identification	CHECK ECO member identification is readily available, e.g., helmet, tabard, cap etc.	✓	✓	✓
Diagrams	CHECK that emergency response diagrams as per AS3745-2010 are in place, up to date with current area conditions.	✓	✓	✓
Availability of wardens	CHECK that ECO members are recorded, current. Deputies available and aware of roles.	✓	✓	✓

HOUSEKEEPING AND RECORDS

M = Monthly; 6M = Six monthly; A = Annually

Item	Action Required	M	6M	A
Rubbish disposal	CHECK that rubbish has not accumulated in area of responsibility.	✓	✓	✓
Fire hazards	CHECK that no fire hazards are identifiable in area of responsibility.	✓	✓	✓
Hazardous materials	CHECK that all hazardous materials are in a safe condition and registered in area of responsibility.	✓	✓	✓

EMERGENCY EVACUATION PROCEDURES DOCUMENTATION AND RECORDS

M = Monthly; 6M = Six monthly; A = Annually

Item	Action Required	M	6M	A
Distribution & availability of procedures	CHECK ECO members and supply a copy of the documented procedures for EPC directives		✓	✓
Training records	CHECK that all trainees have been recorded and follow up on non-attendees		✓	✓

EMERGENCY EVACUATION PROCEDURES TRAINING AND RECORDS

M = Monthly; 6M = Six monthly; A = Annually

Item	Action Required	M	6M	A
Evacuation exercises	CHECK that evacuation exercises have been conducted and observer's actions			✓
Scheduled training	CHECK that the scheduled training has been conducted and reported to the EPC			✓
Management of ECO skills	CHECK that EPC directives for education training and exercises have been completed			✓

EMERGENCY EVACUATION PROCEDURES MONITORING AND RECORDS

M = Monthly; 6M = Six monthly; A = Annually

Item	Action Required	M	6M	A
Exit door release mechanisms	CHECK that the maintenance program has been conducted.			✓

All maintenance logbooks and records	CHECK all logbooks have the required number of entries.			✓
Essential services maintenance records	CHECK contractors have signed-off the required entries.	✓	✓	✓
Monitor testing of essential services	CHECK testing (selectivity) procedures.	✓	✓	✓
Monitor fault reporting of essential services	CHECK that faults have been reported.	✓	✓	✓
Rectification of essentials services	CHECK that rectification work has been completed.	✓	✓	✓
Control centre	CHECK that all documentation is in place and operational capability of the control centre.		✓	✓
Control of hot works	CHECK compliance with remote system as specified by the EPC		✓	✓
Management of equipment	CHECK compliance and, as necessary, replacement			✓
Installation signage				
Temporary fire safety impediment	CHECK that any impediments have been rectified	✓	✓	✓
Tactical fire plans	CHECK and test tactical fire plans.			✓
Security interfaces	CHECK that interconnections between security provisions and fire safety features are operational.		✓	✓
Passive systems	CHECK that any works carried out on passive fire protection systems (e.g., fire doors, fire stoppings, collars) are rectified according to the facility procedures.		✓	✓
Emergency lighting	CHECK that tests have been completed.			✓
Fire service access	CHECK provisions and test with the fire services.			✓
Lifts	CHECK that all emergency procedures for lifts are functional			✓

VERIFICATION OF EMERGENCY PROCEDURES AND RECORDS

M = Monthly; 6M = Six monthly; A = Annually

Item	Action Required	M	6M	A
Reporting of ECO to management	CHECK ECO activities comply with AS 3745-2010 and are adequate and appropriate for the emergency response risk			✓
Appointment of ECO/EPC management structure (including partial occupancy)	CHECK that all tenancies are represented appropriately by both ECO and EPC.			✓
Emergency response budgetary planning	CHECK that all occupancies and tenancies have allocated emergency budgeting allowance			✓
Emergency response compliance	CHECK that all planning, allocation of tasks, training and evacuation exercises, as required by AS 3745-2010, are completed.			✓
Fire safety compliance	CHECK that all relevant Standards and statutory requirements are complied with.			✓
Monitoring hazards and conducting risk analysis	CHECK that hazards and risk analysis recommendations have been implemented.			✓

Wardens and occupants should be encouraged to take note of and bring to the attention of the Chief Warden or person in charge of their floor or area:

- (a) Any accumulation of litter which may increase the danger of fire.
- (b) Incorrect storage of flammable liquids.
- (c) Incorrect storage of Dangerous Goods and/or Hazardous Materials.
- (d) Any furniture, decoration, equipment or any other item that might restrict the width of the path of travel or impede access to the emergency exits.
- (e) Missing, defective or discharged fire extinguishers.
- (f) Any fire and smoke doors that are not kept shut (except during use) and any self-closing mechanism which is not operational. These doors should close and fully latch automatically and are not to be held open by wedges etc.
- (g) Any obstructions in passageways.
- (h) The storage of any article in fire hose reel cupboards.

Flammable liquids should be permitted only in special circumstances and only in minimal quantities.

All occupants should be encouraged to observe the greatest care when using matches, portable heaters, electrical appliances and other possible sources of ignition. Their immediate work area and/or surroundings should be kept neat and tidy.

WORK PERMIT SYSTEMS

The following compliance requirements are to ensure the safety of Contractors, occupants and visitors when Contractors are engaged to perform stipulated tasks on the premises.

- Holders of a current Work Cover Policy of insurance;
- Holders of Public Liability and/or Contract Works and/or Professional Indemnity Insurance;
- Suitably experienced to perform the tasks;
- In possession of all necessary licenses, permits and registrations required to perform the works safely and in compliance with relevant legislation's and regulations;
- Notified of any potential hazards associated with the location or use of area where the works are to be carried out;
- Made aware of Emergency Procedures;
- Made aware of precautions which should be observed as far as is practicable whenever an inoperative condition is planned;
- Briefed on the necessity to perform all works in a safe manner and where appropriate in accordance with legislation, regulations, codes of practice and Australian standards;
- At all times complying with Occupational Health and Safety Laws, Regulations, Codes of Practice and obligations, and also complying with all requirements of the relevant regulations regarding its employees.
- A Hot Work permit system should be implemented to control cutting, welding and other similar hazardous works. Hot work involving the isolating of a sprinkler system should be very strictly controlled.

6 EVACUATION MANAGEMENT PLAN REQUIREMENTS

Introduction

This Emergency Evacuation Management Plan has been designed for the guidance and information of the occupants of **The Canberra Theatre Centre**.

During an emergency, all occupants may have to be evacuated from this facility to a safe place of assembly. These procedures have been designed to enable the safe evacuation of the occupants. It is mandatory that these procedures be actively supported and adopted by all occupants.

General requirements

The Managing Entity of the building must ensure the Emergency Evacuation Management Plan for the building:

- (a) is kept in written form; and
- (b) includes:
 - (i) the evacuation diagram of the building; and
 - (ii) if an evacuation diagram has been made for a part of the building - the evacuation diagram of the part of the building.

Operation of the Building Emergency Evacuation Management Plan

In the event of an emergency the smooth execution of the Emergency Evacuation Management Plan can be achieved only if everyone is thoroughly familiar with what is expected of them.

The risk of panic, personal injury and loss of property is significantly reduced by having an efficient Emergency Control Organisation, and in addition all other occupants trained in emergency response procedures.

Australian Standard 3745-2010 lists the types of emergencies that could affect a facility. This can include:

Bomb threat	Hazardous substances incidents
Building invasion/armed intrusion	Industrial accident
Bushfire	Letter bomb
Chemical, biological and radiological	Medical emergency
Civil disorder	Severe weather/storm damage
Cyclones, including storm surge	Structural instability
Earthquake	Terrorism
Fire	Transport accident
Flood	Toxic emission

Evacuation Assembly Areas

An evacuation Assembly Area has been established. Refer to the Assembly Area and Evacuation Route Diagrams associated with this Emergency Management Plan for the location. In some instances it may be considered appropriate to evacuate to another floor or another approved safe area as nominated by the Chief Warden or the attending Emergency Services.

Master Emergency Communication Point

A Master Emergency Communication Point is a designated location within, or in close proximity to the building from where the Chief Warden will direct all emergency control operations during a period where an incident impacts on, or could impact on, the safety and well being of building occupants.

The Master Emergency Communication Point for this building is located **at the Administration building entrance or the rear of the Playhouse building.**

Raising an Alarm

When an incident occurs, the alarm can be raised by:

- (a) Ringing the Emergency Services, dialling 000.
- (b) Someone witnessing the emergency (for example fire, gas leak, civil disorder) and reporting it to the Chief Warden.
- (c) Operating any device that will sound the Emergency Warning System.

Outside Normal Working Hours

If incident occurs in the immediate area that could impact on occupant safety or the emergency warning system sounds outside normal working hours, persons working in the facility should leave their area and exit the facility via the emergency exits.

For incidents other than the sounding of the emergency warning system the occupant should activate the emergency warning system by any available means, notify others in their area (if it is safe to do so) and notify the relevant Emergency Service on "000".

If the assembly area is in a remote location where an individual's personal safety may be placed at risk it is advisable, and if it is safe to do so, for the evacuee/s to remain in a well lit area in close proximity to the facility entrance where they can also pass on any relevant information to the responding Emergency Service.

Do not re-enter the facility until directed that it is safe to do so by the senior Emergency Services Officer.

Note: If the alarm sounds or an incident occurs outside normal working hours, a person with a special need who cannot traverse the emergency exits should telephone the Emergency Services on 000 and pass on relevant information including their location within the building.

Use of Lifts

In a multi-level building an occupant or member of the public will normally have no indication of why an Emergency Warning System has sounded and as such, lifts should NOT BE USED by occupants or members of the public if the Emergency Warning System sounds or if there is physical evidence of a fire.

Lifts are not to be used in a fire, or suspected fire situation, because:

- (a) Lifts may stop owing to electrical or mechanical failure.
- (b) Smoke can enter lift cars and shafts.
- (c) The lift may be called to the fire-affected floor.
- (d) Lift doors with sensors may not close if smoke has broken the beam.

Certain lifts may be used to transport Emergency Services personnel or to evacuate a person with special needs strictly under the control of the attending Emergency Services.

Movement of Motor Vehicles during an Emergency

Vehicles may be removed from a car park only after personnel have been evacuated and only with the approval of the senior Emergency Services Officer or Police.

Response Colour Codes

The following colour codes may be used for Public Address or radio announcements for specific emergencies:

Type of Emergency	Response Colour Code
Fire/smoke	Red
Cardiac arrest/medical emergency	Blue
Bomb Threat	Purple
Internal emergency (<i>failure of or threat to essential services, hazardous materials incident, unarmed confrontation eg psychiatric, assault, geriatric, violence, suicidal threat</i>)	Yellow
Personal threat (<i>armed hold-up, hostage, siege or other situation involving high risk or injury</i>)	Black
External emergency	Brown
Evacuation	Orange

For **all clear** the relevant colour code shall be stated followed by **all clear**.

Notes:

1. The response to personal threat (Code Black) should be developed in consultation with external services and agencies such as State authorities and police
2. The colour green **SHOULD NOT** be used to indicate **all clear**
3. Alternative forms of emergency identification rather than response colour codes, e.g., Paging alert system using a number may be used if desired

All Clear

On being notified by a person in authority from the relevant Emergency Service that it is safe to return to the facility, the Chief or Deputy Chief Warden should proceed to the Assembly Area to announce the All Clear.

Induction and Annual Training of Employees in Fire Safety

The Occupier must ensure that all employees are advised of the procedures to be followed in the event of an emergency within the facility. This should include:

- (a) The procedure to be followed in the event of an emergency incident.
- (b) The means of escape from a building in the event of an emergency incident.
- (c) The location and method of operating fire fighting equipment, fire alarms or equipment warning of fire.
- (d) The procedure for conducting visitors to an exit in the event of an emergency incident.

- (e) If any person is not present at the safe place, reporting the fact to the person in charge of the building at the time.

Employee Workplace Health and Safety Obligations

Employees must ensure that their workplace health and safety obligations are fully discharged to other persons (third parties) at the workplace pursuant to workplace health and safety legislation enacted in each State and Territory. Generally, this legislation requires employees:

- (a) To take reasonable and practicable steps to ensure that they do not do anything, or fail to do something that creates a risk or increases an existing risk to the health of the employee or other persons at the workplace;
- (b) Not to willingly injure himself/herself or other persons at the workplace;
- (c) To comply with employer instructions for workplace health and safety and to use appropriate protective equipment where this equipment has been supplied by the employer.

Employees who fail to comply with their workplace health and safety obligations may be prosecuted under relevant State legislation.

Emergency Control Organisation Personnel Training

Emergency Control Organisation (ECO) personnel shall receive instruction relevant to the position to which they are appointed. The ECO training program shall cover issues specific to the facility emergency procedures and should include:

- (a) Fire safety features including installed alarms.
- (b) The procedures for evacuation of the facility including the possibility of modification to set procedures where circumstances dictate a change is required.
- (c) The location of the evacuation assembly areas.
- (e) Emergency personnel identification.
- (f) Emergency personnel authorities.
- (g) The role and authority of each ECO member.
- (h) Communication methods and systems.

ECO personnel shall receive skills maintenance instruction at intervals not exceeding six-months. The skills maintenance sessions are to be used to maintain the interest of personnel and improve their knowledge and skills.

Evacuation Practice

Evacuation exercises shall be conducted to ensure that the procedures are satisfactory. Once it has been established that the procedures are satisfactory and workable, a program of evacuation exercises should be established for at least one year ahead. All evacuation exercises should be attended by observers with check lists. All evacuation exercises shall be prefixed by an announcement that indicates it is an evacuation exercise.

Evacuation exercises may be conducted either as partial evacuation exercises or a total exercise covering a facility. In any case, all areas of a facility shall participate in at least one exercise in each twelve-month period.

An Emergency during an Emergency Response Exercise

A pre-determined word or phrase, for example, 'NO DRILL' shall be disseminated to all ECO members, for use when an actual emergency incident takes place during an emergency response exercise. The word or phrase shall signify that the emergency response exercise has been terminated and that the ECO are to stand by for further instruction.

NOTE: The word or phrase may be repeated in groups of three to overcome background noise and other distractions.

Fire and Evacuation Instruction Record

The occupier of a building must keep a record (a *fire and evacuation instruction record*), complying with the following paragraph for each occasion fire and evacuation instructions for the building are given to a person.

The fire and evacuation instruction record must state the following:

- (a) The name of each person who was given the instructions;
- (b) The name of the person who gave the instructions;
- (c) The date the instructions were given;
- (d) A brief description of the instructions given.

Evacuation Practice Record

The occupier of a building must keep a record (an *evacuation practice record*), complying with the following paragraph, of each evacuation of the building carried out.

The evacuation practice record must state the following:

- (a) The date of the evacuation;
- (b) The times when the evacuation started and ended;
- (c) Any action to be taken as a result of the evacuation, including, for example, carrying out a review of the building's fire and evacuation plan or giving additional fire and evacuation instructions.

Persons Refusing to Comply with Warden's Directions

Should a person refuse to comply with the directions given by a Warden from the Emergency Control Organisation, the Warden shall:

- (a) Ensure the person has been clearly advised (twice) that they are to evacuate the facility because of an emergency situation.
- (b) Notify the Chief Warden, who shall advise the senior Emergency Services Officer who, at their discretion, may take the appropriate action under law to remove the person.

7 FACILITY EMERGENCY MANAGEMENT GROUP

Emergency Planning Committee

The EPC shall consist of not less than two people, and shall represent the stakeholders in a facility. At least one member of the EPC shall be deemed competent in accordance with AS 3745-2010. The EPC shall meet at least annually. A record of the meeting must be made and retained. In most facilities, the EPC would comprise senior management, tenants, Chief Warden and facility specialists.

The EPC shall determine the number of ECO personnel required consistent with the nature and risk of the facility. The EPC shall also ensure that the personnel are appointed to all positions on the ECO but particularly, the Chief Warden group, and that arrangements are made for the training of ECO personnel, including evacuation exercises.

The EPC shall arrange the immediate replacement of Wardens who are no longer available and nominate suitable persons to cover short term absences.

Indemnity

Employees are appointed to an Emergency Control Organisation to support their employer to discharge an obligation that their employer has under OH&S/WHS Regulations. When an employee is appointed to the Emergency Control Organisation by their employer the role as a Warden should be deemed to be part of their normal employment duties and as such protected under the Vicarious Liability provisions applicable to an employer/employee relationship. All employers are bound by the Vicarious Liability principles applicable to all their employees for all reasonable employee actions during the normal course of their employment.

Emergency Control Organisation

The Emergency Control Organisation (ECO) has been established to deal with all emergency incidents that may affect the safety and wellbeing of building occupants and members of the public who may be in the building or within the precincts. The specific roles for each position are detailed in this section.

Selection of ECO Members

AS 3745-2010 recommends that persons appointed to the ECO should be physically capable of performing their duties, have leadership qualities and command authority, have maturity of judgment, have good decision-making skills and be capable of remaining calm under pressure, be familiar with their future areas of responsibility, be available to undertake their appointed duties, have clear diction and be able to communicate with the majority of occupants and visitors and be willing and able to undertake relevant training.

Number of ECO Members

AS 3745-2010 recommends that the number of ECO members shall be determined in accordance with: the size of the facility, floor or area; the number of occupants and visitors; the installed occupant warning equipment and the fire engineered and life safety features of the facility.

Identification of Emergency Control Organisation Members

During any emergency situation control will be greatly assisted by the quick identification of Wardens by occupants, members of the public and the Emergency Services. The use of either coloured caps, safety helmets, vests or tabards best achieve this identification. The appropriate colours are:

- Chief Warden White
- Deputy Chief Wardens White
- Floor or Area Wardens Yellow
- Wardens Red

The Emergency Control Organisation may include trained First Aiders, a Communications Officer and Security Staff. First Aiders are identified by Green colours.

Objectives of the Emergency Control Organisation

The primary objective in an emergency is to ensure your own survival and safety. With this in mind, your objectives in order of priority should then be to:

- a. Protect people endangered by the emergency. This could include conducting an orderly evacuation of the building's occupants, including members of the public who may be in the building at the time, to a safe place of assembly;
- b. Protect property at risk by the incident;
- c. Assist the Emergency Services;
- d. Restore normality to the affected area.

IT SHOULD BE CLEARLY UNDERSTOOD THAT THE PRIMARY DUTY OF WARDENS IS NOT TO COMBAT EMERGENCIES BUT TO ENSURE, AS FAR AS PRACTICABLE, THE SAFETY OF THE OCCUPANTS AND THEIR ORDERLY EVACUATION FROM THE DANGER ZONE.

Maintenance of the Emergency Control Organisation

To maintain the effectiveness and efficiency of the Emergency Control Organisation a determined effort is required by all occupants of the building, particularly persons in charge of a workplace, to ensure the following is maintained:

- (a) The nomination of suitable persons to carry out the duties of Wardens in the building. If possible, occupiers should be represented by trained Wardens to provide for the safety of occupants.
- (b) A Warden Register containing the name, telephone number and location of all members of the Emergency Control Organisation within the building is implemented and maintained.
- (c) Regular meetings of the Emergency Control Organisation should be convened to provide training for Wardens. Meetings should be held at intervals not greater than six-months.
- (d) Evacuation exercises should be held annually for the Emergency Control Organisation and building occupants to practise the building's emergency procedures. A debriefing of the Emergency Control Organisation to identify any deficiencies in the procedures should follow each exercise. All occupants are encouraged to participate in evacuation exercises to ensure they are familiar with Emergency Procedures. Participation in these exercises will assist Managers in meeting some of their obligations under the ACT *Occupational Health and Safety Act 1989*.

Chief Warden

The Chief Warden during an emergency situation is required to respond immediately to the Master Emergency Communication Point (MECP), determine which emergency response procedures should be implemented and bring the Emergency Control Organisation promptly into operation if necessary.

The Chief Warden may be associated with a different tenant within the building.

The Chief Warden's duty is to assume control of the incident and direct all occupants of the building from the time that an incident occurs until the arrival of the Fire Service or other Emergency Services.

The Chief Warden shall be provided with an up-to-date list of all Wardens, their telephone numbers and details of their location within the building.

The Chief Warden should be a person whose duties do not require frequent absences from the building, and whose normal work station should preferably be close to the Master Emergency Communication Point.

The Chief Warden should be aware of the likelihood of contractors or members of the public being in the building.

Duties of Chief Warden

On becoming aware of an incident, the Chief Warden is to:

- (a) Proceed to Master Emergency Communication Point (MECP) and take control.
- (b) Establish communications with the affected area and assess the nature and extent of the emergency.
- (c) If an evacuation is required initiate evacuation procedures; and ensure all lifts are called to the ground floor and secured (if lift keys are available).
- (d) Ensure the Emergency Services are notified.
- (e) If an unwanted (false) alarm or if the incident has been overcome, notify all areas.

Deputy Chief Warden

The Deputy Chief Warden is the understudy of the Chief Warden and will assume the Chief Warden's responsibilities whenever the Chief Warden is absent from the building. The Deputy Chief Warden is to assist the Chief Warden during an emergency, including acting as a Communications Officer if required.

It should be a matter of careful arrangement, for which the Chief Warden will be responsible, that either the Chief Warden or the Deputy Chief Warden is present during normal working hours. Switchboard operators should be informed of the location of the person on duty.

Floor or Area Wardens

A Floor or Area Warden shall be appointed for each floor to control the emergency evacuation procedures, generally as directed by the Chief Warden.

However, Floor or Area Wardens should commence evacuation of their area if they consider the situation to be life threatening.

Duties of Floor or Area Wardens

The Floor or Area Wardens should be thoroughly familiar with:

- (a) The layout of their area of responsibility.
- (b) All exits, safe holding areas and alternative escape routes.
- (c) The location of Wardens in their area. If there are changes of the Warden personnel, notify the Chief Warden and request training for the new Wardens.
- (d) The existence of store rooms, blind passages, toilets, tea rooms and obscure areas in which persons could be located.
- (e) The location of Manual Call Points and fire fighting equipment.
- (f) The operation of equipment installed to assist in the evacuation of personnel from the building.
- (g) Any person in their area with a special need who may require assistance during an evacuation of the building.
- (h) The likelihood of visitors or members of the public being in their area.

Wardens

Wardens responsible for directing people out of a danger area should, in the first instance, position themselves so that they are:

- clearly visible
- not exposing themselves or any other person to danger
- able to exercise control over persons leaving the area.

Wardens should direct persons towards the exits using:

- a calm but firm voice
- smooth and commanding hand signals.

On becoming aware of an incident Wardens should immediately respond to a Warden Communication Point on their floor.

Duties of Wardens

Wardens' duties may include:

- (a) Assuming control of the floor in the absence of the nominated Floor or Area Warden.
- (b) Alerting building occupants by operating any device that will activate the building emergency warning system or by contacting the Floor Warden and/or Chief Warden.
- (c) Stopping occupants from evacuating prematurely.
- (d) Operating communications equipment.
- (e) When directed, notifying all occupants to assemble at a floor muster point/s near the emergency exits in preparation for evacuation.
- (f) When directed, guiding occupants through the emergency exits to the evacuation Assembly Area.
- (g) Assisting any person with a special need who may require assistance during an evacuation.
- (h) IF SAFE TO DO SO, operating first attack fire fighting equipment, for example fire extinguishers and hose reels.
- (i) Ensuring fire and/or smoke doors are closed properly.
- (j) Searching a floor or area to ensure nobody has been left behind.
- (k) Searching a floor or area for suspicious articles (Bomb Threat Procedures).
- (l) Ensuring lifts (if installed) are not used during the evacuation.
- (m) If directed, meeting Emergency Services personnel on their arrival at the Warden's floor.

8 PERSONS WITH SPECIAL NEEDS

Note: The procedures in this section, and in particular the information required of occupant's details, must take into account the requirements of the Commonwealth Privacy Act 1988.

This includes maintaining compliance with the Commonwealth Privacy Act 1988, Division 2—Information Privacy Principles:

Principle 1 - Manner and purpose of collection of personal information

Principle 2 - Solicitation of personal information from individual concerned

Principle 3 - Solicitation of personal information generally

Principle 4 - Storage and security of personal information

Principle 5 - Information relating to records kept by record keeper

Principle 6 - Access to records containing personal information

Principle 7 - Alteration of records containing personal information

Principle 8 - Record keeper to check accuracy etc. of personal information before use

Principle 9 - Personal information to be used only for relevant purposes

Principle 10 - Limits on use of personal information

Principle 11 - Limits on disclosure of personal information

A current copy of the Commonwealth Privacy Act 1988 may be found at <http://www.comlaw.gov.au/>.

Introduction

A person with special needs is defined in Australian Standard 3745-2010 as someone having physical, intellectual, visual or auditory disabilities or impairments, either temporary or permanent. There could be at least one person in any given building whose movement through emergency exits would be restricted in an emergency evacuation which will require special needs procedures being implemented within the workplace. Children may also be classified as a person who requires special assistance during an evacuation.

There is an added factor to be considered by the ECO where a person may hide an existing disability such as a heart condition or epilepsy and the disability does not become evident until an incident has occurred.

Personal Emergency Evacuation Plans

The person in charge of a workplace must identify any person under their control who has an impairment that may restrict their movement in an emergency. Personal Emergency Evacuation Plans (PEEPs) must be compiled for each identified person with a disability. The procedures must also include the details of person/s nominated to be the designated assistant/s.

Information on the PEEP shall be disseminated to all people responsible for its implementation. PEEPs should be held by the relevant Warden.

An example of a PEEP, as detailed in Australian Standard 3745-2010, is attached as an Annex to this document.

Stairway Descent Device

The person in charge of a workplace must give consideration to the purchase, use, suitability and storage arrangements of stairway descent devices for occupants or visitors who use wheelchairs or who otherwise would not be able to traverse the emergency exits.

Any stairway evacuation device should be operated by a competent person. These persons must also receive training in manual handling. To prevent the possibility of injury to the person being moved the training must include the process for relocating a person from a wheelchair to the descent device.

Categories of Impairments

There are five general categories of impairments:

- Mobility impairment;
- Visual impairment;
- Hearing impairment;
- Speech impairment; and
- Cognitive impairment

Mobility Impairment

If a person cannot physically negotiate, use or operate stairs or door locks or latches in the path of egress then that person has a mobility impairment that would affect his or her ability to evacuate through the emergency exits in an emergency

Typical problems for people confined to wheelchairs includes manoeuvring through narrow spaces, going up or down steep paths, moving over rough or uneven surfaces, and negotiating steps or changes in level at the entrance/exit point of a building.

Visual Impairment

If a person cannot use or operate some part or feature in the path of egress or access displayed information like signage because that feature or information requires vision in order to be used or understood, then that person has a visual impairment that could affect his or her ability to evacuate in an emergency.

Hearing Impairments

If a person cannot receive some or all of the information generated by an occupant warning system, like an alarm signal or Public Address voice instructions, then that person has a hearing impairment that could affect his or her ability to evacuate in an emergency unless alternatives are provided.

Speech Impairments

Speech impairments prevent a person from using building features that require the ability to speak. Speech impairments can be caused by a wide range of conditions, but all result in some level of loss of the ability to speak or to verbally communicate clearly.

Cognitive Impairments

Cognitive impairments can be caused by a range of conditions, including but not limited to developmental disabilities, alcoholism, Alzheimer's disease, Parkinson disease, traumatic brain injury, stroke, and some psychiatric conditions, but all result in some decreased or impaired level in the ability to process or understand the information received by the senses.

All standard occupant warning systems require a person to be able to process and understand information in order to safely evacuate a building.

Assistance

Management should as a part of their risk management practices, have nominated personnel to assist any occupant or visitor with special needs. This may be as simple as someone guiding a person with limited eyesight through the emergency exits to the Assembly Area if an evacuation is ordered.

Level of Assistance

Guidance

- Explaining how and where the person needs to go to get to an emergency exit.
- Escorting the person to and or through an emergency exit.

Minor Physical Effort

- Offering an arm to assist the person to or through the egress path.
- Opening the door(s) in the egress path.

Major Physical Effort

- Operating a stairway descent device.

A Person with Special Needs in an Incident-Affected Area

A person with special needs in an *incident-affected area* should be guided to a Warden Communication Point and the Chief Warden notified. The Chief Warden is to arrange priority evacuation with the Emergency Services. If the person with the special needs is located on a level with direct access to a road or open space then that person should be immediately removed from the building.

In any other case where there is no direct access to a road or open space, once all other occupants have been evacuated, the person with special needs may be placed in a safe holding area, for example in a designated fire and or smoke isolated safe haven or on the landing in the emergency exits with a Warden or responsible person to provide comfort and reassurance.

A Person with Special Needs in a Non-Affected Area

On becoming aware of an incident which could place the safety and well being of occupants at risk, any person with special needs should be notified and prepared for movement either from the building or to a safe area such as the landing within a fire isolated stair, a fire isolated corridor or into a fire and or smoke isolated safe haven.

Outside Normal Hours of Occupancy

Should the building Emergency Warning System sound in the area where a person with special needs is outside the normal hours of occupancy, that person should immediately ring 000 and ask for the Fire Service. Once connected they should pass on the following information to the operator:

- their name and the address of the building and the fact the alarm system has sounded (or type of incident that has occurred);
- their degree of assistance required; and
- their location within the building.

Should their own personal safety be at risk whilst awaiting the arrival of the Fire Service the person should make a second call to 000 and inform the operator they are making their way to the emergency exit.

Note: Any person who has hearing or sight impairment should not be alone in the building after normal working hours.

9 EVACUATION PROCEDURES – CODE ORANGE

Traumatic incidents can overwhelm a person's ability to cope. Different people have different reactions, and the degree to which they are affected and for how long will depend on many factors. The greater the significance of the incident to a person, the more likely the person is to suffer some effects.

Research indicates that people unfamiliar with specific alarms (such as visitors) will usually react in the following manner:

- (a) Ignore the alarm in the hope that it may be an unwanted (false alarm) or the situation will resolve itself.
- (b) Complete what they are doing when the alarm occurred, for example people will remain in a check-out queue, continue with a phone call or continue eating a meal.
- (c) Locate any family or friends before trying to evacuate.
- (d) React in a similar way to others around them.
- (e) Most people will not panic. This usually occurs only when a person thinks they have no way out of a dangerous situation and are desperate to escape.
- (f) They will usually maintain a passive role, expecting to be told what to do by someone in authority.

It is this last feature that enables members of the Emergency Control Organisation (ECO) to control crowds and implement an appropriate response provided the ECO emergency response procedures are followed.

During an evacuation should the Chief Warden be unable to continue manning the Master Emergency Communication Point (MECP) owing to the nature of the emergency or because of threat of injury, the Chief Warden is to advise all floors, if possible, that they are leaving the MECP.

The Senior Officer from the Fire Service or responding authority, on taking control of the incident, may take over the duties of the Chief Warden. The Chief Warden should remain at the MECP to render assistance as required.

Evacuation Procedures

The situation should be assessed before the decision to evacuate is made. Consideration should be given to the following factors:

- The location of the incident,
- The severity and extent of the incident,
- If a fire is involved, the proximity of any flammable material,
- If a fire is involved, whether the first attack appliances are controlling the fire,
- The nature and type of occupants in the vicinity,
- IF IN DOUBT - EVACUATE. It is better to have the trouble of resettling occupants than to risk loss of life.

Authority to Initiate Evacuation

The authority to evacuate a floor/compartment/area is vested in the Warden present at the incident. Initiating an evacuation involving multiple areas of or the entire building is vested in the Chief Warden pending arrival of the Fire Brigade and thereafter on the advice of the Officer in Charge of the Fire Brigade.

Stages of Evacuation

If there are no members of the Emergency Control Organisation present all occupants of the building are to commence immediate evacuation of the building if their safety is threatened or on the sounding of the evacuation alarm in their area.

Initial evacuation should be conducted in three distinct stages depending on the severity of the emergency.

Stage 1 - Removal of Persons from the Immediate Danger Area

Occupants are removed from the affected compartment into the next compartment, for example from a room to the corridor. Doors should be closed to confine smoke and fire in the affected compartment.

Stage 2 - Removal to a Safe Area

If the severity of smoke or heat warrants further evacuation, occupants should be moved through fire and/or smoke control doors to safe areas on the same level.

Stage 3 - Complete Evacuation of an Area

Should the emergency necessitate evacuation of the affected floor, Wardens are to direct occupants to the assembly area via the emergency exits.

Occupants are divided into three priority groups for evacuation:

- PRIORITY 1. *Ambulatory persons* who require only a Warden to guide or direct them to a place of safety.
- PRIORITY 2. *Semi-ambulatory* persons requiring just a helping hand.
- PRIORITY 3. *Non-ambulatory* persons who have to be physically moved or carried.

Note: If circumstances permit persons in Priority 1 may assist in the evacuation of occupants in Priority 2.

Shelter in Place

Sheltering in place is a defensive action and is an alternative to evacuation where occupants can take to protect themselves against an incident originating outdoors, and for which there is forewarning. A shelter is a pre-determined interior room or area of the building, which, with special provisions, can provide a barrier to protect the occupants from the external environment.

Buildings alone can provide protection to a varying degree, but are limited and effective only under certain conditions.

Irrespective of where you are sheltering in place is similar, and the basic steps remain the same:

- (a) Shut and lock all windows and doors.
- (b) Turn off all air handling equipment (heating, ventilation, and/or air conditioning, both supply and exhaust) within your ability to do so.
- (c) No sheltering rooms have been assigned at this time. Individuals are advised to remain where they are until further instructions become available.
- (d) Use the internet or turn on a TV or radio and listen for further instructions.
- (e) When the "all clear" is announced, open windows and doors, turn on ventilation systems and go outside until the building's air has been exchanged with the now clean outdoor air.

Duties of Chief Warden during an Evacuation (Code Orange)

On becoming aware of an incident, the Chief Warden is to:

- (a) Proceed to the Master Emergency Communication Point (MECP) and take control.
- (b) Establish communications with the affected area and assess the nature and extent of the emergency.
- (c) If an evacuation is required initiate evacuation procedures; and ensure all lifts are called to the ground floor and secured (if lift keys are available).
- (d) Ensure the Emergency Services are notified.
- (e) If an unwanted (false) alarm or if the incident has been overcome, notify all areas.

Floor / Area Wardens - If an Evacuation is required (Code Orange)

If an evacuation is required, the Floor Warden is to:

- (a) Direct Wardens to assemble occupants at a floor/area muster point/s (for example in the vicinity of the emergency exits or lobby) in preparation for an evacuation.

Note: On a floor or in an area where there is a high number of occupants and there is more than one floor muster point, the Floor/Area Warden is to ensure as far as practicable (and dependent on the location and type of incident), that there is an equal distribution of occupants at each of the points.

- (b) When all occupants have assembled at the floor muster point/s, direct Wardens to commence evacuation via the emergency exits to the evacuation Assembly Area. A Warden should be directed to lead the occupants to show the way. Care is to be exercised when opening doors to the stairs as occupants from other floors may be descending.

- (c) Direct Wardens to conduct a final check of all areas of the floor/area to ensure it is clear of occupants. Instruct Wardens to check toilets, strong rooms and all occupiable spaces on their floor or in their area.

Note: This action is more important than a later physical count of the occupants. A minimum of two people is required to conduct the final check.

- (d) Advise the Chief Warden that the floor/area has been evacuated.

Note: The Floor/Area Warden or a designated person is to report to the Chief Warden at the MECP and advise the status of the evacuation for their floor. The Floor Warden shall also render assistance to the Chief Warden such as controlling all entry to the building.

- (e) Proceed to the evacuation Assembly Area and remain in charge of occupants until the All Clear is given.

Note: The Floor/Area Warden should seek assistance from fellow employees or occupants if too few Wardens are available during the emergency.

Wardens - When an Evacuation is required (Code Orange)

When an Evacuation is required, Wardens should be prepared to:

- (a) Wait until the emergency exits are clear before entering. If the emergency exits are congested, wait for a few moments and check again or use the alternative exit.
- (b) A Warden should lead the occupants in single file down any stairs to the Assembly Area. A second Warden should follow the evacuees and ensure they all stay together. Keep calm and avoid running or lagging behind.
- (c) If it is necessary to cross a street, traffic rules must be observed.
- (d) Provide assistance to any person who falls or trips.
- (e) Ensure the noise level is kept to a minimum.
- (f) Allow room for Emergency Services personnel who may also be using the emergency exits.
- (g) When directed conduct a final check of all areas of the floor/area to ensure it is clear of occupants. Wardens are to check toilets, strong rooms and all occupiable spaces in their area.
- (h) Prevent any person from re-entering the area or building, unless authorised to do so by the Chief Warden or senior Emergency Services Officer.
- (i) Prevent substances such as food or drinks which could create a hazard, from being taken into the emergency exits.
- (j) Permit only non-bulky personal items, such as purses, wallets or handbags, to be carried into the emergency exits for an evacuation other than a bomb threat or IED incident.

R.A.C.E

Whilst each emergency can differ the RACE procedure offers a set of immediate generic responses which are easily memorised and appropriate in most circumstances. They are:

R	REMOVE If safe to do so, remove or rescue any persons in immediate danger.
A	ALERT Alert other occupants. Notify the appropriate Emergency Services. This usually involves calling the Emergency Number and or operating the nearest Manual Call Point (Break Glass).
C	CONTAIN / CONTROL Close doors, and if safe to do so, deal with the threat.
E	EVACUATE / EXTINGUISH Evacuate to the Assembly Area and remain there until advised otherwise by a person in authority. Extinguish the fire only if trained in the use of the equipment and it is safe to do so.

10 MEDICAL EMERGENCIES – CODE BLUE

For all **MEDICAL/FIRST AID** related incidents or emergencies call 000.

IN THE EVENT OF A SUSPECTED CARDIAC ARREST OR IF THERE IS A NEED FOR URGENT MEDICAL ASSISTANCE:

REMAIN CALM

Do not panic.

BASIC LIFE SUPPORT

- D** - Check for **Danger**. Hazards / Risks / Safety
- R** - **Responsive**? Unconscious? If not call 000.
- A** - Open **Airway**. Look for signs of life.
- B** - Give 2 initial **Breaths** if not breathing normally
- C** - Give 20 chest **Compressions** (almost 2 compressions / second) followed by 2 breaths
- D** - Attach Automated External **Defibrillator** (AED) if available and follow its prompts

Continue Cardio Pulmonary Resuscitations (CPR) until qualified personnel arrive or signs of life return

Note: Never leave casualty alone. Do not move casualty unless exposed to a life-threatening situation. Provide support and appropriate assistance until emergency help arrives.

RAISE ALARM:

Call for help – **Ring 000** and ask for ambulance service.

Advise your location, patients age/sex symptoms & signs, any prior medical illnesses. Medication (see questions below)

INFORMATION THAT MAY BE REQUIRED FOR THE AMBULANCE SERVICE:

1. **YOUR LOCATION**
 - Number street name and suburb; and
 - Nearest cross street, access point; and
 - Street Directory map number and reference.
2. What is your contact number? (extension or mobile)
3. What is the medical problem
 - Description of complaint (short breath / sweating / where & what type of pain)
4. How old is he / she? (approximate age if not sure)
5. Is he / she conscious? (YES OR NO)
6. Is he / she breathing? (YES OR NO)

11 FIRE EMERGENCIES – CODE RED

If fire or the presence of smoke is reported to you, immediately take the following action:

- Notify the Fire Service (000), activate an alarm initiating device if installed, and notify the Chief Warden. Commence immediate evacuation of occupants.
- Investigate the source of the fire or smoke and if safe to do so, attempt to fight the fire with the correct fire extinguisher or hose reel.
- Do not enter smoke-filled spaces as smoke is TOXIC.

Fire Extinguishers

All occupants should be familiar with the types of fire extinguishers and their location in each area.

Classification of Fires

The types of fire are classified as:

 Fire Protection Association Australia Two colour schemes for fire extinguishers exist		EXTINGUISHANT	Portable Fire Extinguisher Guide					Fire Protection Association Australia Website www.fpa.com.au
			CLASS A Wood Paper Plastics	CLASS B Flammable & Combustible Liquids	CLASS C Flammable Gases	CLASS E Electrically Energised Equipment	CLASS F Cooking Oils and Fats	CLASS D For fire involving combustible metals use special purpose extinguisher
PRE 1999	FROM 1999							
		WATER	YES	NO	NO	NO	NO	Dangerous if used on flammable liquid, energised electrical equipment and cooking oil/fat fires
		WET CHEMICAL	YES	NO	NO	NO	YES	Dangerous if used on energised electrical equipment
		FOAM	YES	YES	NO	NO	LIMITED	Dangerous if used on energised electrical equipment
		POWDER	YES (ABC) NO (BC)	YES (ABC) YES (BC)	YES (ABC) YES (BC)	YES (ABC) YES (BC)	NO (ABC) LIMITED (BC)	Look carefully at the extinguisher to determine if it is a BC or ABC unit as the capability is different
		CARBON DIOXIDE	LIMITED	LIMITED	LIMITED	YES	LIMITED	Not suitable for outdoor use
		VAPORISING LIQUID	YES	LIMITED	LIMITED	YES	NO	Check the characteristics of the specific extinguishing agent

LIMITED indicates that the extinguisher is not the agent of choice for the class of fire, but that it may have a limited extinguishing capability.
Solvents such as petrol or acetone mix with water and therefore require special foam.
Oxygen test indicates the class or classes in which agent is most effective.

– IF POSSIBLE, TURN THE POWER OFF FIRST –
– NEVER USE WATER OR FOAM EXTINGUISHERS ON ELECTRICAL FIRES –

Duties of Chief Warden during a Fire Emergency

On becoming aware of a fire within, or which impacts on, the building, the Chief Warden is to:

- (a) Proceed to Master Emergency Communication Point (MECP) and take control.
- (b) Establish communications with the affected area and assess the nature and extent of the emergency.
- (c) If necessary initiate evacuation procedures; and ensure all lifts are called to the ground floor and secured (if lift keys are available).
- (d) Ensure the Emergency Services are notified.

Floor / Area Wardens - On Becoming Aware of a Fire in Their Area

On becoming aware of a fire in their area, the Floor/Area Warden is to:

- (a) Ensure the alarm has been raised and that the Fire Service has been notified.
- (b) Order the evacuation of the floor or area and notify the Chief Warden of the situation in their area.
- (c) Direct Wardens to attempt to extinguish the fire (if safe to do so).
- (d) Provide updates to the Chief Warden of conditions in their area.
- (e) If the fire cannot be contained, order the Wardens to withdraw and close doors to slow the progress of the fire.

Wardens - On Becoming Aware of a Fire on Their Floor

On becoming aware of a fire in their area, the Warden is to:

- (a) Do not panic. Try to remain calm and think.
- (b) Warn everybody in the immediate vicinity and alert the Fire Service by ringing "000" and advise the Chief Warden.
- (c) Determine type of fire and exact location.
- (d) Select right type of extinguisher.
- (e) Be sure you know how to use the extinguisher. If in doubt, READ THE INSTRUCTIONS.
- (f) Have another person back you up with another extinguisher.
- (g) Where possible, keep the doorway or path of escape at your back.
- (h) Keep low to avoid smoke.
- (i) Do not get too close to the fire.
- (j) Direct extinguishing agent at seat of the fire, NOT at the smoke.

NOTE: Initial discharge of the extinguisher at the fire is to be from no closer than 2 metres.

Fire Hose Reels

All occupants should know the position and method of operation of any installed fire hose reel/s.

If the decision is made to use a fire hose reel:

- (a) Do not panic. Try to remain calm and think.
- (b) Warn everybody in the immediate vicinity and alert the Fire Service by ringing "000".
- (c) Advise the Chief Warden.
- (d) Do not use on electrical fires – REMEMBER water will conduct electricity.
- (e) Whenever possible, *two people* should be used to unroll a hose reel, that is, one to control the nozzle and one to ensure the hose runs off the reel freely and is not caught around doors or corners.
- (f) Remember to *turn on the water supply* at the reel before running out the hose.
- (g) Check the water is capable of being turned on and off at the nozzle.

Kitchens and Food Preparation Areas

Kitchen areas pose high risks as heat or flames used in food preparation can cause fires. Special considerations are necessary:

- (a) All areas must be kept clean and grease free.
- (b) Oils/spirits/fats must be stored away from a possible ignition source.
- (c) All kitchen staff must be aware of the location and method of operation of fixed fire systems, alarms, extinguishers and fire blankets.

Use of Fire Blankets

Fire blankets may be used on fires involving flammable liquids in cooking containers or containers such as deep fat fryers. Method of use:

- (a) Do not panic. Try to remain calm and think.
- (b) Warn everybody in the immediate vicinity and alert the Fire Service by ringing "000".
- (c) Advise the Chief Warden.
- (d) Carefully and slowly cover the burning object with the blanket.
- (e) Turn off heat source and leave the blanket in place until cool.

Oven Fire

To extinguish an oven fire:

- (a) Do not panic. Try to remain calm and think.
- (b) Warn everybody in the immediate vicinity and alert the Fire Service by ringing "000".
- (c) Advise the Chief Warden.
- (d) Ensure the oven door is closed.
- (e) Turn off power (if it is safe to do so).

- (f) Obtain a Carbon Dioxide (CO₂)/Dry Chemical Powder (DCP) BE rated fire extinguisher or fire blanket.
- (g) For oven with a pull down door: stay at the side of the oven, open the door, and extinguish the fire, shut the door. For an oven with a side opening door: keep below the top of door, open door, extinguish the fire and close the door.

Range Top Fire

To extinguish a range top fire:

- (a) Do not panic. Try to remain calm and think.
- (b) Warn everybody in the immediate vicinity and alert the Fire Service by ringing "000".
- (c) Advise the Chief Warden.
- (d) Turn off power (if it is safe to do so).
- (e) Obtain a CO₂/Dry Chemical Powder BE rated fire extinguisher or fire blanket.
- (f) Approach fire while discharging extinguisher or carefully place fire blanket over the fire.

Deep Fat Fryer Fire

To extinguish a deep fat fryer fire:

- (a) Do not panic. Try to remain calm and think.
- (b) Warn everybody in the immediate vicinity and alert the Fire Service by ringing "000".
- (c) Turn off power (if it is safe to do so).
- (d) Slide a close-fitting metal lid or fire blanket over the vat.
- (e) If available, operate a fixed extinguisher system, a Wet Chemical or B E rated Dry Chemical Powder fire extinguisher. Initially, stand well back when operating extinguishers on deep fat fryer fires.

CAUTION: Do not use an A, B, E rated Dry Chemical Powder fire extinguisher, a hose reel or water extinguisher on fat fires.

Note: Dry Chemical Powder fire extinguishers can be of two distinctly different types. The powder in an A, B, E rated extinguisher may react adversely with cooking oils and/or fats.

12 BOMB OR SUBSTANCE THREAT PROCEDURES – CODE PURPLE

Introduction

HOT-UP is a term used to describe a process for making an initial assessment about unattended, doubtful or suspicious items. The 'HOT-UP' principle originated in the UK during the 1970s and was used by the British army to address the Irish Republican Army's bomb threats. It has since been used extensively in Australia for awareness training of police, volunteers and employees during significant events, including the 2000 Olympic Games in Sydney.

The HOT-UP principle relies on responses to the following:

- Is the item:
- Has there been:
- Hidden
- Unauthorised access?
- Obviously a bomb?
- Perimeter breach?
- Typical for this environment?

HOT-UP is an assessment tool to be used by an Emergency Control Organisation in conjunction with the emergency services to help determine a course of action. Meeting HOT-UP considerations does NOT necessarily mean the item is an IED but it warrants further examination. If the suspect item fails any of the HOT-UP questions it should increase the Emergency Control Organisation's awareness and ability to make an informed decision ensuring the ongoing safety of occupants.

Remember, a threat is only a threat until something tangible is found.

Threat Overview

Bomb or substance threats are usually a form of communication, written or verbal, delivered by electronic (email, FAX etc), oral (telephone, tape recording), or other medium (letter) which are frequently used to disrupt business or cause alarm. These procedures are designed to help people respond to and deal with a threat in accordance with current directions provided by the Australian Federal Police and *Australian Standard 3745-2010*.

Because each threat is different, it is almost impossible to have a detailed procedure for each contingency. These procedures are designed to help you assess the level of the threat and, on the information available, decide on a course of action.

The following points provide an overview of the initial actions to take when a threat is received.

Telephone Threat Procedures

Any person receiving a telephone threat should observe the following:

- (a) Keep calm. If possible attract the attention of a fellow worker.
- (b) Keep the caller on the line as long as possible to gather information.
- (c) Use the threat check list provided. *The check list can be used as evidence against the perpetrator of the threat in any subsequent legal proceedings.*
- (d) Obtain as much detail as possible about the bomb or substance and its location.
- (e) Listen carefully for any background noises, speech mannerisms, accents or other details that might give a clue to the age, sex, identity and location of the caller.
- (f) DO NOT discuss the call with other occupants.
- (g) Immediately after the threat, contact your immediate supervisor, the Chief Warden and notify the Police.
- (h) Complete the threat report form (reverse of check list) and hand it to the Chief Warden or, in their absence, the Police when they arrive.

Written Threat

Once it has been confirmed that a message is a bomb or substance threat the message and envelope or its container must preferably be placed inside a plastic envelope to preserve fingerprints etc. Any further direct handling of the message must be avoided.

Threat Evaluation

Following the receipt of a threat the Chief Warden must consider the level of threat and decide on the appropriate action, using the threat report, results of searches by the Emergency Control Organisation and information obtained from building occupants and the Police. The threat may be assessed as:

- NON-SPECIFIC THREAT OR LOW RISK. For example a call made by a child and/or with childish laughter in background or where little detail is received.
- SPECIFIC THREAT OF MUCH GREATER RISK. For example a call made in a calm deliberate manner where greater detail regarding timing, location or type of device is given.

To help determine the level of threat from a suspect item found during a search, consideration must be given to:

- whether the item was hidden;
- is it obviously a device;
- is it similar to the original threat description;
- is it typical of all other items in the area;
- has there been a report of unauthorised persons being on site;
- is there evidence of forced entry.

Other factors that may provide assistance are:

- a threat is only that until something obvious is found;
- a perpetrator will infrequently give warning of an attack;
- the consequence for issuing a threat is not as severe as the placement or initiation of a device;

Person with Special Needs

On being notified that a threat has been received, Floor Wardens should ascertain the location of any person with special needs in their area. If a decision is made to evacuate the building, the Chief Warden should arrange for a person with special needs to be removed from their floor using a lift. All lifts must be checked for any suspect object prior to use.

Search Procedure

The Police will often request the building occupants to conduct a search. All Wardens should be instructed in Bomb and Substance Threat Strategy during their routine training. Police will not normally search a building following receipt of a threat because:

- Police are unlikely to know the layout of the premises and the various places in which a device can be concealed
- Police will not know what should be in a particular place and what should not. Staff should know and be able to search more thoroughly.

Note Places of public assembly such as Cinemas, Assembly Halls, Auditoriums and places of entertainment cannot be searched while patrons are present.

Detailed searches take a considerable amount of time. Occupants may not be permitted to return for some hours. Consideration should be given to their welfare, for example in summer or wet weather, relocation to a more comfortable location with shade or shelter or for provision of refreshments.

If a search is decided upon, Wardens should be directed to search their floor and report the location and appearance of any suspicious item.

Wardens should look for anything:

- that should not be there
- that cannot be accounted for
- that is out of place.

If a suspicious object is found:

- No one is to touch it or move it.
- Clear people away from the immediate vicinity.
- Secure the area.
- Inform your supervisor.
- Initiate evacuation.
- Leave a torn paper trail to the object.
- Inform the police.

The evacuation Assembly Areas should be searched by Wardens nominated by the Chief Warden. The Wardens used for this search should be from an area away from the threat.

The designated safe assembly area is to be well away from the building, out of line-of-sight and well clear of windows. For biological threats evacuate upwind and upslope of the building.

Detailed Room Search

Divide the room into sections, for example halves or quarters. Search teams should:

- (a) Listen for any unusual sounds.
- (b) Conduct a passive search only (that is, look without touching).

- (c) Operate with one team progressing clockwise and one team anti-clockwise, checking the area as follows:
- floor to waist level
 - waist level to head level
 - head level to ceiling.
- (d) Mark the area as clear, using chalk marks, Post-It labels, etc.

WARNING: Hand-held radio transceivers and mobile phones **MUST NOT** be used during a bomb emergency because, under certain conditions, transmissions can trigger an electrically-detonated or radio-activated bomb.

Courses of Action – The Decision to Evacuate

The Police will normally leave the decision to evacuate to the Emergency Control Organisation or building management. The Police may provide advice or make recommendations.

Option to do Nothing (Disregard Threat)

It may be tempting, when receiving a threat from an intoxicated person or a child, to adopt this course of action. The Chief Warden must be absolutely sure it is a prank call. If there is the slightest doubt, the Chief Warden must adopt one of the other options.

Option to Search and Evacuate only if a Suspicious Object is Found

This choice means people will be in the building for a longer period if there is a device present. Evacuation will proceed if a suspicious object is found. If nothing is found, and there are no other significant factors, the Chief Warden may then consider that the building can be declared safe. The Chief Warden may consider this option appropriate if the threat level is assessed as low.

Option to Search with Partial Evacuation

When the threat level is considered to be moderate and there is no reason to believe an initiation to be imminent, the Chief Warden might consider partial evacuation, retaining essential staff and search teams.

Evacuate Immediately Without Search

In the event of a call that the Chief Warden considers to be a high risk there may be a case for evacuation as quickly as possible, without conducting a search, especially where there is a possibility of imminent initiation.

When the time of an initiation has been disclosed in a threat, the Chief Warden must ensure search procedures are terminated well before the deadline, even if the device has not been found. All searching *must cease no later than 20 minutes before the time given*. At the very least, 20 minutes must elapse after the threatened time of initiation before search teams re-enter the building. The building should be searched prior to re-occupation.

Evacuation

If the evacuation of a floor or complete evacuation of the building is ordered, the procedures are similar to an evacuation for a fire. Wardens are to:

- (a) Direct occupants to the nearest exit and instruct them to take all personal items with them. Guide them to the nominated Assembly Area using a path of egress away from the suspect item if the location is known. Wardens should ask occupants to visually check their area for any suspicious articles as they leave their floor or area.

Note: In some buildings it may be necessary to direct occupants to another floor or area or to use a specific exit or escape route.

- (b) Conduct a final check of all areas including toilets, strong rooms, plant rooms, store rooms and all other occupiable spaces to ensure they are clear of occupants.
- (c) Advise the Chief Warden when the floor has been evacuated. Ensure internal doors, except fire doors, are left open if possible, and that occupants do not re-enter the building.
- (d) Proceed to the nominated Assembly Area and remain in charge of occupants until directed to return to the building.

Note: Never assemble personnel in front of, or directly below glassed areas.

Threat after Hours

Should a threat be received outside normal working hours, the recipient should report the matter to the Police, alert other persons/tenants occupying the floor, and evacuate the building using the emergency exits. Do not re-enter the building until advised by Police that it is safe to do so.

The Decision to Reoccupy

Once an evacuation has been completed the Chief Warden and/or building management will decide when to reoccupy the building. If a suspicious object has been found, the Police will assume control until the object/building is declared safe. After this, the Chief Warden will then assume control.

Australian Bomb Data Centre "*Bombs: Defusing the Threat*"

The Australian Bomb Data Centre "*Bombs: Defusing the Threat*" handbook contains procedures and recommendations derived from the experiences of national and international police, and security and law enforcement agencies. It provides clear guidance on how to develop in-house policy and strategies to counter bomb threats. Further, it aims to:

- examine the threat
- briefly describe different types of IEDs
- introduce liaison with police
- advise how to handle threats if and when they occur.

Bombs: Defusing the Threat complements Australian Standard 3745-2010.

For more information relating to the "*Bombs: Defusing the Threat*" handbook visit the Australian Bomb Data Centre website at www.afp.gov.au/services/operational/abdc.

With acknowledgment to the Australian Bomb Data Centre, Australian Federal Police Weston ACT for the use of extracts of material on Bomb Threat Procedures included in this Emergency Evacuation Management Plan and the sample threat check list at Annex B.

13 IMPROVISED EXPLOSIVE DEVICES – CODE PURPLE

An Improvised Explosive Device (IED) is a device fabricated in an ad hoc manner which contains explosive components designed to, or capable of, causing unlawful injury or damage

Improvised Explosive Devices (IEDs) can be mail bombs; courier delivered bombs; placed bomb or Vehicle Borne Improvised Explosive Device (VBIED) and can be explosive, noxious or incendiary in nature. IEDs are easily disguised and the size and shape can vary greatly. Suspicious objects must be reported to management to determine if the object belongs to anyone. If the ownership cannot be proven, these procedures should be initiated. The Chief Warden and Police are to be notified and the object's potential threat is to be evaluated.

Incendiary Devices

Incendiary devices or fire bombs are designed to cause a fire. An incendiary device can be quite small in size and carried unnoticed by the perpetrator for long periods before being placed. A small incendiary device poses a high risk in buildings, structures and workplaces in which high numbers of people assemble because they can be placed without bringing attention to the offender.

Mail Bomb

All mail should be checked for suspicious articles. The details of all-suspicious letters and parcels, and records of verbal threats should be retained for future reference.

Mail bombs are normally about envelope size. The maximum size of a device is restricted by Australia Post limitations on the weight and dimensions of an article that can be sent through the Australia Post system. Mail bombs could of course be distributed by means other than Australia Post such as couriers. Irrespective of size, mail bombs have the potential to cause death or serious injury.

Mail bombs normally fall into three categories, HIGH EXPLOSIVE, INCENDIARY and NOXIOUS devices all designed to cause damage, injury or death.

Mail bombs are usually designed to operate ON OPENING or THE REMOVAL of an inner article from an envelope or package. These devices are targeted against an individual such as someone who would open such items under normal conditions. These devices are designed to withstand the heavy handling that would be expected in the postal system and would not normally be on a timing mechanism because of the length of time for delivery.

The detection of mail bombs involves five stages of action and counter action. Stage 1 and 2 are conducted by the recipient and Stages 3 to 5 by the responding Emergency Services.

Stage 1

Stage 1 is carried out on the initial receipt of the article where the recipient will conduct a visual inspection.

The recipient would be looking for:

- (a) An envelope that is lopsided or uneven
- (b) A package that is excessive in weight for its size
- (c) Excessive tape or other securing material
- (d) An article from an unknown source
- (e) Wires or metallic material protruding from the article
- (f) Postage in excess of what would be required to have the article forwarded

The recipient also has the ability to speak to the addressee and have them confirm that they were awaiting delivery of the item.

Stage 2

At Stage 2 a more in depth analysis is applied where the observations from Stage 1 are correlated with our sensing powers such as smell. *(These are both "normal daily practices" in mail handling at any time during Stage 1 and 2. Where suspicion is raised, the Emergency Services must be notified and no further action other than notification and evacuation should be carried out by the recipient).* Caution must be exercised in the movement of the article at both Stage 1 and Stage 2 if there is any suspicion about the object.

If the item is suspect at Stage 1 or 2 then the recipient would as a matter of course notify the Police.

It is important that a safe isolation area be designated for the placement of any suspect articles. This must never be in an item such as a filing cabinet where the build up in gas pressure would magnify the explosive potential of the device. An area that should be considered is adjacent to a window or open door where the potential of the gas would dissipate thereby lessening the structural damage to the building.

Stage 3 to 5

The 3rd Stage will involve specialist assistance such as the Police or Military Bomb Technicians who are armed with an array of detection equipment. The items they have at their disposal include fluoroscopes, x-ray equipment, explosive vapour detectors and explosive detection dogs. If at Stage 3 the Technician confirms that the article IS NOT an IED then the recipient will normally deliver the article to the addressee.

If it is found to be an IED then at Stage 4 the Technician would render the device safe or neutralise the device for safe handling.

At Stage 5 evidence is collected and Police Investigators usually take control.

Courier Delivered Bomb

In the case of a courier article, Stage 1 and Stage 2 of the mail bomb procedures should be followed upon initial receipt of the item.

A courier delivered bomb differs from a mail bomb in that the perpetrator has the ability to set a timer or trip/motion device when it is delivered. This means that a courier delivered device has the potential to detonate without any further intervention by the perpetrator. Once an item has been identified as suspicious it MUST NOT be touched or moved from that point on.

The degree of warning for a courier delivered bomb will vary. It may not be accompanied by a warning, it could have a written threat or there could be a telephone bomb threat after delivery.

In all cases of a suspected courier delivered bomb immediate evacuation of the area must be carried out. Notify the Chief Warden, your own Management and the Police and under no circumstances must the item be touched or moved. The evacuation route should avoid the area where the suspect item is placed even if this means selecting an alternative safe evacuation pathway that would not normally be used in emergencies.

Placed Bomb

Placed bombs come to attention either as an accidental discovery or after a warning and subsequent search. Placed bombs can take on many shapes from the obvious such as a stick of commercial explosive with a burning fuse to the indistinguishable such as a sealed package.

In all cases of a suspected placed bomb immediate evacuation of the area must be carried out. Notify the Chief Warden, your immediate supervisor and the Police and under no circumstances must the item be touched or moved. The evacuation route should avoid the area where the suspect item is placed even if this means selecting an alternative safe evacuation pathway that would not normally be used in emergencies.

Vehicle Borne Improvised Explosive Device (VBIED)

A Vehicle Borne Improvised Explosive Device (VBIED) may be defined as any vehicle capable of carrying a large amount of explosive. VBIEDs are by far the largest version of IEDs. A VBIED is capable of wide-scale devastation and it is usually used as an indiscriminate act of terrorism.

A VBIED is any means used to deliver a large amount of explosive usually to the external boundary of a building, structure or workplace.

The security of basement and off-street car parks should be increased as the level of perceived or known threat from a VBIED increases. The ability to isolate the likely points where an unauthorised vehicle can be parked, externally or within a building, structure or workplace may decrease the impact.

In a situation where a VBIED is evident, the evacuation of a building's occupants must be controlled. In some circumstances the evacuation of occupants may not be possible. It may be safer to remain within the building, structure, or workplace provided that people are assembled as far away from the device as possible and provided people are not in the line of sight of the device. IEDs of this size and nature historically detonate within a short period of being placed. However, if sufficient time is available occupants should be directed to a path of egress that is furthest away from the VBIED and, if possible, this means of egress should be protected by walls or other structural supports.

Evacuation

If the evacuation of the building is required for an IED, Wardens are to:

- (a) Direct occupants and members of the public to the nearest exit that is away from the location of the IED and guide them to the nominated assembly area unless informed of an alternative location by the Chief Warden or responding Emergency Services officers. (If time permits, the assembly area and evacuation route must be searched prior to occupants reaching it to ensure that it is safe).

Note: Never assemble personnel in front of, or directly below glassed areas of a building.

- (b) If safe to do so, conduct a final check of all areas including toilets, strong rooms, plant rooms, store rooms and all other occupiable spaces to ensure they are clear of occupants.
- (c) Advise the Chief Warden when the floor has been evacuated. Ensure internal doors, except fire doors, are left open if possible.
- (d) Proceed to the nominated assembly area taking personal items with you and remain in charge of occupants until directed to return to the building.

Vehicle Movement

The removal of vehicles from a car park may be dangerous if the car park (or the passage of vehicles) is close to the reported suspicious object. If there is doubt about the safety of moving vehicles, the Chief Warden should instruct that the car park be closed and vehicle movement halted.

If a Device Detonates

Following the detonation of an explosive device the duties of the Emergency Control Organisation may include:

- (a) protecting yourself from falling debris;
- (b) assessing damage on the floor. If it is dark use a torch to check for damage. DO NOT use naked flame such as matches to assess damage as there may be gas present;
- (c) ensuring First Aid is given to those injured;
- (d) notifying the relevant authorities;
- (e) Isolation of electric power, if it is safe to do so;
- (f) initiating controlled evacuation; or
- (g) conducting a search of the floor, if safe to do so.

Reducing the Risk

All occupants of a building should be alert and made aware of the importance of advising the relevant authorities, such as the local police, of any concerns or suspicious activities.

A National Security Hotline has been established to further strengthen Australia's national security arrangements. It compliments the activities being undertaken as part of the Commonwealth Government's national security public information campaign.

The Hotline is set up to receive information from members of the community who wish to report any activity which they feel may be relevant to national security and warrant further investigation. It also provides information on a wide range of national security matters.

Because buildings and business organisations differ so much, managers and occupiers should contact their local Police Crime Prevention Officer who will provide specific practical advice. Issues to be considered should include:

- minimising the number of entry points;
- implementing access control such as visitor registration and identification and a procedure for escorting visitors;
- locking cupboards, cabinets and areas that are not regularly occupied;
- initiate security check procedures to be carried out at the close of business;
- maintain a high standard of housekeeping with regular disposal of rubbish;
- installing good quality locks that are checked and serviced regularly to prevent unauthorised access;
- installing intruder alarms that will give early warning of persons attempting to force entry into the building;
- installing closed circuit television monitors;
- conducting a regular audit of security procedures.

With acknowledgment to the Australian Bomb Data Centre, Australian Federal Police Weston ACT for the use of extracts of material on Bomb Threat Procedures included in this Emergency Evacuation Management Plan and the sample threat check list at Annex B.

14 EARTHQUAKES – CODE BROWN

Personal Safety Guidelines

Earthquakes strike without warning. Generally, the SAFEST PLACE to be is in the OPEN – away from buildings. However, if you are in a building when the earthquake strikes, you should NOT attempt to run from the building. Outside the building you may be met with falling debris and power lines. It is safer for you to remain in the building.

Basic guidelines for personal safety in earthquakes are as follows:

- (a) Try to remain calm.
- (b) Move away from windows and outside walls.
- (c) Keep away from mirrors, light fittings, bookcases and other furniture that may fall or slide.
- (d) If possible, take cover from falling debris under a desk or move to an internal corner of a room, sit down and protect your face and head.
- (e) Don't use telephone immediately, unless for serious injury.
- (f) Don't go sightseeing.
- (g) Don't use vehicles unless there are special circumstances that warrant this (for example a serious injury).

If personnel are caught outside the building they should:

- (a) Seek refuge under archways and doorways which could offer protection from falling debris
- (b) Keep off roadways, footpaths and do not stand under shop awnings
- (c) Get away from high walls, overhead power lines or dangling electrical wires
- (d) If driving, pull off the road (not under power lines) and stay in their car until they can assess the situation around them

REMEMBER – DO NOT ATTEMPT TO RUN FROM THE BUILDING

Once the tremor has stopped, look around for injured persons and reassure others on your floor or area.

The Chief Warden or a Deputy should call the building's Emergency Control Organisation into action as soon as possible after the earthquake.

Duties of the Emergency Control Organisation

Chief Warden. The Chief Warden shall:

- (a) Stand by to record reports from each Floor Warden.
- (b) Direct security staff, where available, to inspect all public areas and report back any structural damage, hazard or injured personnel.
- (c) As a precaution against possible broken or fractured lines it may also be necessary to isolate electrical and plumbing services.
- (d) Unless conditions otherwise dictate Floor Wardens should be advised to direct their personnel to remain where they are until the immediate danger is over. Conditions outside could be worse than inside.

Floor or Area Wardens and Wardens. When the earthquake stops Wardens should direct all personnel to remain in their present safe refuge points until they have carried out a safety check. Wardens should then inspect their floor area and report to their Floor or Area Warden, who will then report to the Chief Warden, on the following:

- (a) Any injuries; their nature, severity and who is giving first aid.
- (b) Any hazards such as fallen or exposed electrical wires, precariously balanced material such as hanging ceilings, beams, etc.
- (c) Any unfamiliar odours.
- (d) The condition of the fire stairwell as far as they can see from their floor level.
- (e) If considered safe to do so, Floor or Area Wardens will direct personnel to assemble in safe areas, as close as possible to the Emergency Exits and await further instructions.

15 CIVIL DISORDER – CODE BROWN

Causes

Industrial unrest, emotional international situations or unpopular political decisions may lead to public demonstrations that could threaten the security of a building.

Responsibility

The Person in Charge of the Workplace and the building's Emergency Control Organisation should coordinate the response to an incident until the arrival of the Police, to whom they should provide as much assistance as required.

Action

As soon as the Chief Warden or Person in Charge of the Workplace is aware of civil disorder occurring inside or in the vicinity of the building, the following action should be taken:

- (a) Notify the Police and request assistance (dial 000 and ask for the Police Operator).
- (b) Notify supervisors.
- (c) Restrict entry to the building.
- (d) Confine the presence of demonstrators to the ground floor.
- (e) Restrict contact between demonstrators and building occupants.
- (f) Alert other members of the ECO.

Offices should be locked. Cash, valuables and files should be secured. Windows, blinds and curtains should be closed and staff directed not to agitate the demonstrators.

The Person in Charge of the Workplace should promote an air of confidence and calm.

16 WORKPLACE CONFRONTATIONS – CODE BLACK

This section refers to armed confrontation, hostage seizure, siege or other situation involving high risk of injury.

NOTE: In incidents involving workplace confrontation or threat of personal harm it is imperative that nothing is done to provoke the situation. As such in many of these situations the raising of the alarm will have to be done discreetly, for example do not activate the building Emergency Warning System or operate a Manual Call Point (WARNING, in buildings where there is electronic security access control in place activation of a General Fire Alarm (GFA) can disarm/unlock electronic security door locks allowing unimpeded access to all areas by unauthorised persons).

General Procedures

If you are confronted by an armed or unarmed intruder:

- (a) If a duress alarm is installed and it is safe to do so discreetly operate it.
- (b) Obey the intruder's instructions, do what you are told and nothing more, and do not volunteer any information.
- (c) Stay out of danger if not directly involved in the incident, if it is safe to do so, leave the building then discreetly raise the alarm. Call the Police and notify Management.
- (d) If directly confronted be deliberate in one's actions if ordered to carry out an instruction by the offender. The act should be carried out with due consideration to one's safety.
- (e) Discreetly telephone the Police emergency number if able to do so without danger and to keep the phone line open. Alternatively, ask some other responsible member of the staff, by way of pre-determined gesture/s or key word/s, to phone the Police if it is safe to do so.
- (f) Carefully observe any vehicle used by the offender/s, taking particular note of its registration number, type, colour, and number of occupants and their appearances.
- (g) Immediately after the offender/s have/has left, mark off any areas where they stood or touched. Do not allow anybody in these areas until the Police have checked for fingerprints and other clues.
- (h) Observe the offender/s as much as possible. In particular, take note of the speech, mannerisms, clothing, scars, tattoos or any other distinguishing features, and record these observations in writing as quickly as possible after the incident, as the Police will want your individual impressions of what happened before your memory is influenced by discussion with others.

Note: For this purpose some suggestions for describing an offender are set out at the end of this section.

- (i) Ask all witnesses to remain until the Police arrive, and explain to the witnesses that their view of what happened, however fleeting, could provide vital information when placed together with other evidence.
- (j) Exclude all members of the media from the area and allow only the authorised person to make statements.

During an Armed Incident Procedures

During an incident:

- (a) Tell yourself to stay calm. Do not attempt to be a hero – accept the situation and be prepared to wait.
- (b) Do not speak unless spoken to and only if necessary.
- (c) Do exactly what the offender tells you.
- (d) Do not be argumentative with either the offender or other staff.
- (e) Do not make suggestions to the offender. If your suggestion is wrong the person may think you planned it that way.
- (f) If safety permits, operate any installed “duress” alarm.
- (g) Try to be observant.
- (h) Notice the offender’s mannerisms, clothing, speech and so on.
- (i) Try not to involve other staff in the incident.

Precautions

There are steps you can follow for your safety

- (a) Be aware of people loitering for extended periods that appear agitated and may be holding bulky items.
- (b) Advise your Manager if you see anyone acting strangely or suspiciously.
- (c) Keep rear and side doors locked from external access at all times. Minimise the points of entry to lessen the chance of unauthorised persons gaining access to the premises.
- (d) If your company holds cash on the premises keep cash in any till drawer to a minimum. Never discuss cash transactions or procedures involving the holding or movement of cash with any person other than staff who have a direct need to know.
- (e) Till drawers should be locked when not in use and the key must be in your control at all times.
- (f) Do not discuss security procedures with anyone other than staff members who have a direct need to know.
- (g) Record the telephone numbers of your Security Company and the Police near the telephone.
- (h) Keep offender and weapon description forms and learn how to complete them correctly.
- (i) Be knowledgeable about the location and operation of all security and duress alarms.

After an Incident

After an incident as the offender leaves:

- (a) Gauge height using markers on door, if provided.
- (b) Lock yourself in.
- (c) If safe, observe which direction offender goes, the type of car, its colour and its registration number.
- (d) Do not touch any areas the offender touched.
- (e) Cordon area off.
- (f) Keep witnesses there until Police arrive.
- (g) Post sign on front door *Closed Due to Robbery/Security Incident*.

Describing the Offender

Armed intruders are not commonly apprehended while committing the crime, so Police rely heavily on factual information supplied to them by eyewitnesses. Working to a system is always effective and staff should develop a systemised approach to observing the offender.

Here are some prompts to help you with your descriptions:

BUILD	Thin, fat, normal, stocky, pot-bellied, solid, lean, angular.
AGE	Lines around eyes, wrinkled forehead, age spots or lines on hands, lines on neck.
NAME	Offenders might use nick-names or a name that can be associated with one of the offenders.
HAIR	Think about the style as well as the colour. Was hair short, long, straight, curly, in a pony-tail, wavy, receding, afro, woolly, thick, crew-cut?
EYES	Colour and shape. Wide, close together, narrow, sleepy, squinting, deep-set, protruding, blood-shot, slit, closed.
COMPLEXION	Skin tone and colour can indicate the offender's ethnicity. Descriptive terms could include fair, dark, olive-skinned, tanned, pimply, acne-scarred, Latin, Anglo-Saxon or Aboriginal.
MANNERISMS	Think about the posture. Descriptive terms could include slouched, round-shouldered, erect or relaxed.
FACE	Bushy eyebrows, big nose, thin lips, pouting lips or dimpled cheeks. Look for a beard, moustache, moles, broken or missing teeth, capped or bad teeth, pimples, freckles, scars, etc.
CLOTHING	What was on the upper body? Lower body and feet? Any rings? Wearing gloves, sunglasses (what type), spectacles, ear-ring/s, or a watch? What disguise was worn? Ski mask, balaclava, stocking, overalls, raincoat, etc.
HANDS	Tattoos, rings, missing digits, colouration, scars, staining.

Describing the Weapon

It is difficult for those who are not familiar with firearms to give an accurate description of a weapon. To help you more accurately describe the weapon, you may find the following of value:

TYPE Shotgun, rifle, revolver, pistol, air rifle, machine gun.

ACTION Bolt, lever, pump, semi-automatic, automatic.

BARREL Sawn off, single, double, side by side, over and under.

STOCK Cut down, wood, metal, normal, plastic, coloured.

Most guns have a brand or logo prominently displayed on the handle or barrel. If circumstances permit, check for that identification. Look for distinguishing marks or scratches on the weapon.

Never assume that the gun is a fake! Many of the more unusual brands of guns look like toys and most fake guns look more real than the original.

If you are a victim of crime, it is important to remember that help is at hand. The most common effect of crime is for the victims to blame themselves for its occurrence. Generally, we have a perception of being invulnerable. When our vulnerability is revealed by a violent crime, it is easy to believe that we were somehow the cause and deserve the blame.

Statements such as "I should have done this" or "I could have done that" certainly empower and give back to us our sense of invulnerability. They do not, however, put the responsibility where it belongs – with the person who committed the offence! Remember: you are a victim, not the criminal.

One of the first responses from a victim is a feeling of being totally alone and not understood. Often struggling with the acceptance of what has happened, victims allow bureaucratic systems such as a Police investigation to take over their lives. These procedures, whilst necessary, often leave the victim feeling helpless, confused and resentful of others doing things to and for them.

It is normal to be scared and it is imperative for you to remember that you are not on your own.

If you prefer to handle the problem independently the Victims of Crime Association will provide further advice.

PERSONAL THREAT

For all workplace incidents/emergencies relating to a PERSONAL THREAT, ARMED OFFENDER etc call "000" immediately.

PERSONAL THREAT INCLUDE ASSAULT, ARMED HOLD-UPS, ROBBERY, PERSONS AT RISK (Suicide etc)

REMAIN CALM	DO NOT panic or raise your voice. Avoid direct eye contact. DO NOT make any sudden movements.
DO NOT TAKE RISKS	Hand over whatever is requested. Do not do anything which may antagonise the offender.
DO ONLY WHAT YOU ARE TOLD	DO NOT volunteer any additional information.
NOTE OFFENDER'S CHARACTERISTICS	Sex, height, voice, clothing, tattoos, jewellery, any distinctive clothing and note areas the offender has touched (after the offender has left, ensure other persons do not contaminate areas that the offender has touched). Note type of vehicle used for escape, registration number if possible and last known direction.
ALERT	If safe to do so without endangering yourself alert other staff members.
ISOLATE	Remain in a secure area such as locking your office door. Stay away from windows and if possible close blinds.
TELEPHONE	REMAIN CALM. Ring "000" immediately and follow the instructions given by the operator including giving your name and location and details of the incident.
RECORD	Record the offender's description and details such as serial numbers of any items taken or any other details you feel may be relevant to the Police.

Listen out for instructions from either the Floor/Area Warden or responding emergency services personnel.

17 CHEMICAL, BIOLOGICAL OR RADIOLOGICAL INCIDENTS – CODE YELLOW

Introduction

Incidents that may be encountered may include chemical, biological or radiological (CBR) agents. These agents often have a legitimate purpose in buildings, structures and workplaces. They can range from fumes from paints to gas leaks to the most potent of chemical, biological and radiological properties. In all cases, there must be sound and conforming practices and training to facilitate the housing of such goods and these issues are outside the scope of this document.

This section of the emergency response procedures deals with the actions required when CBR contaminants are introduced either through accidental or purposeful actions by first providing an overview and then direct emergency response procedures which are focused on personal and general actions.

Accidental Dissemination

This type of dissemination will usually be caused by some form of industrial accident, poor housing method or an unplanned process. All have the potential to spread an airborne contaminant into the building, structure or workplace. Air conditioning units and other ventilation system have the capacity to spread the contaminant quickly. One of the more common airborne contaminants that is accidentally introduced is Legionella.

From the point of view of biological contaminants there are a number of systems, which prevent the spread of bacteria and viral-bacteria (such as Legionella), from being distributed to occupied areas.

In a water-cooled air-conditioner the water tower is dosed with strong antibacterial chemicals, which neutralises bacteria prior to entering the air intake system. Later in the cycle the same air is dehumidified and reheated further neutralising most harmful bacteria.

In refrigerated air-conditioners the temperature is reduced initially to a level which kills many varieties of airborne bacteria after which the same air is dehumidified and reheated once again further neutralising most harmful bacteria.

The response to any accidental introduction of any airborne contaminants is detailed further on in this section.

Purposeful Introduction

Any act to purposefully introduce chemical, biological or radiological contaminants would usually be an act of terrorism. This is a wilful act designed to cause damage and harm. The response to purposeful introduction of airborne contaminants is detailed further on in this section.

Chemical Agents

Chemical agents may be a solid, liquid or gas and in some cases the agent may be odourless, colourless and tasteless. Chemical agents may be inhaled, ingested or absorbed through the skin and can have immediate or delayed effect.

A chemical agent can be disseminated by a spraying device, leaking package or a container either bursting or exploding. A chemical agent may cause incapacitation, serious injury or death.

The following are examples of more sinister chemical agents:

- - Sarin gas
- - Ricin toxin

Self protection is important and if an individual believes they have been exposed to a chemical agent the following should apply:

- Hold your breath and move quickly away covering your face with a handkerchief or cloth.
- If indoors, move outside and upwind to a level above the point of release.
- If outdoors, move upwind to a level above the point of release.
- If chemical droplets contaminate clothing, remove outer garments and wash exposed skin with cold water.
- If any of the following affects are evident seek medical assistance immediately.
 - Dizziness
 - Choking
 - Dimming of vision
 - Muscular twitching
 - Nausea/Vomiting
 - Tearing/Irritation of eyes

The emergency response summary is:

- Call "000" and advise the emergency services of a chemical incident including:
 - The exact location of the incident.
 - The wind direction to enable the emergency services to attend from an upwind approach.
 - The estimated number of victims.
 - The victims' symptoms.
- Shut down the air handling system. This includes all types of fans or air circulation equipment.
- Isolate the incident area and if inside move people outside. If outside move all people upwind and at all times to a level above the point of release.
- Follow the instruction of the attending emergency services.

Biological Agents

Biological agents are typically non-volatile and are imperceptible to the naked eye. Biological agents will usually be imbedded in a delivery medium such as a powder or liquid. They can be disseminated by a dispersion device such as an aerosol sprayer. Biological agents are normally ingested or inhaled and while they are not absorbed through the skin these agents can penetrate through an open wound.

The following provides some examples of biological agents:

- Plague bacteria
- Smallpox virus
- Anthrax bacteria

Self protection is important if exposure to a biological agent is suspected. The following should apply:

- Put the package down and try not to disturb it any further.
- If possible, cover it/seal it.
- Cover your hands but do not put your hands near your mouth.
- Hold your breath until you are able to move away.
- Preferable stay in your office along with your colleagues who were present at the time the suspect

- exposure occurred.
- Seal the room so that others are prevented from entering.
- Ideally, move to a second secure area where you are safe from further exposure to the material and at which you are less likely to contaminate persons who have not been exposed.

Unlike chemical agents where symptoms are quickly apparent it is unlikely that any person will know of their exposure to a biological agent because there is a greater lead time before the symptoms are apparent.

The emergency response summary is:

- If indoors isolate the area and move those who have not been exposed outdoors and upwind of the point of release.
- Prevent others from entering the area.
- Call "000" and advise the emergency services of the suspected biological incident including:
 - The description of the potential contaminant and the package/device.
 - The action taken to isolate the area.
 - Visible signs of distress.
- Follow the instructions of the attending emergency services.

Radiological Agents

Radiological agents are likely to be material such as medical or industrial isotopes. However it is important to note that these agents can be combined with an improvised explosive device to form a "dirty bomb".

Authorised radiological materials should carry appropriate markings and great care must be taken when handling packages which carry the radioactive markings. In all cases, there must be sound and conforming practices and training to facilitate the housing and use of such goods but these issues are outside the scope of this document.

The types of radiation are:

- Alpha rays (the alpha rays will only travel centimetres and generally will not penetrate the skin)
- Beta rays (beta rays are more penetrating than alpha rays and it may cause burns to skin. This agent travels only a few metres)
- Gamma rays (gamma rays are very penetrating. It will travel hundreds of metres, depending upon the material's strength)

The effects of radiological agents will depend upon the dose and length of exposure. The medium term effects may include:

- Vomiting
- Fatigue
- Skin burns
- Bleeding
- Increased risk of infection
- Hair loss

It is unlikely that exposure will be known to any individual as radiological agents are undetectable by the human senses.

Self protection is important if any individual suspects any type of exposure to radiological agents, the following should apply:

- Reduce your exposure time to radiological agents to a minimum.
- Keep away from the suspected source. The further you keep away from the source the better.
- Use the cover of heavy or thick material to shield yourself from radiation.
- After getting clear of the incident area, consider removing your outer garments if you think there may have been airborne radioactive particles.
- If inside move outside but keep well away from others. If outside move upwind again keeping away from others to prevent cross-contamination.
- Wash exposed skin and hair area.
- Seek immediate medical advice.

The emergency response summary is:

- Call "000" and advise the emergency services of the incident including:
 - The potential exposure to radioactive material.
 - The exact location of the incident and the suspect material.
 - The wind direction to enable an upwind approach.
 - The state of the radioactive material particularly if exposed to fire.
 - The approximate number of people exposed.
- If it is safe to do so, cover the suspect material with a heavy or thick material. If this course of action is taken be absolutely sure to minimise your personal exposure to the suspect material.
- If the suspect material is inside prevent others from exposure by sealing off the area and isolating access to the material.
- If the suspect material is outside move upwind and isolate access to the material.
- Follow the instruction of the attending emergency services.

Summary

It is difficult to define what may be a suspicious item. Only you will know if any specific item is suspicious or out of the ordinary.

Product identification and gathering of information starts from the moment that the incident has been noticed. Some of the characteristics could be

- How did casualties react (initial symptoms may be gradual and non-specific) – developed a cough, felt fatigued, had chest pain (pulmonary), became disorientated, collapsed after prolonged exposure, immediately collapsed.
- What did the material look like - solid, liquid, gas?
- Are there any hazardous materials stored in this area?

Pass on all information to the Senior Officer from the responding Emergency Service.

The following is a list of precautions for guidance:

- All occupants need to be aware of the need for security in the building.
- Do not leave unsecured areas of your tenancy unattended.
- Question any strangers on your floor or within your tenancy.
- Check for unattended or unusual packages.
- Know your building's emergency procedures.
- Know the emergency contact telephone numbers including your Chief Warden.
- People handling mail must remain vigilant and cautious but remember that most reports of suspicious packages are unwanted (false) alarms.
- All personnel who handle mail must be aware of emergency procedures.
- Where possible the sorting and handling of mail should be done in an area that can be easily contained.

- If a suspicious letter or package has been received but has not been opened place the item in a plastic bag and seal it. Place all items in a second plastic bag and seal it also.
- Stay in the immediate work area. This applies to co-workers in the same room. Prevent others from entering the area and becoming contaminated. Wait for help to arrive.
- Call for help from your immediate supervisor or ring "000" to ask for the Fire Service Hazardous Materials (HAZMAT) Unit. Advise them of the exact location (street address, building, and floor number), the number of potentially exposed people, a description of the package/device, action taken (eg item covered with a black coat).
- If there has been any handling of suspicious mail all persons who may have been exposed are to be aware that they must keep their hands away from their face to avoid contamination of the eyes, nose and mouth.
- If possible, and without leaving your work area, wash your hands.

If it is thought that the suspicious item may contain an explosive device, follow normal mail bomb emergency procedures and evacuate the area.

Persons in charge of a workplace should ensure that a list of all emergency contacts is maintained. This list must contain, but not be confined to, the Emergency Services number – "000", individual local area Emergency Services (station) contact numbers, local authority (council), Environmental Protection Agency, electrical authority, private electrical contractor, gas supplier/authority and plumber.

Annex A Emergency Calls

Persons in charge of a workplace should ensure that a list of all emergency contacts is maintained. This list must contain, but not be confined to, the Emergency Services number – “000”, individual local area Emergency Services (station) contact numbers, local authority (council), Environmental Protection Agency, electrical authority, private electrical contractor, gas supplier/authority and plumber.

000

“000” is Australia's primary emergency service number and should be used to access emergency assistance in the first instance.

Telstra, as the designated universal emergency call service provider, currently operates the “000” emergency call service from two centralised emergency call centres in New South Wales and Victoria. Telstra's role in operating the “000” service is to connect callers to the nearest and most appropriate emergency service organisation as quickly as possible. The local emergency service organisation (police, fire or ambulance) is then responsible for sending help to the correct location.

Callers can be connected to police, fire or ambulance by dialling “000” from any fixed or mobile phone (where there is coverage) in Australia. As the location of callers using mobile phones cannot be identified automatically however, mobile phone callers need to give as much information as possible about their location when speaking to the operator.

112*

The “112” number cannot be dialled from the fixed network.

If you have a GSM digital mobile phone you can be connected to the emergency call service by dialling “000” as with other phones. However, because GSM is an international standard, GSM mobile phone users can also be connected to emergency services by dialling the international emergency call number “112”.

When dialling “112” on GSM mobile phones, access is provided regardless of the presence or validity of the SIM card within the phone, or whether the keypad is locked.

- “112” can be dialed anywhere in the world with GSM coverage and callers will be automatically translated to that country's particular emergency number.
- A caller is able to connect to the emergency services answering point if GSM mobile coverage is available from any carrier's network at the location of the call.

106 (Text-based emergency call service)

People with a hearing or speech impairment can call police, ambulance or fire services by dialling '106' from a phone line connected to a Teletypewriter (TTY) or from a computer with a modem (but not mobile text messaging). This text-based emergency call service is supplied through the National Relay Service which is provided by the Australian Communications Exchange.

[For more information about the '106' text-based emergency call service, visit the Australian Communications Exchange website.](#)

Emergency Alerts

Alerts are issued by emergency services authorities such as fire, emergency services, and police in each State or Territory. Each State and Territory has people trained in using the system and they will decide if a telephone alert needs to be issued to a community. It is for use in a range of emergency situations, including bushfires and other extreme weather events.

Emergency Alerts are sent by emergency services to landline telephones based on the location of the handset, and to mobile phones, based on the billing address. In the case of an emergency, you may receive a voice message on your landline or a text message on your mobile phone. If you receive an Emergency Alert and want more information, follow the instructions in the message or find your local emergency service at <http://www.emergencyalert.gov.au/>.

Who sends these alerts? Alerts are issued by emergency services authorities such as fire, emergency services, and police in each State or Territory. Each State and Territory has people trained in using the system and they will decide if a telephone alert needs to be issued to a community.

When warnings are issued you need to understand the level of warning. There are three levels, each increasing in importance:

1. Advice – a bushfires or other extreme weather event has started – general information to keep you up-to-date with developments.
2. Watch and Act – a bushfires or other extreme weather event is approaching you, conditions are changing; you need to start taking action now to protect your life and your family.
3. Emergency Warning – you are in imminent danger and need to take action immediately. You will be impacted by the bushfires or other extreme weather event.

While the emergency services will do their best to provide official warnings, you should not wait to receive a warning to leave. Incidents such as bushfires can be threatening lives and homes within minutes of starting. Just because you don't receive a warning, does not mean there isn't a threat; and do not expect a fire truck.

You need to remain alert, monitor the outside environment for signs of the event and actively seek information. Tune into your emergency broadcasters: ABC and commercial radio stations, and SKY News TV, for fire updates and warnings during the fire season.

Fire Danger Rating (FDR)



Points to remember:

- Emergency Alert is operated and activated by authorised personnel from emergency services organisations. It allows for localised, community based warnings to be issued by area or geographic region.
- In the case of an emergency, you may receive a voice message on your landline or a text message on your mobile phone. It is for use in a range of emergency situations, including bushfires and other extreme weather events.
- It is important that you do not rely on receiving an alert: you and your community must still prepare yourselves and have an action plan in case of an emergency.
- The alert you receive will direct you to either seek further information from a website or, radio station or it may give you advice on what you should do.
- If you provide your children with mobile phones, it is important to explain to them what to do if they receive an alert. If your child receives an alert when they are at school, they must follow the emergency management arrangements currently in place at their school.
- Alerts do not replace existing workplace emergency arrangements. You must follow current emergency management arrangements in place at your workplace.
- You will receive the alert regardless of who provides your telephone service.

WEB SITES:

BUREAU OF METEOROLOGY (BOM) http://www.bom.gov.au
ACT EMERGENCY SERVICES AUTHORITY ACT ESA http://www.esa.act.gov.au/

Annex B Sample Threat Check List

THREAT CHECK LIST KEEP CALM

WRITE DOWN EXACT WORDING OF THREAT:

ACTION

Report call immediately to your chief Warden.
Telephone number: _____

GENERAL QUESTIONS TO ASK

1. What is the threat? ☐ BOMB ☐ CHEMICAL
☐ BIOLOGICAL ☐ RADIOLOGICAL
2. When is the bomb going to explode? _____
Or
When will the substance be released? _____
3. what time of bomb is it? _____
Or
What type of substance is it? _____
Is the substance LIQUID ☐ POWDER ☐ GAS ☐ ?
4. How large is the bomb? _____
Or
How much of the substance is there? _____
5. Where did you put it? _____
6. What does it look like? _____
7. When did you put it there? _____
8. How will the bomb explode? _____
Or
How will the substance be released? _____
9. Did you put it there? _____
10. Why did you put it there? _____
11. What is your name? _____
12. Where are you? _____
13. What is your address? _____

THREAT REPORT

CALLERS VOICE

Accent (specify): _____
Any impediments (specify): _____
Voice (loud, soft, etc): _____
Speech (fast, slow, etc): _____
Diction (clear, Muffled): _____
Manner (calm, emotional, etc): _____
Did you recognise the voice? _____
If so, who do you think it was? _____
Was the caller familiar with the area? _____

THREAT LANGUAGE

Well spoken: YES ☐ NO ☐
Incoherent: YES ☐ NO ☐
Irrational: YES ☐ NO ☐
Taped: YES ☐ NO ☐
Message read by caller: YES ☐ NO ☐
Abusive: YES ☐ NO ☐
Other: _____

BACKGROUND NOISES

Street noises: YES ☐ NO ☐ House noises: YES ☐ NO ☐
Aircraft: YES ☐ NO ☐ Local call: YES ☐ NO ☐
Voices: YES ☐ NO ☐ Long distance: YES ☐ NO ☐
Music: YES ☐ NO ☐ STD call: YES ☐ NO ☐
Machinery: YES ☐ NO ☐
Other: _____

OTHER CHARACTERISTICS

Sex of caller: MALE ☐
FEMALE ☐
Estimated age: _____

CALL TAKEN

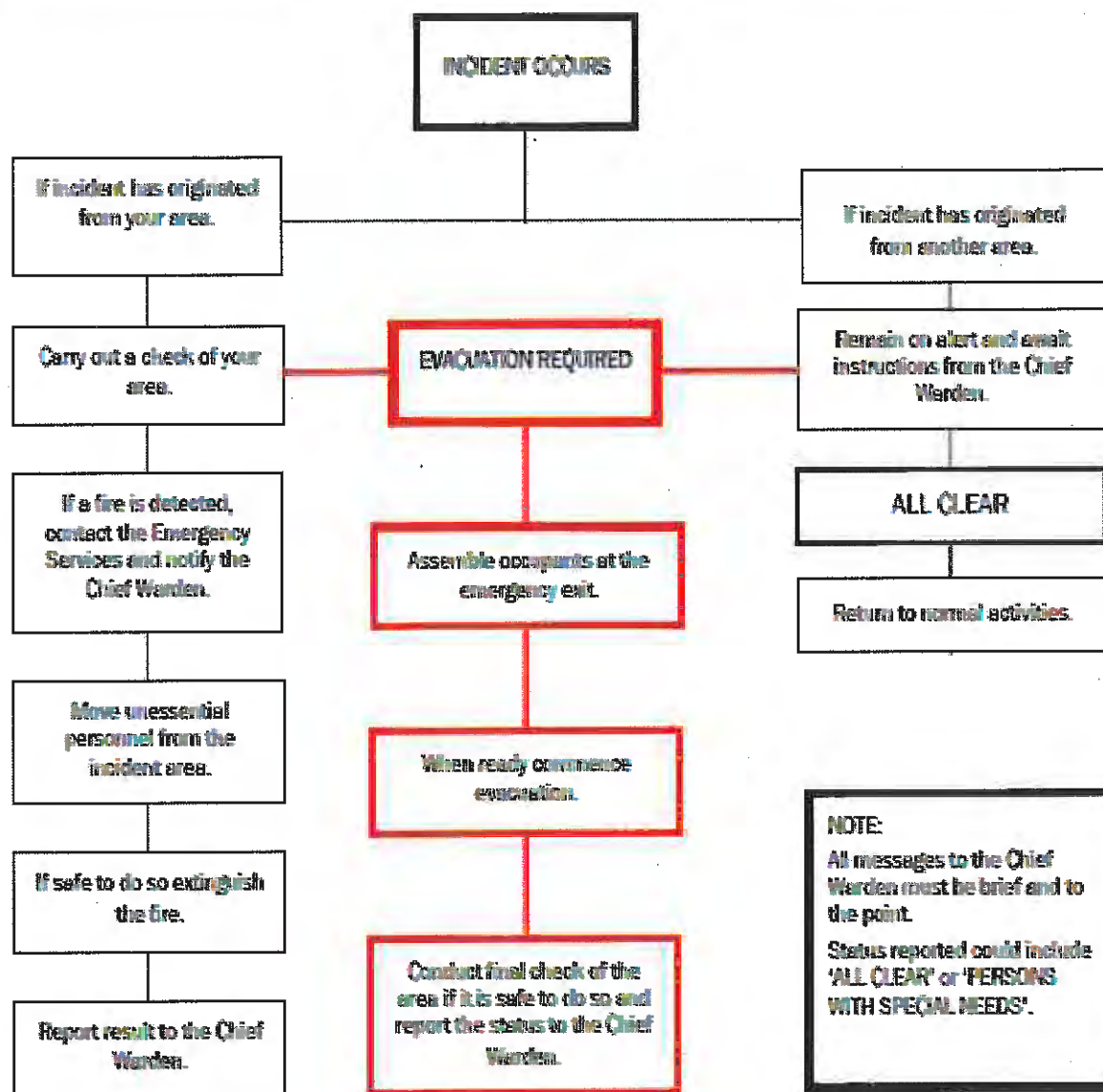
Date ____ / ____ / ____ Time: _____
Duration of call: _____
Number called: _____

PERSON WHO RECEIVED CALL

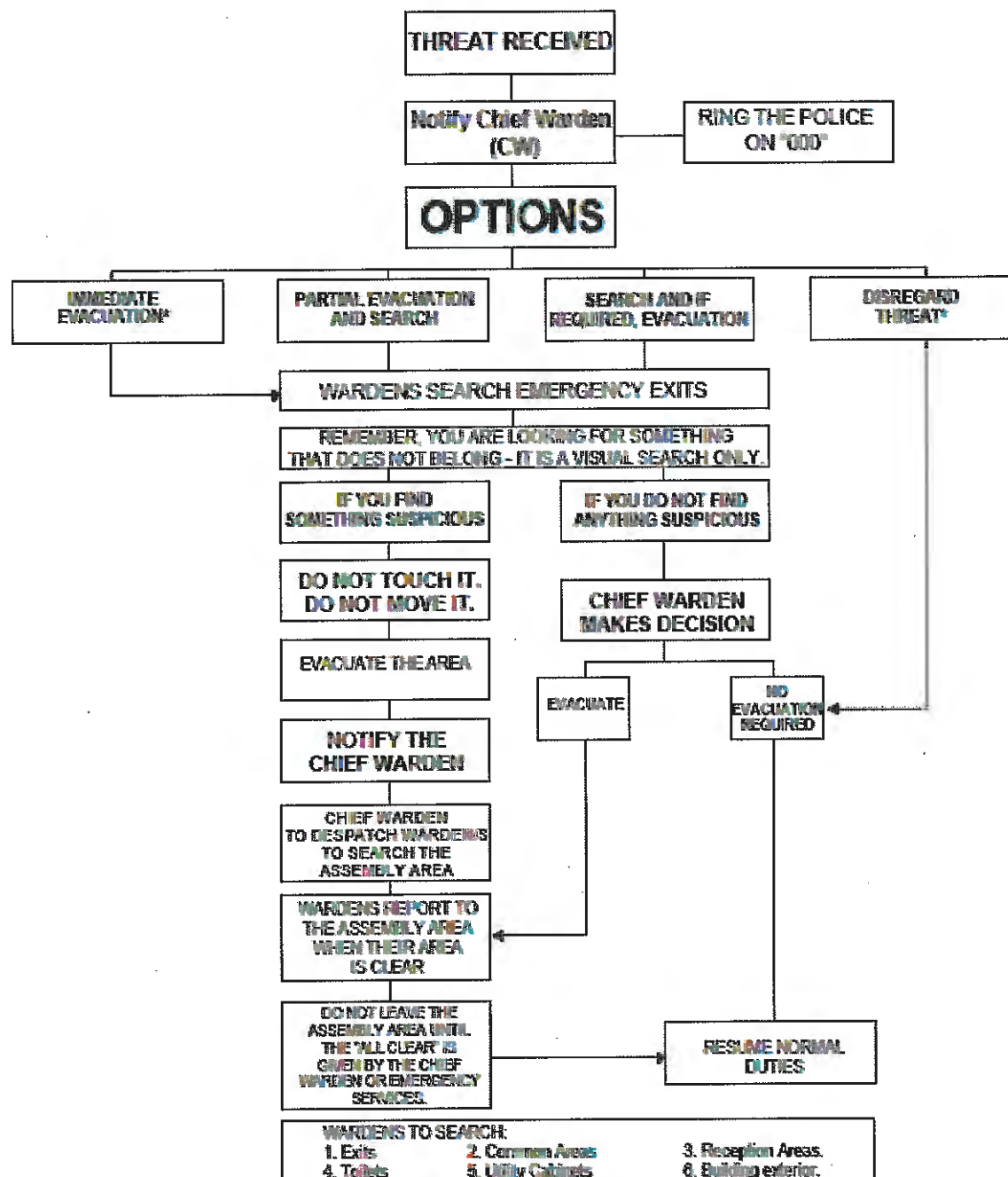
Name (print): _____
Telephone Number: _____
Signature: _____
*Hand completed card to Chief Warden or Police

Annex C Emergency Procedure Flow Charts

WARDEN EMERGENCY PROCEDURES



BOMB OR SUBSTANCE THREAT STRATEGY FLOW CHART



*Decisions made by the Chief Warden

Annex D Example of a *Personal Emergency Evacuation Plan*

PERSONAL EMERGENCY EVACUATION PLAN

Occupant's Name: _____

Location: _____

Building/Facility _____

Floor _____

Room Number _____

Is an assistance animal involved YES ☐ NO ☐

Are you trained in the emergency Response procedures (including The evacuation procedures)? YES ☐ NO ☐

Preferred method of receiving updates to the emergency response procedures: (Please state, e.g. text, email, Braille etc.)

Preferred method of notification of emergency: (Please state, e.g. visual alarm, personal vibrating device, SMS etc.)

Type of assistance required: (please list procedures necessary for assistance.)

Equipment required for evacuations: (please list.)

Egress procedure: (Give step by step details.)

1. _____

2. _____

3.

Designated assistants and contact details: (please list name, phone, mobile, email.)

The designated assistance have been trained in the emergency response procedures: (including the evacuation procedures)

YES ☐ NO ☐

The designated assistants have been trained in the evacuation equipment:

YES ☐ NO ☐

The following diagram details the preferred rout for assisted evacuation.

(INSERT DIAGRAM)

Date of issue: _____

Review Date: _____

Occupant approved: _____

Date: _____

Document 8 – Canberra Theatre training report – CTC ECO Training

Stream name CTC ECO Training

17/06/2020

6 PM

CODE ONE
COMPLIANCE

Document 11 – CTC Front of House Patron Services Officer Manual

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ATTACHMENTS

[Seating Plans](#)

[Access Services Support Document](#)

[Occupational Health and Safety Policy](#)

Introduction

Objective:

The purpose of this document is to provide employees with a better understanding of PSOs in addition to providing information on the policies and procedures of the CTC. This document will also present a broader understanding of the CTC, including history, business objectives and an outline of the role played by employees in the presentation of performing arts to the Canberra community.

Time:

Resources:

Content:

Outcome:

Assessment:

House Management

Responsible for delivery of Front of House services to clients, commercial food and beverage operations and personnel management.

1. Employment at the Canberra Theatre Centre

Welcome to the Canberra Theatre Centre (CTC). We are delighted to have you join the Front-of-House team.

We are sure you will agree that Canberra Theatre Centre is Canberra's premier performing arts venue, providing world class performing arts and entertainment to the people of Canberra and surrounding regions.

Please read the enclosed information on the centre and familiarise yourself with it thoroughly. You will probably find that you will be asked many questions about CTC when carrying out your duties therefore, it is important that you quickly learn the locations of facilities such as public toilets, telephones, taxi phones, etc.

The Front-of-House (FOH) area of the Canberra Theatre Centre is a vital one in terms of not only providing a first-class, efficient service to our patrons, but in reflecting an attitude of courtesy and caring for the public (as well as fellow staff members). We believe that this philosophy will create an exceptionally enjoyable and stimulating working environment and maintain the high standards in FOH operations appropriate to a truly outstanding performing arts venue.

If you have any problems or feelings of uncertainty regarding any aspect of your duties, please do not hesitate to contact the House Manager on [REDACTED]. If you have any rostering questions, please contact the rostering coordinator on [REDACTED].

Our Vision

To be a cultural leader in the ACT community and region.

Our Mission

We will enrich the cultural life of people in the ACT and region, by managing our facilities and delivering programs in a creative, professional and business-like manner.

2. The Complex

Canberra Theatre Centre is Canberra's premier performing arts venue, providing world class performing arts and entertainment to the people of Canberra and surrounding regions.

The Cultural Facilities Corporation administers Canberra Theatre Centre, with financial assistance from the ACT Government through the Minister for the Arts and Heritage.

Canberra Theatre Centre includes the 1,244 seat Canberra Theatre, The Playhouse seating 618 and The Courtyard Studio, an intimate rehearsal and performance space that seats up to 90 patrons. The Link connects the Canberra Theatre and The Playhouse and includes exhibition and function areas. The Centre also has a comprehensive technical workshop, backstage and dressing room areas, and is fully equipped with up-to-date lighting and audio facilities.

Located centrally in Civic Square, Canberra Theatre Centre is the focal point for performing arts in Canberra and is often considered the heart of the city. The Canberra Theatre Centre was opened in 1965 and The Playhouse was rebuilt and opened again in 1998 with a gala concert.

Canberra Theatre Centre provides the city with the finest performing arts and the most diverse selection of entertainment from around the country including theatre, drama, dance, cabaret, circus, comedy, all genres of music, musicals, puppetry and physical theatre. Through the use of The Courtyard Studio it also provides a performance space for many local theatre companies and performers.

6.1 Canberra Theatre

Canberra Theatre is a proscenium arch theatre seating 1,244 patrons in one raked tier.

The large unraked stage area has flying facilities and the venue offers full staging, lighting and sound capabilities. It has an orchestra pit which can also provide an apron thrust stage when the pit is not required.



Canberra Theatre opened in June 1965 and has since maintained its reputation as the premier performing arts venue in Canberra. Canberra Theatre has housed major presenting companies such as The Australian Opera and Sydney Dance Company, as well as international acts, comedy, popular music and family entertainment.



Important FOH features of the Canberra Theatre include:

- Male bathrooms located on the western face of the building under the stairwell of Door 5 (Disabled access)
- Female bathrooms located on the eastern face of the building both by Door 1 (with powder room), and under the stairwell of Door 2 (Disabled access)
- Access door to backstage and the Joe Sharman Green Room next to Door 1
- Disabled access to the link foyer via the eastern and western entrance doors (designated disabled car parks are located on the western side of the building)
- Disabled access to the Canberra Theatre auditorium via Doors 1 and 6
- Auditorium: Raked single level with central crossover.
Seating capacity with additional orchestra lift/pit seating installed = **1244**
Seating capacity without orchestra lift/pit seating installed = **1189**

6.2 The Playhouse

The Playhouse seats 618 people on three levels.

The Playhouse design is based on Grecian and Elizabethan architectural principles offering superb sight lines from all three levels while maintaining an intimate atmosphere.

The Playhouse has traditionally housed respected companies such as Bell Shakespeare Company and is a popular venue for comedy, drama, music and dance.

Important Features of The Playhouse include:

- Male and female bathrooms located on the eastern face of the building around the corner from the Playhouse Reception Room.
- A disabled bathroom also located in this area.
- Lift access to balcony 1, adjacent to the Playhouse Reception Room
- Access to backstage and Green Room opposite bathrooms
- Disabled access to the foyer via eastern and western entrance doors (designated disabled car parks are also located on the eastern side of the building)
- Disabled access to The Playhouse via Doors 2 and 5
- Auditorium consists of stalls and 2 balcony levels.
Seating capacity with additional orchestra lift/pit seating installed = **1244**
Seating capacity without orchestra lift/pit seating installed = **1189**

6.3 The Courtyard Studio

The Courtyard Studio is Canberra Theatre Centre's boutique, studio performance space that doubles as the perfect venue for rehearsals, entertaining, corporate functions/meetings, exhibition space, and as an intimate performance space.

The Courtyard Studio can seat up to 90 people comfortably for a performance. For entertaining it can seat 100 and for cocktail parties it has a capacity of 140 people.

The Canberra Theatre Centre's (CTC) Courtyard Studio (CYS) is ultimately an empty space that can be set in a number of possible configurations to suit the Hirers needs. The CYS dimensions are 15.5mtrs x 10.5mtrs and a height of 3.4mtrs to underside of the fixed grid. The space is suitable for studio style theatre, cocktail parties, presentations, rehearsal room or holding area.



5. Canberra Theatre Centre Business Activities

5.1 Overview

The core business of the Canberra Theatre Centre is to present performing arts productions. These are accompanied by a number of specialist supporting services which include:

- Venture programming of productions, either as a sole commercial venture, or in association with other parties. An example of this type of venture is the Subscription Season Program.
- Venue hiring to commercial producers, event organisers, etc. The theatre facilities can be hired by any organisation for the purposes of putting on a performing arts production, corporate meetings, and other receptions such as opening night parties.
- Additional services which support the above activities:
 - Marketing and publicity of productions and events
 - Box office facilities (ticket sales and bookings)
 - Front of House (ushering, attendants, etc.)
 - Front of House commercial services (bar, coffee, other hospitality)
- Operational and technical services which includes a comprehensive technical workshop, backstage and dressing room areas, and up to date lighting and audio facilities.

Support services are also sold to external clients on a commercial basis. For example Canberra Ticketing provides box office services for productions being presented at venues other than the Canberra Theatre or The Playhouse. Services can also be used to raise money for charity such as is done through the partnership between the CTC and Royal Military College with the Music at Midday program.

5.2 Marketing Initiatives

Subscription Season

Each year the CTC offers a Subscription Season to all patrons. This consists of a series of high quality theatre, dance and opera that patrons are able to subscribe to. By becoming a subscriber, patrons receive a number of benefits including



discounted tickets, premium seats, invitations to opening night functions, discounted beverages at the Link Bar and discounts at partner businesses.

Schools Performances

In order to encourage school groups to the venue, the CTC offers a special schools booking price. A child's first visit to the theatre is often as part of a school excursion so we endeavour to make it as rewarding an experience as possible. School kits are produced by our Groups & Schools Booking Coordinator to provide a means for children to further explore the issues and ideas raised in a performance in the classroom.

6. Canberra Theatre Centre Facilities

The Canberra Theatre Centre comprises of:

- Canberra Theatre (up to 1244 seats)
- The Playhouse (622 seats)
- Courtyard Studio (rehearsal/small scale theatre venue with 90 seats)
- The Link (main foyer area containing seating, bar, cloak room and toilets)
- Canberra Ticketing (box office ticket sale and collection point)
- Administration

6.1 Canberra Theatre

Important features of the Canberra Theatre include:

- Male bathrooms located on the western face of the building under the stairwell of Door 5 (Disabled access)
- Female bathrooms located on the eastern face of the building both by Door 1 (with powder room), and under the stairwell of Door 2 (Disabled access)
- Access to backstage and the Joe Sharman Green Room via door next to Door 1
- Disabled access to the link foyer via the eastern and western entrance doors (designated disabled car parks are located on the western side of the building)
- Disabled access to the Canberra Theatre auditorium via Doors 1 and 6

6.2 The Playhouse

Important Features of The Playhouse include:

- Male and female bathrooms located on the eastern face of the building around the corner from the Playhouse Reception Room.
- A disabled bathroom also located in this area.
- Lift access to balcony 1, adjacent to the Playhouse Reception Room
- Access to backstage and Green Room opposite bathrooms



- Disabled access to the foyer via eastern and western entrance doors (designated disabled car parks are also located on the eastern side of the building)
- Disabled access to The Playhouse via Doors 2 and 5

6.3 Courtyard Studio and Administration

- Located at the rear of the Canberra Theatre on the eastern face of the building

6.4 Canberra Ticketing

- Located in the centre of the Link Foyer

7. Roles and Responsibilities

Members of the Board	Responsible for providing policy advice to the CFC.
Chief Executive Officer	Responsible for the overall operations of the CFC.
Director of Canberra Theatre Centre	Responsible for overall operations of the CTC, including program selection for venture programming.
Operations Manager	Responsible for delivery of technical services also liaising with commercial hirers.
Programming Manager	Supports the Director in venture programming.
Marketing Manager	Responsible for corporate marketing of the CTC.
Publicist	Publicises venture productions and can also be hired by external clients for publicity purposes.
Box Office Manager	Manages overall Box Office operations, including liaison with potential clients.
Mechanist	Responsible for all mechanical services for productions, stage operations and sets.
Audio Technician	Responsible for all audio services for productions.
Electrical Technician	Responsible for all electrical services for productions, including lighting.
Finance Officers	Responsible for Human Resources for CTC including pays.
House Management	Responsible for delivery of Front of House services to clients, commercial food and beverage operations and personnel management.

8. Conditions of Employment

8.1 Centre Guidelines

Governance

The Cultural Facilities Corporation Enterprise Agreement governs employment and other conditions of those employed at the CTC.

Hours of Work

A minimum of 4 hour shift calls apply.

Maximum weekly hours worked are 38.00. Beyond this penalty rates apply.

Payment of Wages

Different penalty rates apply for Sundays and Public Holidays.

The pay week runs from Tuesday to the following Monday. All casual employees are paid on a weekly basis into a nominated bank account (on a Thursday) for any work completed during the previous Tuesday to Monday.

Superannuation

An Employer superannuation contribution is provided by the CFC

Union

Employees may choose to join the union representing PSOs – the Media Entertainment Arts Alliance (MEAA).

Attendance and Punctuality

The success and smooth running of the Centre depends on you being at work on time each rostered shift. If you are absent or even late for work, you place an extra burden on your fellow employees.

If a situation arises which makes it impossible for you to report to work for any reason, you are expected to notify your immediate Supervisor personally, as soon as you determine you will be late or absent. You should explain the reason for your absence and when you expect to be able to return to work.

Advising your Supervisor of your lateness or absence via e-mail or mobile phone text message is NOT acceptable.

If you are taken ill at work

Inform your Supervisor immediately and the necessary steps will be taken to see that you receive medical attention.

If you are a Food Handler

If your work involves, at any time, the handling and/or service of food and drink, the use of utensils or equipment connected with the service or preparation of food or drinks, you are considered to be a food handler.

You must report to your Supervisor immediately on the following occasions:

1. If you develop an illness involving vomiting, diarrhoea, skin rash, septic skin, lesions (boils, infected cuts etc.), however small, discharge from the ear, eye, nose or any other site.
2. Before commencing work following an illness involving any of the above conditions.
3. On return from an overseas trip, during which an attack of vomiting and/or diarrhoea lasted more than 2 days.
4. If another member of your household is suffering from diarrhoea or vomiting.

Telephone Calls

Telephones located throughout the Centre are for business use only. Private phone calls are not permitted on these phones.

Employees may not receive personal calls while at work except in the case of an emergency. Personal mobile phones are not permitted to be carried on you unless your job requires you to do so.

Complimentary House Seats

Employees may apply for complimentary house seats for most performances. Application forms with guidelines are available from the House Manager.

8.2 Human Resources

Recruitment and Training

People wishing to apply for a position as a PSO can complete an application form and provide a resume. Application forms are held by the Box Office and can be submitted through them during opening hours. Applications are then screened by House Management and potentially suitable applicants are invited to an interview conducted by members of the House Management team. Successful applicants will be allocated a number of initial shifts, provided with a set of Patron Services Officer Guidelines, and be asked to sign a pro-forma indicating receipt of the Guidelines.

They will also be asked to complete a personal details pro-forma, provide banking details (for lodgement of pay), as well as complete a tax declaration form.

New employees will be attached to a senior/experienced front-of-house team member who will outline and demonstrate all the requirements and responsibilities of a PSO.

Occasional training sessions are held with groups of newer employees on various aspects of your role (for example bar procedures). These are usually held prior to the commencement of a shift (commencing 1 hour prior to a call for a shift). You will be advised of the timing of these sessions.

Equal Employment Opportunity

Equal employment opportunity means that people will be treated equally at work in all situations including employment, promotion, training, transfers and benefits of employment, on the basis of merit. People will be assessed on their skills, qualifications, abilities, prior work experience and aptitude.

All employees have a legal and moral responsibility to treat each other fairly and are expected to fulfil these responsibilities as a condition of employment.

We recognise and value the differences within our workplace. Discrimination and harassment of any kind will not be tolerated in the workplace, and may lead to dismissal.

The Centre endeavours to conduct its business activities without regard to:

- Race
- Colour
- National origin
- Gender
- Marital status
- Disability
- Age
- Pregnancy
- Sexual Preference
- Religious or political convictions
- Or any other factors which are not related to job performance or the ability to perform or develop in the workplace.

Harassment

Harassment is any type of behaviour that:

- The other person does not want and does not return,
- Offends, embarrasses, or scares them, and is either sexual or targets them because of their race, sex, pregnancy, marital status, transgender, homosexuality, disability or age.

Harassment makes the workplace uncomfortable and unpleasant. It is against anti-discrimination law for any employee to harass:

- a job applicant;
- another employee;
- a customer or client; or
- any other visitor to our workplace.

8.3 Occupational Health and Safety

The CFC is committed to providing a safe and healthy work environment for employees, contractors and visitors in accordance with the Occupational Health and Safety Act.

The CTC seeks to ensure a safe work environment by providing safe work practices and equipment, providing leadership and training, and by continually improving injury prevention and management performance. Responsibility for a safe work environment lies as much with the individual as with the organisation. All Canberra Theatre Centre employees must ensure that the work they undertake is carried out safely and without risk to themselves or others. **Should you become aware of anything in the workplace that is a safety risk the Duty House Manager should be advised.**

The CFC has an Occupational Health and Safety (OHS) Committee which oversees Corporation wide OHS issues, policies and practices. There is a representative from each Designated Work Group on this Committee and the representative for FOH is the House Manager. A copy of the CFC Occupational Health and Safety Policy is included in the Attachments. Additional OH&S bulletins, booklets and information can be accessed in the Cloakroom Cupboard.

8.4 Accident Reporting and Compensation Claims

Accidents resulting in illness or injury whilst on duty should be reported immediately to the Duty House Manager.

8.5 Conduct

To ensure that we work together as a team and to provide a high class venue for our customers, it is important that we all know what is expected from us. We consider that if you know, understand and accept the standards and conditions of your employment with us you will be free to concentrate on performing your job to the best of your ability and achieve greater personal satisfaction.

Conduct

As an ambassador representing our organisation, you should always conduct yourself in a manner which is positive and in no way detrimental to our image. Our energy and drive and above all our smiles will give our clients a sense of confidence in our ability to deliver quality service.

Customer Service

We must always endeavour to strive for excellence when providing customer service. Any acts by which you damage this reputation may result in disciplinary action. Serious acts such as insulting behaviour to customers render you liable to instant dismissal.

Procedures

In addition to this general code of conduct, you must adhere to each department's specific standards and procedures. You are required to follow all reasonable instructions given to you by Management. If you have any queries about these, do not hesitate to ask.

Rules of Conduct

The following are examples of unacceptable behaviour that will result in disciplinary action, up to and including termination of employment.

Examples of Conduct Which May Result In Instant Dismissal

- Supplying false or misleading information when applying for employment, or at any time during your employment.
- Possessing dangerous or deadly weapons on the Centre's premises, or while off site, in the performance of work duties.
- Theft (unauthorised removal) or misappropriation, unauthorised storage, transfer or use of customer, team member, or the Centre's property.
- Immoral, indecent, or immature conduct; soliciting persons for immoral purposes; or the aiding and/or abetting of any of the above.
- Drunk or under the influence of alcohol on duty or when reporting for duty. Consuming alcohol whilst on duty.

- Refusing to obey the legitimate reasonable request of a Supervisor/Manager (insubordination).
- Disrespectful conduct, using vulgarity, coercion, intimidation or threats of any kind, against clients, Supervisors or fellow team members.
- Fighting on the Centre's premises or whilst on duty outside the Centre.
- Gambling on duty.
- Abusing, defacing or destroying Centre property, or the property of customers or other team members.
- Altering or falsifying work records or reports, particularly those of a financial nature.
- Altering or falsifying time records.
- Deliberate abuse of sick leave.
- Loitering or sleeping on the job.
- Failure to maintain accurate proper cash bank; excessive or continuous cash shortages or other irregularities.
- Actions in or out of work likely to bring the Centre into disrepute or damage its interests.
- Serious contravention of instruction relating to the Centre's legal responsibilities.
- Gross negligence.
- Dishonesty.
- Altering or falsifying a customer's cheque or credit accounts.
- Sexual harassment or extortion of sexual favours.
- Failure to observe Occupational Health and Safety rules and regulations.

8.6 Front-of-House Guidelines

Rostering and Reporting for Duty

- Rostering of PSOs for performances and functions is completed by House Management. Rostering is organised one month in advance however as the nature of FOH operations requires some flexibility changes and additions to rosters can be made at shorter notice.
- **Employees must arrive at work either already in correct uniform or with time to change and be ready for the Duty House Manager's briefing at the assigned call time.** Male and female change rooms are located in the staff bathrooms downstairs in the Link Building for you to use.

- FOH team briefing is usually held 1 hour before the commencement of a performance. At the briefing duties will be allocated, instructions will be given, and details of the performance/function will be provided.
- If employees are going to be late, they must ensure that the Duty House Manager is aware of this with as much notice as possible.
- If employees need to cancel a shift, ensure that the Duty House Manager is advised at least **24 hours** in advance (except in an emergency) in order for a replacement to be found.
- FOH employees remain on duty until dismissed by the Duty House Manager.
- At the conclusion of duty and after ensuring staff are no longer required, a time sheet should be completed before leaving the premises & presented to the House Manager to be initialled. **When leaving the theatre after dark for personal safety do so in the company of a colleague. This instruction applies regardless of gender.**

8.7 Your Appearance

Uniforms

Each employee will be provided a Canberra Theatre Centre shirt. It is their responsibility to have it washed and ironed before every shift. Shirts are to be worn untucked with sleeves down, not rolled up the arm.

Laundered or dry cleaned black trousers or skirt (supplied by staff).

Polished black shoes worn with black socks or stockings (supplied by staff).

Name badges are to be worn at all times.

Staff should provide a torch for use at each shift, a limited quantity of torches are available in the House Manager's office for use and must be returned before signing off.

Grooming and personal hygiene standards for a PSO

Hair

- Hair – neat, clean and tidy. If dyed, must be of a natural colour and of even colour throughout.
- If longer than shoulder length, hair must be tied back and off the face. Acceptable accessories include clear, black or brown combs and clips, and black ribbons or scrunchies.

- Male employees must be either clean shaven or have a neatly trimmed beard and/or a moustache that does not extend below the upper lip at the sides. Sideburns must be neatly trimmed and extend no further than the bottom of the ear.

Hands and Nails

- Hands and nails must be clean and manicured.
- Nails should all be one length and extend no further than 3mm beyond the fingertip.
- Nails and nail polish are not chipped. Only clear or natural colour nail varnish may be worn.

Make-up

- Moderate application of make-up in a natural style can be worn on every shift. Subtle coloured lipstick or lip gloss are acceptable.

Tattoos

- No visible tattoos are permitted.

Jewellery

- One stud earring up to 5mm in diameter per ear lobe if permitted by department standard.
- Facial piercings (including the tongue) are to be removed prior to commencing shift.
- Two rings are permitted, each with a band width up to 10mm; stones and other ring adornments are to be no more than 10mm in diameter.
- One watch is permitted, with a face no wider than 50mm and a band no wider than 30mm.
- Any necklaces, chains, bracelets, bangles or anklets must be worn so they are not visible.
- A deodorant and or perfume (for females) a cologne or aftershave (for males) must be worn at all times.

Shoes, socks and stockings

- Shoes must be fully enclosed, black leather or leather-look, polished and in good repair. Trainers, ballet-style shoes, large buckles or other decorative features are not permitted.
- Heels must be no greater than 50mm in height.
- Only black socks or black stocking must be worn with trousers.

Personal Hygiene

Maintaining good personal hygiene is essential for all Food and Beverage employees, for their own benefit and for the comfort and health of our clients, guests and employees. Requirements included:

- Always washing your hands before handling any food products and after using the toilet or smoking.
- Using and disposing of tissues.
- Showering every day – facilities are provided for employees to shower at work. Employees are responsible for maintaining cleanliness and ensuring there is no body odour.
- Always using a good deodorant that is both an anti-perspiring and deodorant.
- Brushing teeth regularly and ensuring breath is fresh.
- Smokers need to be particularly careful to ensure that smoke cannot be detected on their breath. Mints may be of assistance but must not be consumed in front-of-house areas.
- Using minimal and subtle fragrances and perfume.

Conduct

As with dress, the actions of employees reflect the values of the Centre. When in the vicinity of others, respect clients, visitors and employees by:

- Not smoking or chewing gum or other confectionery.
- Not brushing your hair or applying make-up.
- Not shouting or behaving in a boisterous way or using slang or offensive language.
- Not shuffling your feet.
- Not keeping your hands in your pockets.

8.8 Food safety and food handling

Food Safety

Food safety management involves the implementation of systems that:

- identify where potential hazards may occur in our food chain;
- evaluate these potential hazards to minimise the risk of them from occurring in the first place;
- monitors them; and
- details action plans should hazards occur to prevent them occurring again.

The aim of food safety management is primarily at achieving customer satisfaction by preventing nonconformity at all stages from receiving food and beverage items to service to customers.

All Personnel

All personnel are responsible for identifying and reporting food safety issues through to House Management. Everyone within the organisation is to embrace the concept of continual improvement and the food safety management systems that are implemented.

Food hygiene

Should you wear gloves?

- The food standards code does not require food handlers to use gloves.
- Bare hands should ideally NOT be used to handle ready to eat foods, although they can be used providing hands are clean with no bare wounds or sores. It is advisable for all Front-of-House employees who are handing food DO wear gloves.
- Even when wearing gloves, in many situations it may be preferable to use utensils such as tongs or spoons.
- If gloves are used take care to avoid contaminating food by only using them for one continuous task and then discarding them. They should never be reused and new gloves should be worn with every new task or when working with ready to eat food after handling raw food.
- Gloves must be removed, discarded and replaced after using the toilet, smoking, coughing, sneezing, using a handkerchief, eating, drinking or touching the hair, scalp or body.

Hygiene Requirements

Food handlers MUST:

- Take all practical measures to ensure that their bodies or anything from their bodies, including clothing, does not contaminate food or food surfaces.
- Ensure that all clothing is clean.
- Cover bandages and dressings on exposed parts of the body with a waterproof dressing.
- Not eat, sneeze, blow, cough, spit or smoke near food or food surfaces.
- Wash hands whenever hands are likely to be a source of contamination -before handling food, after using the toilet, coughing, sneezing, using a handkerchief, eating, drinking or touching the hair, scalp or body.

Washing hands effectively

- Use the designated hand wash basin (which must be accessible at all times and provided with soap and single-use towels);
- wet hands;
- use liquid soap (preferably anti-bacterial) with warm running water;

- rub hands vigorously;
- wash hands all over, including backs of hands, wrists, thumbs and between fingers and under finger nails for 15–20 seconds;
- rinse hands well; and
- thoroughly dry hands using single use towels.

Hands carry bacteria and germs, and can transfer these from one surface to another. If you are working with food it is likely your hands will be a source of contamination. Unclean hands can be a cause of food borne illness. Clean and sanitised tongs or similar utensils are recommended for handling food.

You should always wash your hands before working with any food. Remember, if you are wearing gloves, they also get dirty. Change them every time you touch something that will contaminate them, like handling money.

8.9 Standard of Conduct

PSOs are required to achieve and maintain a high level of conduct and work performance.

- Employees are required to perform duties with skill, care and diligence, in a fair and unbiased way that enhances the reputation of the CTC.
- Employees must use public money, property, goods and services including the use of information technology properly, efficiently and effectively.
- Employees must perform duties in a manner that does not take advantage of the situation, whether it is for personal gain or to help another person inappropriately.
- Employees must not accept gifts related to the performance of official duties without the approval of the supervisor.
- Employees dress and appearance need to be appropriate to official duties (refer to Section 8.7).
- Employees should be aware of requirements under equal opportunity and discrimination legislation.

Examples of inappropriate behaviour include:

- Being at work under the influence of alcohol or drugs.
- Stealing CTC or private property.

- Unauthorised absences.
- Harassment, including sexual harassment.
- Failure to observe occupational health and safety rules.
- Discrimination relating to disability, religion, sexual preference or gender.
- Using information technology resources inappropriately.
- Arriving later than scheduled call time without notice

8.10 Patron Services Officer Rules

Whilst on duty:

- **Drinking alcohol is strictly prohibited**
- **Smoking, eating, drinking or chewing gum is not permitted**
- **Reading non work related material is not permitted**
- **Mobile phones should be switched off and no personal calls made**

If an employee needs to make a personal call whilst on duty they should seek the permission of the Duty House Manager.

8.11 House Rules

- Only patrons with correct tickets for the performance will be admitted to the theatre, unless instructed by the Duty House Manager
- If a patron has lost or is missing tickets, they should be referred to the Box Office
- Double bookings (an unusual event) should be referred to the Duty House Manager and Box Office. Please be sure to check date, seat and door numbers in the first instance as, for example, the patron may have the wrong date.
- In some cases entry to the theatre may not be permitted after a performance has commenced. The Duty House Manager will advise all door ushers at the briefing, if and when to admit latecomers.
- Patrons are not permitted to smoke or consume food inside the theatre (confectionary and bottled water is accepted). Alcohol is now permitted into

the Canberra Theatre, The Playhouse and the Courtyard Studio for selected performances, in plastic containers only. This information will be advised by the Duty Manager at briefing.

- The taking of photographs or making of video or audio recordings is not permitted in the theatre. A production/performance is considered intellectual property, and the unauthorised taking of photos or video/audio recordings infringes copyright laws. Some promoters do allow photography during a performance in some circumstances and door ushers will be notified by the Duty House Manager during the briefing.
- **Fire and safety regulations do not permitted patrons to sit or stand in aisles, stairways or doorways. An exception is made during concerts when patrons are often encouraged by the performer to get up and dance. In these circumstances, constant vigilance must be applied to ensure the safety of all patrons.**
- Doors should not be opened other than those protected from external light during a performance while there is a blackout. At interval and at the end of the performance, house lights should be fully up before opening the exit doors.
- **Patrons are not permitted to enter the backstage area of the theatre. Any patrons requiring entry to backstage should be directed to the Stage Door external entry point.**
- Complimentary drinks or other food and beverages are not to be given to any patron, staff or crew member unless a complimentary drinks voucher is surrendered or approved by the Duty House Manager.
- On occasions, Canberra Theatre Centre officials will require complimentary drinks to be provided for the purposes of corporate entertainment. Where this is the case, the person requesting the drinks will sign an internal authorisation and charging pro-forma at the bar, so that the drinks can be charged to the relevant area.
- All patrons entering the auditoria must have a bona fide ticket, with the exception of babes in arms under the age of 12 months.
- **Lost property should be surrendered to the Duty House Manager.** All lost property is stored for 1 month in the Cloak Room and if not collected is given to charity.

- Any maintenance problems noted during a shift (eg. toilet broken, door not locking) should be reported to the Duty House Manager immediately.

8.12 House Manager Reports

At the end of each shift the Duty House Manager prepares a number of reports. These reports include information on the number of patrons attending performances, special events, revenues raised, maintenance problems and any other incidents that occurred during the shift. It is essential that all employees pass on any relevant information to the Duty House Manager that may need to be included in this report.

8.13 Theatre Etiquette

- During performances staff must remain as quiet as possible in the foyer area as noise can carry from this space into the auditoria. Be especially conscious of rattling glassware and bottles.
- Patrons should be addressed as "Sir" or "Madam" whilst maintaining eye contact.
- Address patrons appropriately upon arrival or departure.
- When addressing patrons with disabilities, including those using wheel chairs, speak directly to the patron. Avoid standing over them. Please refrain from referring to patrons in a wheelchair as 'a wheelchair'. Bend down so as to make eye contact at their level.
- When answering any of the House phones, always state the area and give your name. For example, 'Canberra Theatre Bar, Ann speaking...'.
- The stage and backstage areas are out of bounds to all FOH employees, unless otherwise instructed by the Duty House Manager.

9. Customer Service Standards

The following service standards apply at all times:

- Employees should be focussed on the needs of our patrons by having a “can-do” approach and taking initiative.
- Employees should be dressed in accordance with theatre guidelines.
- Employees should display a positive image and demeanour to patrons by being aware of body language and posture. Employees should avoid slouching, standing with arms crossed or chatting with each other when in view of patrons.
- Employees should be friendly, courteous and helpful.
- When with patrons, FOH employees should be engaging and available to assist them.
- Ensure public areas are clean, presentable and welcoming.

10. Front of House Duties

10.1 Overview

PSOs are responsible for all patron services in addition to maintaining a high level of patron comfort and safety. Duties require initiative, discretion, timing, concentration and genuine care for patrons. During performances FOH staff should keep a low profile but be alert and ready for any eventuality.

Key duties are as follows.

Patron Services

Assisting patrons by:

- checking tickets
- providing directions
- answering questions about the theatres, performances and the Centre in general
- providing hospitality services for patrons including bar service, program selling and merchandise selling
- Seating patrons

Comfort

Patron assistance:

- helping elderly and disabled patrons
- cloaking belongings
- assisting patrons with stairs and the lift
- offering any other assistance to patrons as required
- reporting to the Duty House Manager any seats, lights or other items which are unsatisfactory

Safety

In the event of a patron taking ill or falling, or in the event of a fire or other emergency, patrons rely on PSOs competence for their well-being. Please refer to

relevant sections of this document for the correct procedures to follow in the case of the above events. All employees should be aware of personal safety, especially during any emergency.

10.2 Door Ushers

- Ushers that have been assigned to Door 4 in either theatre, will be responsible for unlocking all the doors, colloquially known as 'snibbing'. 'Snib' keys are located within the House Mangers Office. This may vary from time to time and staff should be flexible and understanding.
- Prior to patron entry, door ushers should check the condition of floors, seats, auditoria temperature and public bathrooms. Discrepancies to the Duty House Manager.
- Ensure that seat drops (if any) are done prior to opening of theatre. This involves placing brochures advertising other upcoming shows on the auditorium seats to be found by patrons.
- Until doors open, ushers should be appropriately occupied. If requested, assist in the bar or complete other activities such as preparing ice cream trays for interval or setting out candles in the foyer. **If all such tasks are completed stand outside assigned doors to assist with patron enquiries and ensure that patrons do not enter the theatre until clearance has been given.**
- **Ushers may be required to assist patrons with disabilities.** Patrons using wheelchairs or those who are mobility impaired may sometimes be admitted to the theatre prior to the designated opening time. Check with the Duty House Manager before allowing early entrance.
- Areas are set aside in each theatre for patrons to remain in their wheelchairs for the duration of the performance. This is arranged at the time of ticket purchase. Where a patron transfers from their wheelchair to a theatre seat for a performance the wheelchair should be stored close to the patron but in such a way as not to interfere with any entry and exit points.
- The Duty House Manager will advise when the theatre can be opened for patron admission. This usually occurs approximately 20 minutes before the commencement of the performance.
- As patrons enter, ushers should greet them, check their tickets for correct performance, date, time and seat number, and then direct them to their seat.

- Door ushers should note that tickets for The Playhouse only are denoted rows A, B, C, etc. for the stalls; AA, BB, CC for the first balcony; and AAA, BBB, CCC for the second balcony.
- When pit seats are included in the Canberra Theatre, they are also denoted AA, BB and CC.
- Patron presenting tickets for the wrong show or the wrong date should be referred to the Box Office or to the Duty House Manager for assistance.
- Double bookings should be referred to the Duty House Manager and Box Office. Ushers should check date, seat and door numbers in the first instance as, for example, the patron may have the wrong date.
- The Duty House Manager will advise when to close the doors to allow for the performance to commence.
- The Duty House Manager will advise if there is a lockout and when late arriving patrons can be admitted. In the Canberra Theatre, late patrons are to be admitted through doors 3 and 4. In the Playhouse, late arriving patrons are to be admitted as appropriate.
- Ushers must remain standing in position at assigned doors. They should sit down only after the performance has commenced and patrons (including latecomers) have been attended to. Ushers must then remain inside the door for the duration of the performance to monitor and assist with patron comfort and safety. Ushers are not to leave their doors under any circumstances other than completely necessary bathroom requirements.
- **Patrons requiring assistance because of illness should be assisted to a comfortable position outside the auditorium. The Duty House Manager should be advised immediately.**
- During a performance it is important to monitor audience behaviour, ensure that aisles and doorways are kept clear and ensure that patrons are not using photographic or other audio or visual recording equipment. It is also important to monitor auditorium temperature. Any problems should be reported to the Duty House Manager.
- Be immediately available for any emergency which might necessitate the evacuation of the theatre. In this event follow standard procedures for evacuation.

- At the end of the performance, doors are opened until all patrons have exited. Then venue doors are closed and the theatre is inspected for rubbish, lost property and damage. Collect obvious rubbish and perform a thorough and prompt check of seating. Plastic bags and gloves are available from the Bar and kitchen. Report any problems to the Duty House Manager.
- The shift will not be finished until all Front of House duties have been completed. After door duties have been completed, provide any assistance required by other staff by cleaning, washing remaining glassware, taking out rubbish etc.
- Attend a post-performance debriefing prior to the completion of the shift, if required.

10.3 Bar Staff

A range of hospitality services are provided to patrons to enhance their enjoyment whilst at the venue. These include general bar services, coffee, tea and confectionery, as well as private functions that include food, bar and tray service. The bar is located in the Link Foyer. Staff assigned bar duties will need to complete or be aware of the following:

- Collect the till containing the prepared cash float and the keys from the Duty House Manager.
- Turn on fridge, bench, and till lights.
- Count the float received signing off the summary sheet if correct. If the float is incorrect, have a second person count it and then alert the Duty House Manager.
- Each POS terminal will have a separate float. Given the level of activity in the venue changes, it is the bar primary's responsibility to discuss with Duty Manager how many stations and therefore how many POS registers will be operating on a given night.
- The following equipment then needs to be checked and set up:
 - The dishwasher needs to be turned on
 - The ice machine needs to be checked and the chosen number of stations filled with ice

- Each station should be set up with the correct bottle openers, bottle stoppers and glassware/ plastic ware.
- Ensure enough pens and pre-order vouchers are readily available
- POS should be logged on
- Each station then needs to be set up with the correct beverages:
 - One tray of assorted soft drinks and water
 - One tray of assorted beers and water
 - A reasonable assortment of house red, white and sparkling as well as premium red, white and sparkling based on the predicted level of activity at the bar.
- Also ensure the following:
 - that all confectionary is out on display and restocked prior to patron arrival
 - that a milk, sugar and rubbish point is readily accessible on the bar
 - that straws are supplied at each station
 - the display of items on sale reflects the stock available for the shift's performance

If any problems are identified with stock or equipment advise the Duty House Manager immediately.

- Pre-ordered drinks are prepared just prior to the commencement of interval and placed on northern (Playhouse) end of the bar.
- Liquor licensing regulations require all drinks to be served open. Bottled water is the only exception.
- After interval, the Duty House Manager will bring any ice cream sales to the bar to be put through POS. The money needs to be recounted before being put through.
- After interval (and after ice creams have been put through), at the discretion of the Bar primary & Duty Manager, pack down of the bar may commence, however remain mindful the bar will remain open twenty-minutes post-show for all performances unless advised otherwise. Each POS unit will be logged off

individually and cash then taken into the Duty House Managers office to be counted. A POS summary is printed in order to balance the cash taken against actual sales. The banking sheet is completed explaining any discrepancies.

- Throughout the shift, used glassware and any rubbish must be collected at appropriate times. All glassware is washed, dried and placed back in a clean storage rack. Any lipstick on the rim of a glass must be gently wiped off before placing it into the dish washer.
- In order to pack up the bar, a number of things need to be done:
 - Any open bottles of wine should be combined, re-corked and vacuum sealed while any open sparkling wine bottles should be stoppered.
 - Drinks trays should be re-stocked from the bar fridges and then put away.
 - Bar fridges need to be restocked using cold stock from the main storage fridge. When restocking bottles should be lined up with the same number in each row and labels facing out. Stock should be rotated regularly to bring older stock to the front.
 - If any additional stock is required, advise the Duty House Manager.
 - All surfaces must be cleaned including the bar, foyer tables and kitchen benches.
 - All rubbish must be removed from the kitchen and taken to the bins outside.
 - Take the rubbish to the bins closest to the theatre not in use.
 - All glassware must be restocked to the bar stations in such a way that each station has at least one rack of wine on the right hand side, a rubbish bin in the middle and two sparkling racks on the left.
 - The fridges and storeroom must be locked and the roller door into the storeroom closed.
- After bar duties have been completed, provide any assistance required to other team members.
- The Bar should not be left unattended at anytime

- Attend a post-performance debriefing prior to the completion of the shift, if required.

Responsibilities under the Liquor Act

Canberra Theatre Centre bars operate under the Liquor Act 2010. Responsibilities under the Act are as follows:

- **Alcohol should not be served under anyone the age of 18. If in doubt identification must be provided.**
- **All alcohol must be served open.**
- **Alcohol must not be served to anyone who appears to be unduly intoxicated.**

10.4 Program/Merchandise Seller

Program/merchandise sellers should complete the following procedures:

- Collect a till containing a prepared cash float from the Duty House Manager.
- Count and agree by signing off the summary sheet if correct. If the float is incorrect, have a second person count it and then alert the Duty House Manager.
- Count in programs and other merchandise checking that the count agrees with the stock count provided by the promoter. Write up a copy of this information in the stock spreadsheet provided.
- Check prices for programs and other merchandise.
- Set up merchandise display.
- **Whilst not selling, all monies should be stored in the House Managers office and all stock is to be secure.**
- After completion of trading, a stock count must be completed.
- Pack remaining stock for storage/collection by the client. It is the merchandise seller's responsibility to ensure that the selling area is completely clean and cleared.
- The duty house manager will sight and sign the merchandising stock sheet noting and explaining any discrepancies in cash or stock.

- Attend a post-performance debriefing prior to the completion of the shift, if required.

10.5 Cloakroom staff

Cloakroom attendants should complete the following:

- Turn on lights and tidy cloak area.
- If raining, prepare to receive umbrellas.
- Cloaking facilities/listening devices are provided to patrons free of charge
- Check listening devices are turned on and working.
- Receive cloaks, place on a hanger, with relevant half of cloaking voucher.
- Allocate listening devices to patrons as required, and take ID card (usually a driver licence) from patron. Fresh batteries must be inserted into each listening device in front of the patron as they are distributed. Batteries can be found in the cloakroom cupboard. ID is taken from the patron to ensure listening devices are returned at the end of the performance.
- Provide child booster seats to patrons as requested. Take ID from patron.
- Provide ear plugs to patrons on request (usually during performances with loud music).
- Check on cloaks during course of performance for security reasons.
- Receive listening devices/booster seats that are being returned by patrons. Return patron ID. Make sure listening devices are turned back to zero, then remove batteries and discard.
- When all cloaks, bags, booster seats and listening devices have been returned, turn off lights and close down.
- When duties are completed provide any assistance required to other team members.
- Attend a post-performance debriefing prior to the completion of the shift, if required.

10.6 Function Staff

A range of functions may be held at the Canberra Theatre Centre either in conjunction with a performance or as a one off event.

11. Cash Handling

The following cash handling procedures apply to all operational areas:

- Upon collection of float, count and sign summary sheet if all is correct.
- Cash should always be attended.
- Where large amounts of notes have been collected, these should be exchanged for cash receipts with the Duty House Manager using the 'cash out' POS function.
- If change is needed see the Duty House Manager.
- At the end of trading POS should be counted in the Duty House Managers office. Cash should be counted as follows:
 - Place notes of the same denomination into groups of ten, with notes facing the same way, with an elastic band around them.
 - Place coins into bags – \$2 coins in \$50 bag, \$1 in \$20 bag, 50c in \$10 bag.
 - Where remaining notes or coins cannot be bundled as above, leave them loose in the till.
 - Complete the summary sheet. If there are any discrepancies advise the Duty House Manager immediately and provide to the DHM for checking and approval.

12. Policies and Procedures

12.1 Ticketing

Canberra Ticketing is open from 9.00am to 5.00pm Monday to Friday, and 10am to 2pm Saturday. Box Office hours are extended until 1 hour after curtain up on performance evenings. Tickets can be purchased over the counter or by phone to be picked prior to the performance or posted in the mail.

12.2 Double Bookings

If it appears that a double booking has occurred, check both sets of tickets for seat numbers, theatre, time and date. If a discrepancy cannot be resolved, e.g. someone is occupying the wrong seat; refer the matter to the Duty House Manager. If the performance is about to begin, try to seat the later arrivals in an empty seat, and then refer the matter to the Duty House Manager.

12.3 Lost/Missing Tickets

If a patron arrives without their ticket, refer them to the Box Office for a missing ticket voucher.

12.4 Admission of Children

Unless otherwise stated a child is aged 1–15 years. Infants under 12 months of age are permitted to enter a venue without a ticket provided they do not occupy a seat but sit in the lap of their accompanying adult.

12.5 Vice Regal and Important Visitors

On occasions Vice Regal Representatives or other important visitors may attend a performance. If this is the case, instructions will be provided by the Duty House Manager at the pre-performance briefing.

12.6 Patrons with a Disability

When purchasing a ticket, patrons can request seating in an area designated for wheelchairs. Where there is a need for a patron to occupy one of these areas, technical staff are advised in advance so the appropriate seats can be removed from the theatre to make room for the wheelchair. The concierge should liaise with Box Office prior to the performance for any patrons in wheelchairs and to confirm that

the seats have been removed. Relevant door persons should also be attentive to the needs of these patrons, and provide assistance where required.

12.7 Lift Operation

The Playhouse has a lift that operates to the first balcony level.

12.8 Assisted Listening Devices, Vision Impaired Sound Reinforcement and Captioning.

The CTC offers a service that enables hearing impaired patrons to listen to any performance in either theatre with better clarity. A sound signal is produced from inside the theatre which is picked up by the audio devices available from the cloakroom. The Playhouse and Canberra Theatre send these signals at different wavelengths to prevent sound pollution. This also means that the assisted listening devices cannot be interchanged. Hearing devices can be used in conjunction with a patron's hearing aid or without. Where a patron requests a listening device, cloakroom attendants should obtain their driving licence (or something similar) as security, until the device is returned. When the device is returned ensure that the device is turned back to zero and plugged into the charger so that the battery does not go flat. There is a detailed manual located in the cloakroom which provides further information on the listening devices which all FOH staff should be familiar with.

For specified performances, usually those part of the subscription season, visually impaired patrons will be able to hear a description of the show as it is performed, using ear phones, with commentary broadcast live. These patrons may attend accompanied by a guide dog. Guide dogs are permitted to enter and remain in the auditorium.

Specified performances may also be captioned, usually one show in each subscription season. In these circumstances, palm pilot devices are available from the cloak room which provide a running text of the show as it is performed. Screens are also temporarily installed in the theatre on either side of the stage for all patrons, not just those with palm pilots, to read as the show is performed.

12.9 Late Arriving Patrons

For most performances late arriving patrons are not permitted to enter the theatre until a suitable break occurs however they may sometimes be admitted

immediately. It is up to the hirer of the venue for each particular performance to determine when late arriving patrons are permitted to enter. The Duty House Manager will advise ushers when and under what circumstances late arriving patrons can be admitted.

12.10 Photography and Recording

Photography and/or video or sound recording is not permitted inside any theatre. The taking of photographs, video or sound recording is prohibited as it is a breach of copyright and also constitutes a nuisance to artists and other patrons. The Duty House Manager will advise if the rules are varied for a particular performance.

12.11 Patrons Who Are Sick

Where a patron becomes ill whilst at the theatre staff should assist them to a comfortable position outside the auditorium and alert the Duty House Manager. Where a patron appears to be seriously ill, quick action may be necessary to avoid a life threatening situation. In this case advise the Duty House Manager immediately if an ambulance needs to be called. If a patron falls and appears to have head or limb injuries, it is important not move them. The Duty House Manager should be called to attend the patron. Staff may be required to prepare a detailed report on any such incidence that occurs.

Where a patron vomits in the auditorium or toilets, collect the "vomit kit" which contains a bucket, kitty litter and rubber gloves, and clean the affected area. This kit can be found in the FOH Storeroom. Report the incident to the Duty House Manager so that the cleaners can be notified to undertake more thorough cleaning.

12.12 Handling Difficult Patrons

When dealing with difficult patrons PSOs should remain calm, and where necessary be firm and polite. Under no circumstances allow the situation to escalate by linking in with the patron's level of aggravation. Endeavour to take the necessary action to resolve the problem. Seek the assistance of the Duty House Manager if required.

12.13 Dealing with Patron Complaints

On occasion PSOs may have to deal with a complaint from a patron. The most common complaints usually concern sight lines, the loudness of music or effects, the temperature of the auditorium and children or other patron's behaviour. It is

essential that any complaints are dealt with efficiently, courteously and with common sense.

The most efficient way for PSOs to deal with a complaint is to handle it personally. For example, if a child is disrupting other patrons they may need to be asked to leave the auditorium until their child calms down. A matter should only be referred to the Duty House Manager when all other action has been taken but the situation still cannot be resolved. Be aware that the Duty House Manager may not always be available right at the time of the 'incident' but may be dealing with another situation. If this is the case alert another PSO to help you.

PSOs should be alert to any potential problems and take pre-emptive action to avoid the necessity for a complaint to be made. For example, if you note that the auditorium is very hot, report it to the Duty House Manager immediately before a patron has cause to complain.

12.14 Lost Property

If any lost property is found before the completion of a performance, it should be taken to cloak room. If a patron reports lost property but their property is not able to be located, they should be advised to ring Administration during business hours.

13. Evacuation Training and Procedures

In the event of an emergency arising during a performance the following evacuation procedures will apply:

- If a decision is made to evacuate a theatre, an announcement to that effect will be made from the stage.
- PSOs must assist with evacuating patrons in an orderly manner, directing them to the nearest exit. Disabled or infirm patrons should be cleared from the auditorium once able bodied patrons have been cleared.
- Door Ushers should leave the auditorium **only** after all patrons are clear and report to the Duty House Manager any refusals to leave, patrons requiring assistance or simply that your area is clear.
- Under the direction of the Duty House Manager check toilets and other areas for any remaining patrons.
- Following evacuation PSOs should proceed to the designated assembly area.
- During an emergency evacuation, all FOH employees should be aware of personal safety, when carrying out standard operating procedures.

Venue maps showing exits and designated assembly areas can be found in the House Managers Office, Kitchen and Cloakroom Cupboard.

14. First Aid

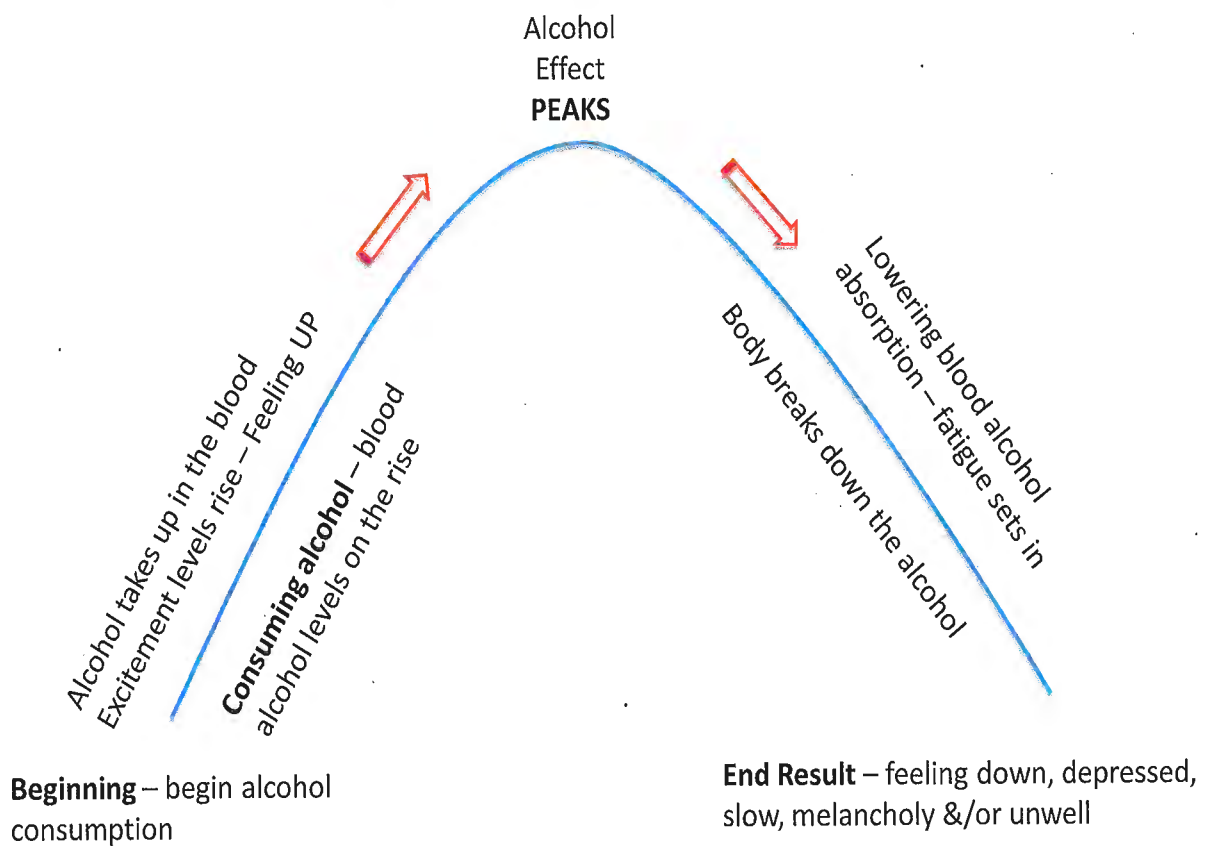
First Aid Kits are held in the Cloakroom Cupboard and in the First Aid room adjacent to the House Managers Office.

15. Guidelines For Dealing with Challenging Patrons

15.1. Effects of Alcohol

See below for a time line of the effects of alcohol on the body and mood.

Effects of Alcohol



15.2. The different stages of Intoxication with estimated blood alcohol level.

Intoxicated State	Euphoria	Excitement	Confusion	Stupor	Coma
Blood Alcohol Level (BAC)	0.03% to 0.12%	0.09% to 0.25%	0.18% to 0.30%	0.25% to 0.40%	0.35% to 0.50%
No of standard drinks	M (2-5) F (1-3)	M (4-7) F (3-6)	M (7-10) F (5-9)	M (10+) F (9+)	
Physiological Emotional & Behavioural Effects	Become more self-confident or daring Short attention span Judgement impaired May have trouble with fine movements	Become sleepy Trouble understanding Slowed reaction time Loss of balance Vision blurry	Confusion increases Dizzy and/or staggering Emotions can run high Slurred speech Uncoordinated movements	Movement is very difficult Response to stimuli is very limited Can't stand or walk May be physically ill Fluctuating consciousness	Unconscious Reflexes depressed (pupils don't respond to light) Cool body temperature Breathing & heart rate slows May die

15.3 The Effects Alcohol has on the persons Speech, Balance, Coordination & Behaviour.

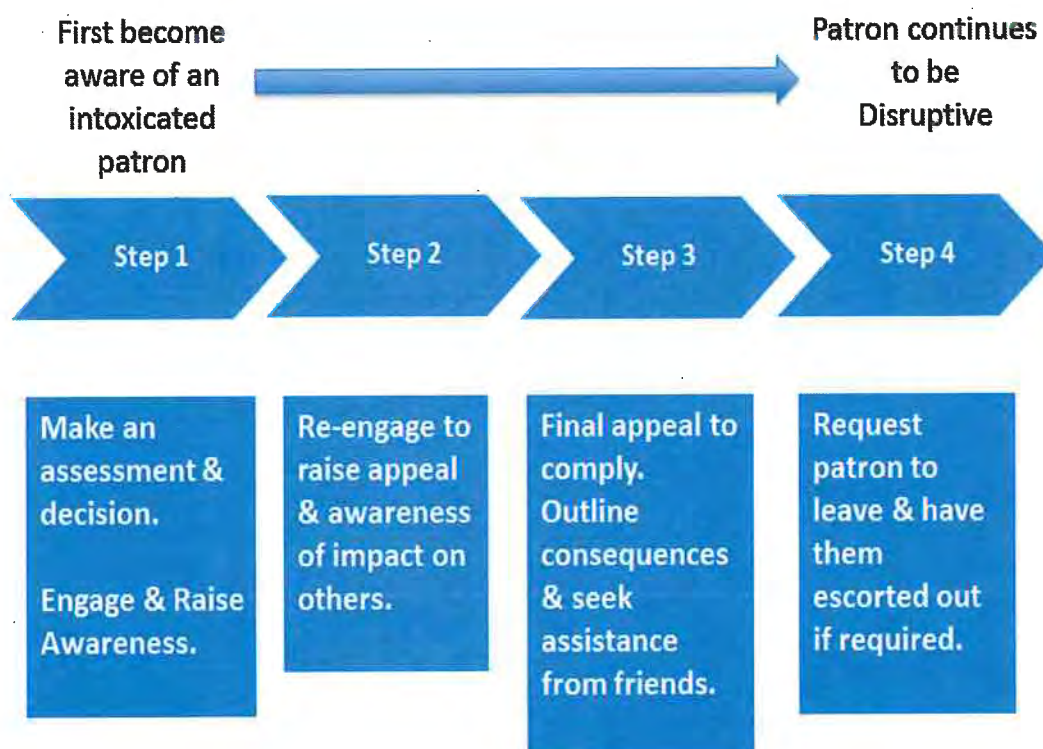
Speech	Balance	Coordination	Behaviour
• Slurring words • Rambling or unintelligible conversation • Incoherent or muddled speech • Loss of train or thought • Not understanding normal conversation • Difficulty paying attention • Talking or laughing unnecessarily loudly	• Unsteady on feet • Swaying uncontrollably • Staggering • Difficulty walking straight • Cannot stand, or falling down • Stumbling • Bumping into or knocking over furniture or people	• Lack of general coordination • Spilling drinks • Fumbling or dropping things • Difficulty counting money or paying • Difficulty opening or closing doors • Difficulty negotiating to their seat • Inability to find mouth with glass	• Rude • Aggressive • Argumentative • Offensive • Bad tempered • Physically violent • Loud/boisterous • Confused • Disorderly • Exuberant • Using offensive language • Annoying/pestering others • Overly friendly • Loss of inhibition • Inappropriate sexual advances • Drowsiness or sleeping • Vomiting • Drinking rapidly • Restlessness • Talking during performance

15.4 The one word approach to dealing with difficult/intoxicated patrons.



15.5 The Four stages to Intervening

4 Stages to Intervening



Step 1

- ✓ Approaching the person to raise awareness (manage perceptions) with the person of interest and other patrons (FOH)
- ✓ Your approach (non verbal) and language should focus on establishing a connection (Rapport) and create an opportunity to raise fair minded appeals supported by a casual opening such as:

"It looks like you are having a good time..."

"I'm really glad you are enjoying yourself"

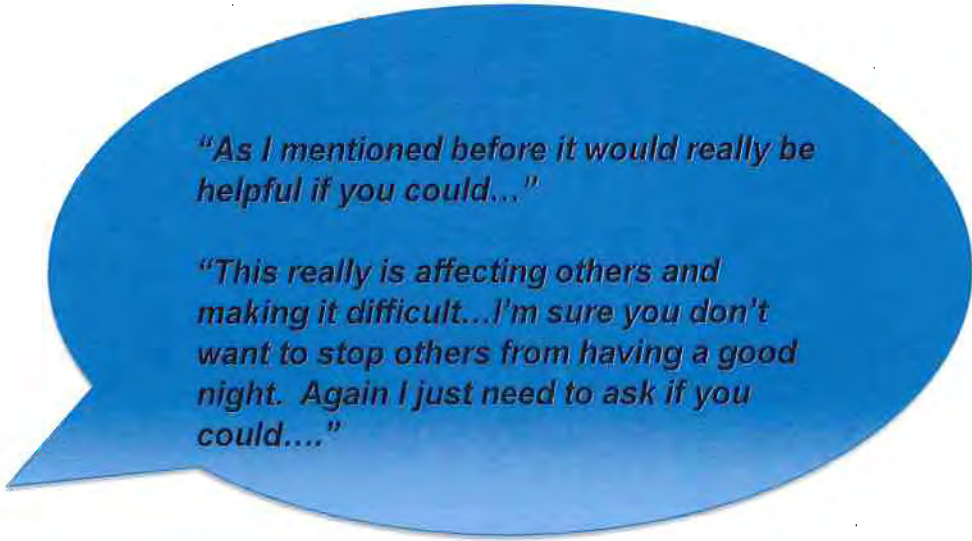
"You might not be aware of this....however..."

"I just need to ask you to....if that's ok"

"I really appreciate your helpfulness...thanks"

Step 2

- ✓ Re-engage with the patron (**FOH**)
- ✓ Your approach (non verbal) and language (verbal) focusing on the impact and effect of behaviour, raising awareness and appealing to fairness.

A large blue speech bubble with a tail pointing towards the bottom left, containing two lines of italicized text.

"As I mentioned before it would really be helpful if you could..."

"This really is affecting others and making it difficult...I'm sure you don't want to stop others from having a good night. Again I just need to ask if you could...."

Step 3

- ✓ Re-engage with the patron (**FOH & Manager**)
- ✓ Introduce the Manager & make a final appeal – outline consequences, make suggestions.
- ✓ Raise final appeal – seek compliance, outline consequences (logic) and fairness (character) make suggestions (stay and enjoy)

"Hi I'm...the Manager. I'd just like to talk privately with you for a moment away from other patrons please..."

"If the situation....continues, then I will have to request security to come and attend to the matter, which is not my preferred option, as you will then be asked to leave"

"Please consider helping me to help you here"

"I hope we have an agreement and understanding here, is that OK?"

Step 4

- ✓ Final Act...engage backup, have support organised and ready
- ✓ Re-engage with the patron and if necessary have them escorted out (FOH, Manager & Security if available)

"Hi I'm...the Manager. I'd just like to talk privately with you for a moment away from other patrons please..."

"Hi I'm...the Security Officer. I believe you've had a number of discussions with staff and the Manager in relation to....we have been very fair and reasonable and helpful towards you"

"You really have to listen to me now...this is very important for you. I need you to follow me now please to....and we can discuss your needs further there"

15.6 Tips on handling an intoxicated person in the workplace

5 Tips on handling a drunk in the workplace

The first thing that many people do is attempt to reason with a drunk. The inebriated person does not have the capacity to make smart decisions or analyse information. Instead of reasoning try these suggestions:

- **1. Intoxicated people respond better to someone who approaches them in a friendly manner rather than an authoritative manner.** You should approach the patron in a non-aggressive stance with open, empty hands.
- **2. Where possible, involve their sober friends.** Sober friends can help to calm them down and get them to comply with your wishes faster than you will ever be able to. They'll respond more to their friend rather than an authority figure or someone they do not know.
- **3. They will not like to be told what to do.** Offer them choices such as "Can you walk over here with me," "Would you like me to call you a cab" or "Is there someone I can call for you?"
- **4. They may react to your demeanour** – remain calm and be confident yet non-threatening with them and show genuine concern for their wellbeing.

**Document 15 – CFC Fraud and Corruption Prevention Framework, Fraud Awareness
Training/ CFC Fraud and Prevention Fast Fact Sheet**



Cultural Facilities Corporation

Fraud and Corruption Prevention Framework

March 2012

Quality Assurance & Review – Corporate Finance

FOREWORD

CFC is accountable for the efficient and effective use of public resources, and every employee is responsible for creating and maintaining the highest standards of ethical behaviour.

Fraud and Corruption however, can severely undermine many aspects of our efficiency, effectiveness and integrity. The ramifications to the reputation of CFC and its business units – CTC, CMAG and ACT Historic Places resulting from fraudulent or corrupt activity can be significant and long-lasting.

While it doesn't occur often, the unfortunate reality is that on occasion, some individuals do endeavour to obtain benefit by deception or use their position for corrupt purposes.

As a consequence, the CFC Fraud and Corruption Prevention Framework is designed to raise awareness of fraud and corruption in the workplace and provide information and assistance to staff on the prevention, detection and reporting of fraud and corruption, and aims to:

- protect CFC assets, interests and reputation from fraud and corruption risk;
- ensure a just and coordinated approach by the CFC in dealing with suspected acts of fraud and corruption;
- where appropriate, endeavour to safeguard the privacy and rights of individuals who are subject to the operation of this framework;
- help managers and staff to assess the adequacy of existing controls and to determine whether additional fraud and corruption treatments are required; and
- ensure that the CFC meets its obligations under the relevant legislation and policies developed for the ACT Government.

This Framework also demonstrates that CFC is committed to ensuring that fraud and corruption against the agency is minimised and that, where it does occur, it is rapidly detected, effectively investigated, appropriately prosecuted and that losses are minimised.

I urge you to become familiar with this Framework, as fraud and corruption can affect us all, be it through suspicion of fraudulent or corrupt activity, observation of this activity, or being inadvertently part of the process where fraud or corruption occurs.

I commend this Fraud and Corruption Prevention Framework to you and ask you to use the framework to ensure we deter and prevent breaches, yet where necessary, identify, report and prosecute all aspects of fraud and corruption.

Harriet Elvin
Chief Executive Officer
March 2012

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SECTION 1 – CFC Fraud and Corruption Prevention Framework

Structure of this Framework

This Framework is structured to provide:

- the CFC policy on Fraud and Corruption;
- examples of fraudulent or corrupt activities;
- fraud and corruption reporting procedures;
- detail on the fraud and corruption control strategy;
- clearly articulated roles and responsibilities;
- the fraud and corruption risk assessment process; and
- recording and handling of information.

Policy

CFC has implemented this policy to enhance integrity with the agency and to reduce the risk of fraud and corruption. This policy also assists staff to make decisions in the reporting of fraud, corruption and other criminal offences affecting the department.

Management and staff of the department have a responsibility to ensure that risk assessments are conducted and where necessary fraud and corruption prevention strategies are implemented.

Fraud and corruption against the CFC or other parties will not be tolerated in any form or degree. Staff are urged to exercise diligence, probity and the highest level of ethics in fulfilling their duties and in all dealings.

The *Integrity Policy* for the ACT Public Service sets out the broad whole-of-government policy on the promotion of integrity in the ACT Public Sector, and along with the Public Sector Management Standard, Part 2.4 – Integrity, details the responsibility of agencies to promote integrity and control fraud and corruption.

These instructions provide a step-by-step approach to the processes for enhancing integrity and are specifically designed to assist staff in making decisions on the reporting of fraud, corruption, and other criminal offences. The CFC Risk Management Framework should be used in conjunction with CEFI 1.2 (a) Fraud Control Plan.

Definitions

The following ACT Government definitions are provided:

'Integrity' means the exercise of authority in accordance with the stated values and principles of the ACT Public Service and the control of fraud and corruption.

'Fraud' means taking or obtaining by deception, money or another benefit from the government when not entitled to the money or benefit, or attempting to do so - this includes evading a liability to government.

'Corruption' in relation to an officer or employee means that the officer or employee seeks, obtains or receives any benefit, other than lawful salary and allowances, on the understanding that the officer or employee will do, or refrain from doing, anything in the course of their duties, or will attempt to influence any other officer or employee on behalf of any person.

'Risk Management Standard' means the current Risk Management Standard AS/NZS ISO 31000:2009 and Australian Standard 8001-2008 Fraud and Corruption Control (the Australian risk management standards) issued by Standards Australia.

Examples of Fraud and Corruption

This list of examples is not exhaustive, but provided as a guide to assist employees in understanding the more typical types of fraud and corruption.

Fraud	Corruption
Theft of money (eg cash, cheques, eftpos, etc), assets and resources (this includes from clients or client accounts)	Manipulating a tender process, or not adhering to Procurement Guidelines to achieve a desired outcome
Charging personal expenditure on departmental credit/fuel cards, or inappropriate use of petty cash	Misusing information or material obtained during the course of official duties
Overstating working hours/misuse of sick/flex leave	Receiving personal benefits in exchange for assisting a supplier or consultant
Claiming an allowance when not eligible (eg travel, meal, HDA, etc)	Not disclosing and/or allowing a conflict of interest to obtain a preferred outcome
Unauthorised use of department facilities and time to operate a business	Manipulation of recruitment processes or bias
Unauthorised use of motor vehicles or other departmental assets	
Raising fictitious invoices or submitting false reimbursement claims, including payment for goods / services not received	
Releasing information to deceive, mislead or conceal wrong-doings	
Destruction or manipulation of records/documents for personal (including financial) gain	

SECTION 2 - Procedures

Procedures addressed in this Framework

The procedures addressed in this Framework relate to:

- the activities undertaken by the Senior Executive Responsible for Business Integrity Risk (SERBIR);
- risk assessment and fraud and corruption prevention planning;
- the Fraud and Corruption Prevention Plan;
- reporting of fraud and corruption;
- using *Public Interest Disclosure Act 1994* (Whistle Blowing);
- dealing with allegations or reports of suspected fraud or corruption;
- investigating fraud and corruption;
- internal inquiries;
- external investigations;
- investigation reports;
- the recovery of public money;
- penalties for fraud and corruption;
- superannuation benefits if convicted of fraud; and
- model litigant guidelines.

Procedures when Breaches of Integrity are Suspected

In the event that fraud or corruption is suspected, CFC employees have a duty to report the suspected fraud or corrupt act to the Manager of their section.

Situations can potentially occur where an officer does not want to report the suspect activity to a particular person because the officer believes that person may be implicated in the issue. To fulfil the obligations to report in these circumstances, there is a 'hierarchy' of procedures:

1. In the event that the officer believes the suspect activity relates to his/her supervisor, then the officer should report the suspect activity to the Director or Manager of the business unit.
2. If an officer feels uncomfortable about raising a matter with their Manager or Director, they should report the suspect activity to the SERBIR – currently the Chief Finance Officer.

3. If an officer feels uncomfortable about raising a matter with the SERBIR, then the officer should report the suspect activity to the Chief Executive Officer.
4. If an officer feels uncomfortable about raising a matter with the Chief Executive Officer, then the officer should report the suspect activity to the Ombudsman, or the Commissioner for Public Administration.

The CFC recognises that an officer considering making a report on suspected fraud or corruption, may have concerns that by making the report he/she may be exposed to some form of reprisal or legal action. If this is the case, the officer should raise these concerns at the time of making the report; the matter will then be dealt with under the Public Interest Disclosure procedure, and protection available under that legislation will apply.

The CFC will deal with all reports quickly and with discretion.

The recipient of the report is responsible for ensuring that advice is supported by a written report. Original supporting evidence of the allegation should be included with the report unless its removal from use would alert the alleged perpetrator, in which case a copy should be obtained. Such evidence may consist of documents or computer data. Care must be taken to ensure that documents are preserved in their original state - for example they should not be handled excessively, marked, altered or left unsecured. If there is any doubt about what action to take as a result of the allegation the SERBIR should be consulted immediately. The SERBIR will then address the matter consistent with the SERBIR role at Attachment A.

SECTION 3 - Roles and Responsibilities

Responsibilities and Obligations of Staff

Individual staff members can assist in improving the integrity of the CFC by active involvement in prevention processes, ensuring policies and procedures are adhered to without variation; reminding work colleagues of the values of the ACT Public Service, and reporting cases where fraud or corruption is suspected.

Failure to comply with these procedures may increase the CFC's exposure to fraud and corruption or result in a fraud or corrupt act against the Department.

Managers and staff are therefore accountable to the Chief Executive Officer for the fulfilment of their responsibilities under these procedures. Non-compliance will be taken as a serious matter and may result in disciplinary action or be reflected in management performance reviews.

Chief Executive Officer

The Chief Executive Officer is responsible and accountable to the Board for the full and effective implementation of fraud and integrity strategies within the agency.

The Chief Executive Officer is responsible for:

- pursuing a systematic approach to integrity;
- developing detailed plans for fraud and corruption prevention or develop arrangements for fraud and corruption prevention and minimisation and include those arrangements in corporate plans, internal audit plans, and other internal management plans;

- developing a management information system to record breaches of fraud; and
- assessing and reviewing the fraud and integrity arrangements every two years or more frequently if:
 - any significant lapse in fraud and integrity is discovered; or
 - there is a significant change in the nature or scope of operations, procedures or systems.

Senior Executive Responsible for Business Integrity Risk

The Chief Executive is required to appoint an officer as SERBIR. The Chief Finance Officer is currently performing the SERBIR role. The CFC staff shared drive will contain the most up-to-date information regarding the officer performing the SERBIR role at any given time.

The SERBIR:

- has responsibility to ensure that the CFC has a current Fraud and Corruption Prevention Plan (CFC Fraud Control Plan) and that this plan is revised regularly; and
- must notify the Audit Committee of the Fraud Control Plan and any revisions made to the Plan.

Directors and Managers

Directors and Managers have responsibility for:

- assisting the Chief Executive Officer and SERBIR in fulfilling their responsibilities and ensuring that integrity strategies developed are being fully complied with by all staff;
- ensuring each program and sub-program under their control is subject to risk assessment, evaluation and control; and
- regularly and systematically assessing the potential within their area of responsibility for breaches of integrity, including theft, corruption and fraud to ensure that relevant fraud prevention procedures are being followed and are effective.

CFC Audit Committee

The Audit Committee plays an important role in assisting the establishment and maintenance of the fraud and integrity framework. As a part of the audit function, the Audit Committees is encouraged to review the operation and management of risk within the Agency and this review should include an assessment of the effectiveness of management's oversight responsibilities in relation to promoting and maintaining integrity and prevention of fraud.

Further information about the Audit Committee is provided in the Audit Committee Charter.

SECTION 4 - CFC Fraud and Corruption Control Strategy

The CFC Fraud and Corruption Control strategy employs a range of activities or controls designed to protect stakeholder interests, and broadly consist of:

- fraud and corruption prevention awareness;
- prevention (including the Risk Assessment process);
- monitoring; and
- detection.

These activities may be performed by Quality Assurance and Review, external auditors, internal audit consultants, or other areas of the CFC.

Awareness

CFC maintains an ongoing fraud/corruption awareness and continuous improvement program, including a range of strategies such as:

- conducting regular fraud/corruption prevention awareness and code of conduct training to ensuring staff are aware of their responsibilities to the CFC;
- ensuring all updates and changes to fraud/ corruption-related policies, procedures, codes of conduct, ethics etc, are accessible to staff;
- communicating management and staff responsibilities;
- fostering an appropriate fraud/corruption control environment by encouraging all staff to be vigilant and to report any incident of suspected fraudulent activity;
- communicating apparent control failures across the CFC to ensure there is continuous improvement from 'lessons learned'; and
- adopting practices recommended by the ACT Auditor General, Audit Committee, Quality Assurance Review and other organisations (e.g. ANAO).

Prevention

CFC's fraud and corruption risk assessment program will be undertaken on a CFC-wide basis to assess the risks and controls in place. This assessment process will be undertaken in accordance with the ACT Public Sector Management Act 1994 (at least every two years). The outcome of CFC's risk assessment process will be a revised Fraud Control Plan.

Monitoring

There is a range of monitoring activities across CFC. For example:

- business units will review their identified risks from the Fraud Control Plan regularly and provide them to the Chief Finance Officer;

- the Audit Committee will approve the Fraud Control Plan and monitor risks; and
- the Audit Committee will also direct the Chief Finance Officer to review internal controls over high risks to confirm their adequacy and operation (including those risks relating to service providers), and ensure that recommendations contained in internal and external audit reports are implemented within an acceptable timeframe.

Detection

Various areas within CFC and related stakeholders such as ACT Procurement and InTACT employ proactive strategies designed to detect fraud or corruption, for example:

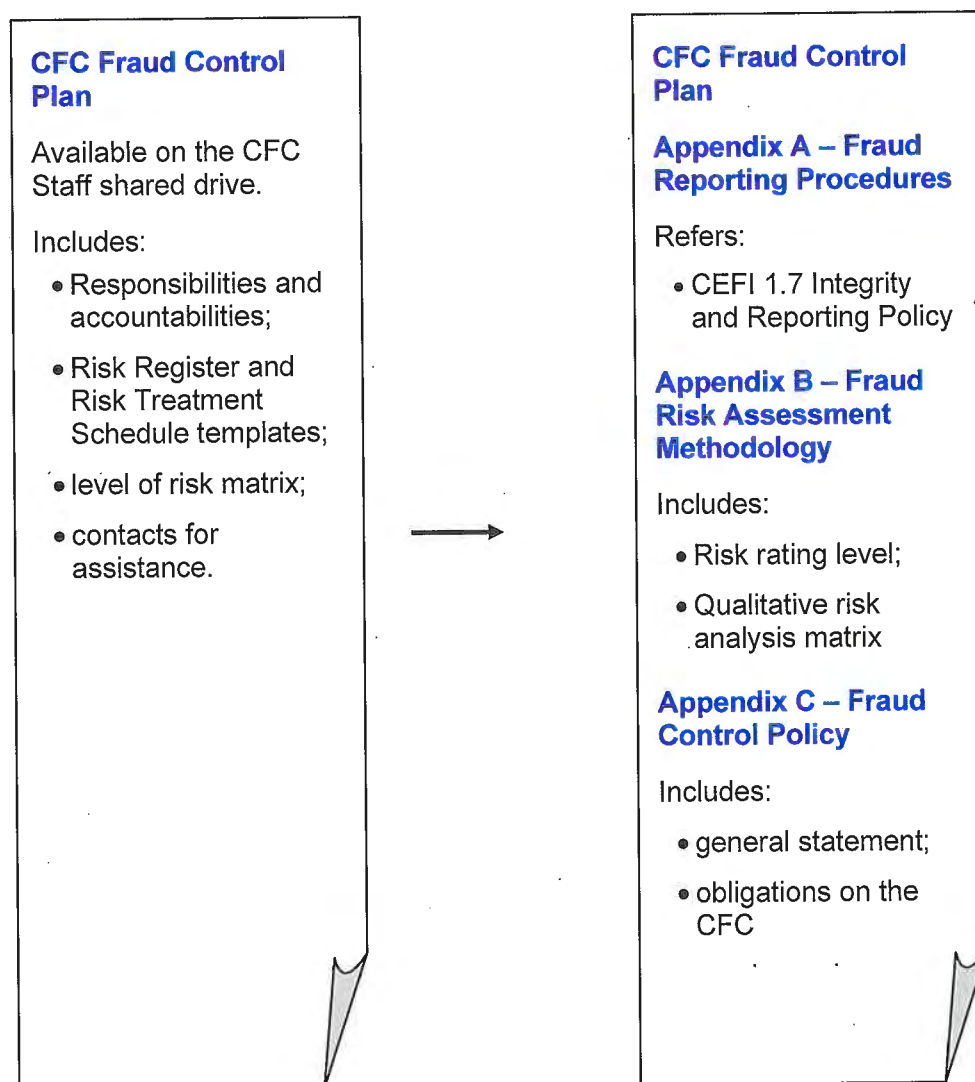
- spot checks across all CFC areas, on high risk activities such as petty cash, use of credit cards, delegations and leave and flex;
- ongoing monitoring of IT systems; and
- ongoing analysis of invoice payments and goods received.

SECTION 5 - Fraud and Corruption Risk Assessment and Planning

The most effective means of minimising fraud and corruption is to implement control mechanisms to reduce opportunities for improper conduct, illegal or corrupt behaviour. This can be achieved by evaluating, identifying and reducing risks – a process commonly referred to as risk assessment and fraud corruption prevention planning.

The risk assessment and planning processes are ongoing management responsibilities. Guidance on the general issue of risk management can be found in the CFC Fraud Control Plan. The Quality Assurance and Review team can assist teams or business units in the facilitation of risk management sessions and the development of risk assessment documentation.

The following diagram broadly illustrates the related risk products. For more detail on how to conduct a risk assessment, please read the CFC Risk Management Framework located on the CFC Staff shared drive, or contact the Quality Assurance and Review team.



Establishing the Context and Communicating and Consulting

Part of this process is identifying stakeholders. All employees have a stake in the integrity of the CFC and the risk assessment process should tap the expertise and insights of all levels of the organisation and where necessary or relevant, external stakeholders should also be involved.

It is also necessary to determine the scope of your risk assessment process. For example, are you considering only those matters occurring within your business unit or team, will it include contracts or services providers, etc.

Identifying Risks

The broader the stakeholder base, the more likely it is that a wide range of risks will be identified. This is particularly the case with staff familiar with the CFC's systems as they develop a solid understanding of the risks of fraud and corruption; once identified these risks will form the basis of the Risk Register contained within the Fraud Control Plan.

The Public Sector Management Standard does not set down the areas of risk that need to be assessed. However, experience has shown there are some areas of public sector activities that are particularly prone to breakdowns in integrity, these are:

- information technology and information security;
- electronic commerce, electronic service delivery and the Internet;
- grants and other payments or benefits programs;
- tendering processes, purchasing and contract management;
- services provided to the community;
- services provided to theatre hirers, promoters and exhibition artists;
- provision of services by providers from outside the ACT Public Sector;
- revenue collection;
- use of Government credit cards;
- travel allowance and other common allowances;
- salaries; and
- property and other physical assets including physical security.

Analysing Risks

The CFC Risk Management Framework requires that in the analysis of risks, the adequacy of controls be considered. This is extremely important in the area of integrity – particularly fraud. This step highlights the importance of a broad participation base in the risks assessment process, as those employees who implement and/or monitor the controls can provide valuable insights. Also, the process needs to carefully examine records of cases that have been investigated, to ascertain where control processes have broken down.

Evaluating Risks

A key product of the risk assessment process is a listing of risks that could impact upon the CFC, shown in the Fraud Control Plan's Risk Register. To enable that priority to be established, it is necessary to rate risks in a way that enables a meaningful priority to be set. The Framework's 'Level of Risk Matrix' assists users in developing appropriate ratings.

Fraud and Corruption Prevention Risk Treatment Schedule (F&CPRTS)

Under the Public Sector Management Standard, Part 2.4, the CFC is required to develop and implement a Fraud and Corruption Prevention Plan (within the CFC Risk Management Framework this product is known as the Fraud Control Plan). The preparation of this plan follows on from the formal risk assessment process.

The following are the matters that will be contained in the Fraud Control Plan:

- It will be based upon a recent risk assessment and will deal with those risks in priority order.
- Some standard approaches to managing risks can include accepting risks, insuring against risks and transferring risks, however these responses are not appropriate when dealing with integrity. Integrity risks, where further treatment is required, will be dealt with through reducing the likelihood and/or consequences.
- The plan will clearly identify which line area of the CFC is responsible for dealing with the risk.
- The SERBIR's primary role will be monitoring that the plan is implemented and coordinating any risk treatments that involve more than one area of the CFC.
- The plan will set detailed and clearly identified treatments against each of the risks identified and defined in such a way as to easily identify when the action has been completed. Risks will not be dealt with by creating another monitoring mechanism.
- The plan will have a realistic timetable for implementation. That timetable will reflect the priority afforded the risk in the risk assessment process; and
- The plan will consider the response to integrity risks with other governance mechanisms including – internal audit, physical security and IT security.

The plan will be reviewed every twelve months. The review should entail:

- determining that risk assessment methodologies are valid;
- conducting another risk assessment;
- reviewing changes in the programs operation and environment since the last plan;
- addressing treatments not yet implemented; and
- developing a further twelve month plan.

If there has been a major change in the functions, responsibilities or procedures of the CFC, a further risk assessment will be conducted and if new risks are identified the plan will be altered accordingly. The sort of event that may precipitate a risk assessment outside the usual cycle is for example, a Government requirement to deliver a new or additional service.

Reporting

Public Sector Management Standard, Part 2.4 requires that the Chief Executive Officer certify in the Annual Report that the processes for assessing the risks to the integrity of the CFC's programs and the preparation and implementation of the resulting Fraud Control Plan have all been undertaken. This certification is undertaken upon the advice of the SERBIR and any recommendation of the Audit Committee and may include information such as the risk assessment process, key risks, and select details of cases that have gone through the formal process of investigation and punishment.

ATTACHMENT A: APPOINTMENT AND ROLE OF SERBIR

Appointment

In accordance with the ACT Integrity Policy, Chief Executive Officers are required to appoint a senior executive to take responsibility for all integrity issues within their particular agency.

Chief Executives are required to provide details of all such appointments to the Executive Director of the Public Sector Management Labour Policy Group within the Chief Minister and Cabinet Directorate.

Role and Functions

The principal role of the SERBIR is to regularly report to the Chief Executive Officer, and/or Board as well as the Audit Committee on overall compliance with the Integrity Policy.

One important function of the SERBIR is to be a 'champion' of integrity in the Agency and to promote awareness and acceptance of this policy at every opportunity.

Dealing with Allegations

The SERBIR will:

- directly take reports of suspicious acts where the employee is not comfortable with raising it with their superior;
- assist managers in handling and recording reports of suspicious acts reported to them;
- receive reports of suspicious acts from managers that have been received from employees;
- report to the Audit Committee on trends in reported suspicious acts and how they have been handled; and
- receive and deal with reports under the Public Interest Disclosure procedures.

Reporting

The SERBIR is responsible for the establishment and maintenance of the management information system as described at Attachment C.

Investigations

The SERBIR will:

- determine how allegations are going to be handled; refer cases to the AFP, external investigators or internal handling;
- determine whether investigators have necessary skills/experience;

- engage external investigators from an ACT Government panel (if established);
- draw up an investigation plan;
- be the point of contact for AFP/external investigators;
- receive investigation reports, summarise for the Chief Executive Officer and Board and/or Audit Committee;
- monitor the progress of all investigations; and
- at the completion of each investigation, undertake a high level quality assurance review including an examination of the:
 - protection of the rights of suspects, employees and the community;
 - protection of evidence;
 - adequacy of the outcome;
 - compliance with investigation standards;
 - lessons learned from any failures; and
 - recommend new or modified controls.

Integrity Risk Assessment and Associated Documentation

- ensure the appropriate methodology for the assessment of risks to integrity is used;
- ensure that the risk assessment is conducted in accordance with the CFC Risk Management Framework;
- oversight that the Risk Treatment Schedule is fulfilling the requirements laid down in the policy;
- monitor implementation of the Fraud Control Plan and report to the CEO and Audit Committee; and
- where the Fraud Control Plan requires action by more than one area or CFC wide action, coordinate that action.

Awareness Raising

The SERBIR will ensure that the Fraud and Corruption Control Framework is brought to the attention of staff of the agency through training sessions or other media.

ATTACHMENT B: FUNCTIONS OF AUDIT COMMITTEE

Monitor and Advise the Governing Body on:

The Risk Register

The Audit Committee is to be provided with copies of the Risk Register and may use this as a basis for prioritisation of internal audit activity. Should the Audit Committee consider it necessary, it will advise the Chief Executive Officer of any alternative viewpoints regarding the Risk Register.

Quality of Fraud Control Plan

The Audit Committee is to be provided with copies of the Fraud Control Plan and proposed management strategies to address any areas of unacceptable risk. The Audit Committee may independently advise the Board should it have any concerns regarding the Fraud Control Plan and implementation of management strategies.

Handling of Fraud and Corruption Cases

The SERBIR is to ensure that the Audit Committee is advised of all fraud and corruption cases. Handling and management of these is the responsibility of the SERBIR.

Review of CFC Activities

Where the Audit Committee considers that the CFC integrity related procedures and practices are inadequate and the inadequacies have not been effectively dealt with by the Fraud Control Plan, it may initiate a review of those procedures and practices and report to the Board and/or Chief Executive Officer on steps necessary to remedy the shortcomings.

The Board may, after consultation with the Audit Committee and/or Chief Executive Officer, refer a matter relating to a serious breach of integrity to the ACT Ombudsman if the Board reaches the view that neither investigative action nor internal administrative action is likely to resolve the issue and it is not a matter referred to in Section 6 of the *Ombudsman Act 1989*.

ATTACHMENT C: RECORDING INFORMATION

Types of Cases Included in the Recording Requirement

What needs to be recorded is information about:

1. all cases of fraud as defined in this Framework;
2. all cases of corruption as defined in this Framework; and
3. breaches of the disciplinary code as they relate to fraud and corruption within Part 2, Division 2.1, Section 9 of the *Public Sector Management Act 1994*., in particular
 - breaches of requirements to act impartially and with probity;
 - breaches of requirements to avoid or disclose conflicts of interest;
 - taking improper advantage of position or information;
 - improper use of Territory property; and
 - failure to report corrupt behaviour or maladministration.

There is no requirement under this Framework to record an event where preliminary analysis upon receipt indicates little possibility of proof to the level of balance of probabilities (that is, the allegation, on the face of it, appears to be vexatious or frivolous).

In considering the threshold of what needs to be recorded, the system should include any matters where charges have been laid for a breach of those parts of Section 9 of the *Public Sector Management Act 1994* described above, or any matters that have been investigated with a view to the prosecution of fraud or corruption.

Information to be Recorded

Details of the information that is to be recorded is as follows:

1 Case Information

1. Total number of allegations of fraud and corruption.
2. Number of cases investigated by the agency;
 - a) Internally;
 - b) External service provider;
 - c) AFP.
3. Number of cases referred to the AFP and declined, including reasons for declining.
4. Number of cases where the investigation was discontinued and reasons as to why this occurred.
5. Number of cases involving an offence by an external service provider.

2 Outcome of Cases

Number of cases:

1. Referred to the DPP for prosecution (either directly or through the AFP):
 - Number of convictions (penalty to be recorded);
 - Number of acquittals;
 - Number of briefs where insufficient evidence is available to mount a prosecution;
2. Administrative remedy applied (e.g. disciplinary provisions):
 - administrative action taken (penalty to be recorded);
3. Civil remedy applied (e.g. recovery of monies).
4. No further action taken (a summary of reasons to be recorded).

3 Losses

1. Financial.
2. Physical assets.
3. Information (brief description only).
4. Disruption of service (brief description only).
5. Damage to reputation of agency (brief description only).

4 Recoveries

1. By criminal prosecution, including the *Confiscation of Criminal Assets Act 2003*.
2. By civil remedy.
3. By administrative remedy.

5 Offenders

Number (not identity) of individuals considered to be responsible for fraud or corruption that were:

1. Employees of agency.
2. Contractors to the agency (please identify whether a) individual or b) corporate).
3. External to the agency (please identify whether a) individual or b) corporate).

6 Methods used by Offenders

How many offenders (either individual or corporate) used the following methods:

1. Unauthorised access to a computer.
2. Unauthorised access to a secure physical location.
3. Falsification of documents.
4. Making false statements.
5. Bypassing controls to avoid a liability.
6. Using the Internet.
7. Using electronic transfer of funds.
8. Misrepresenting a person's identity.
9. Misrepresenting a corporate entity's identity.

10. Other (brief description only).

7 Prevention and Detection Activity

1. Number of staff provided with training in:

- Ethics;
- Fraud control; or
- Corruption prevention.

2. Date of completion of current fraud and corruption prevention plan.

3. Proposed date of next fraud and corruption prevention plan.

ATTACHMENT D: CRITERIA FOR DEALING WITH CASES

Suggested Referral of Cases for Investigation

Characteristic of case	Refer to the Australian Federal Police	Use formally qualified investigators	Handle in-house
Complexity	Requires detailed analysis of large amounts of evidence, both paper and computer based Use of sophisticated technology	Requires detailed analysis of evidence, both paper and computer based	Analysis of relevant evidence straightforward
Potential damage	High monetary loss Significant damage to the reputation of the ACT PS Harm to the economy, assets or environment of the ACT Impact upon broader national law enforcement issues (eg, organised crime, money laundering)	Medium monetary loss Significant damage to the reputation of the organisation	Minor monetary loss Minor damage to the reputation of the organisation
Nature of offence	Elements of criminal conspiracy Serious breach of trust by an ACT employee	Likely to involve action before a court or tribunal	Likely to be limited to administrative action within the agency
Status of evidence	Preliminary analysis indicates strong possibility of proof beyond reasonable doubt Falls within ACT DPP Prosecution policy	Preliminary analysis indicates possibility of proof beyond reasonable doubt or balance of probabilities	Preliminary analysis indicates strong possibility of proof to the level of balance of probabilities
Scope	Involves known or suspected criminal activities in a number of ACT agencies and/or jurisdictions Collusion between a number of parties	More than one party suspected of being involved in the case	Isolated incident
Availability of evidence	Evidence is required that can only be obtained by exercise of a search warrant or surveillance	Evidence is required that can be obtained within the agency	Evidence is required that can be obtained within the agency

Fraud Awareness Training

June 2013

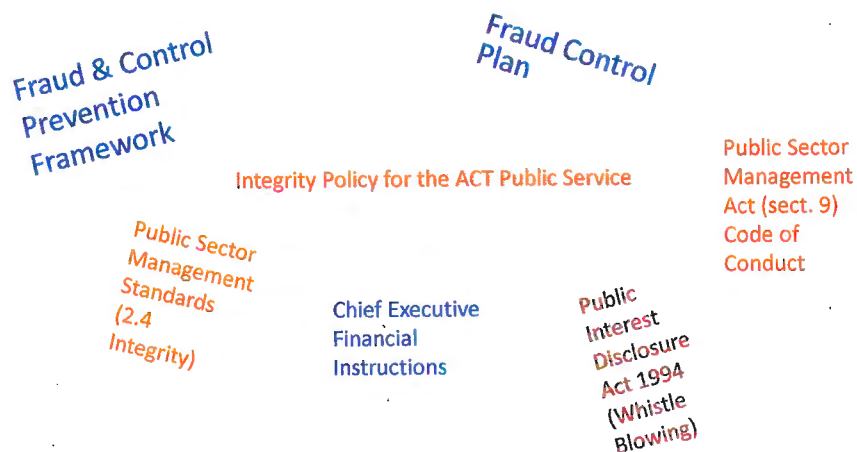
1

Purpose

- Introduce CFC's Fraud and Corruption Prevention Framework
- Understand links to Integrity Policy for the ACT Public Service, PS Management Standards, Chief Executive Financial Instructions (CEFI's)
- Discuss examples of fraud and corruption
- Understand roles and responsibilities
- Understand reporting procedures
- Discuss awareness, prevention, monitoring and detection strategies
- Discuss CFC's Fraud Control Plan
- Reminder relevant CEFI's – 1.7 Integrity and Reporting, 8.3 Gifts, 2.2 Procurement, 2.8 Engagement of Consultants

2

What do we have to work with?



3

Examples of Fraud & Corruption

Fraud

- Theft of money (eg cash, cheques, eftpos, etc), assets and resources (this includes from clients or client accounts)
- Charging personal expenditure on departmental credit/fuel cards, or inappropriate use of petty cash
- Overstating working hours/misuse of sick/flex leave
- Unauthorised use of department facilities and time to operate a business
- Unauthorised use of motor vehicles or other departmental assets

Corruption

- Manipulating a tender process, or not adhering to Procurement Guidelines to achieve a desired outcome
- Misusing information or material obtained during the course of official duties
- Receiving personal benefits in exchange for assisting a supplier or consultant
- Manipulation of recruitment processes or bias

4

How should I Act ?

Public Service Management Act 1994 (section 9) lists 'Code of Conduct', includes key ideals;

- (b) act impartially
- (c) act with probity
- (k) not take, or seek to take, improper advantage of his or her position in order to obtain a benefit for the employee or any other person
- (o) not make improper use of the property of the Territory
- (q) report to an appropriate authority—
 - any corrupt or fraudulent conduct in the public sector that comes to his or her attention

5

Framework – section 2 procedures

In the event that fraud or corruption is suspected, CFC employees have a duty to report the suspected fraud or corrupt act to the Manager of their section

- Hierarchy of procedures where officer does not want to report the suspected activity to superior, where they feel that their superior may be implicated in the issue:
 1. In the event that the officer believes the suspect activity relates to his/her supervisor, then the officer should report the suspect activity to the Director or Manager of the business unit
 2. If an officer feels uncomfortable about raising a matter with their Manager or Director, they should report the suspect activity to the SERBIR – currently the Chief Finance Officer
 3. If an officer feels uncomfortable about raising a matter with the SERBIR, then the officer should report the suspect activity to the Chief Executive Officer
 4. If an officer feels uncomfortable about raising a matter with the Chief Executive Officer, then the officer should report the suspect activity to the Ombudsman, or the Commissioner for Public Administration

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Public Interest Disclosure

- Public Interest Disclosure Act 1994 (Whistle Blowing)
- An Act to encourage the disclosure of conduct adverse to the public interest in the public sector
- Requirements on government agencies to follow set procedures and reporting
- Section 4 – ‘unlawful reprisals’
- Section 5 – ‘confidentiality’

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Framework – section 4 Fraud and Control Strategy

The CFC Fraud and Corruption Control strategy employs a range of activities or controls designed to protect stakeholder interests, and broadly consist of:

- fraud and corruption prevention awareness;
- prevention (including the Risk Assessment process);
- monitoring; and
- detection.

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Framework – section 4 (continued)

Monitoring

- business units will review their identified risks from the Fraud Control Plan regularly and provide them to the Chief Finance Officer;
- the Audit Committee will approve the Fraud Control Plan and monitor risks; and
- the Audit Committee will also direct the Chief Finance Officer to review internal controls over high risks to confirm their adequacy and operation (including those risks relating to service providers), and ensure that recommendations contained in internal and external audit reports are implemented within an acceptable timeframe

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Framework – section 4 (continued)

Detection

- Various areas within CFC and related stakeholders such as ACT Procurement and InTACT employ proactive strategies designed to detect fraud or corruption, for example:
- spot checks across all CFC areas, on high risk activities such as petty cash, use of credit cards, delegations and leave and flex;
- ongoing monitoring of IT systems; and
- ongoing analysis of invoice payments and goods received

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Fraud Control Plan

- This Fraud Control Plan has been developed to identify and treat key fraud risks for the CFC
- The Fraud Control Plan identifies risks associated with fraud in the following main areas – Revenue, Expenditure, Assets and Other
- Appendix A : Fraud reporting procedures
- Appendix B : Fraud risk assessment methodology
- Appendix C : Fraud Control Policy

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How does the plan work ?

REVENUE : MODERATE RISKS WHICH ARE CONSIDERED "NOT ACCEPTABLE"

Risk Description	Actions to address risk	Position responsible for action	Timetable for implementing action	How the action will be monitored	Implementation Progress
Misappropriation of theatre equipment hire income	Ensure invoices raised for all equipment hires even if at nil cost (e.g., for hire by community groups)	Technical Director, CTC	June 2011	Monthly check by Financial Controller during 2011, then sporadically	
	Ensure accurate records of whether equipment is within Canberra Theatre Centre or elsewhere	Technical Director, CTC	June 2011	Monthly check by Director CTC during 2011, then sporadically	
	Ensure adequate written procedures exist for the hiring of theatre equipment and appropriate training is provided around these procedures	Technical Director, CTC	June 2011	Monthly check by Director CTC during 2011, then sporadically	

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How does the plan work ?

EXPENSES : MODERATE RISKS WHICH ARE CONSIDERED "NOT ACCEPTABLE"

Risk Description	Actions to address risk	Position responsible for action	Timetable for implementing action	How the action will be monitored	Implementation Progress
Staff may gain benefit from selection of particular contractors/service providers/suppliers	Promulgate a clear policy on receipt and provision of gifts and benefits	CFO, CEO	Continuing	Review on six monthly basis at senior management meetings. Review annually at Audit Committee and Board meetings	CEFI on Gifts adopted in April 2009. Internal audit of CEFI coverage in May 2010 concluded that, in all material aspects, coverage was sufficient. All CEFIs being updated during 2011 and staff training to be provided on these.
	Ensure ACTPS Code of Conduct is promulgated to staff (includes requirement not to take improper advantage of position in order to obtain benefit)	CEO, CFO, HR Adviser, managers and supervisors	Continuing	Review on six monthly basis at senior management meetings. Review annually at Audit Committee and Board meetings	ACTPS Code formally adopted as Corporation Code and linked to induction Checklist. Staff are reminded about the Code e.g., in emails, at CEO morning teas for new staff. Knowledge of and commitment to the code is included in all job descriptions, selection criteria and performance agreements.

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How does the plan work ?

OTHER : MODERATE RISKS WHICH ARE CONSIDERED "NOT ACCEPTABLE"

Risk Description	Actions to address risk	Position responsible for action	Timetable for implementing action	How the action will be monitored	Implementation Progress
Inappropriate use of the Internet by Corporation employees	Ensure a filter system is in place through InTACT to block access to inappropriate sites	CFO	In place.	Review on six monthly basis at senior management meetings. Review annually at Audit Committee and Board meetings.	Exceptions will be made to the filter system where necessary for work purposes e.g., access to Facebook site for marketing staff where this is used for marketing purposes. Internet traffic is fully monitored. Laptop configuration heavily restricted by InTACT (e.g., Wireless capability disabled).

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Chief Executive Financial Instructions

- Known as CEFI's
- CEFI 1.2a Fraud Control Plan
- CEFI 1.7 Integrity and Reporting
- CEFI 2.2 Procurement of Goods and Services
- CEFI 2.4.1 Travel
- CEFI 2.4.2 Cab charge
- CEFI 2.5 Official Hospitality
- CEFI 2.8.1 Engagement of Contractors
- CEFI 2.8.2 Consultants
- CEFI 2.9 Credit Card
- CEFI 8.1 Use of ACTPS Motor Vehicle
- CEFI 8.3 Gifts

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CEFI 8.3 Gifts

The objective of this policy is twofold:

- regulate and monitor behaviour for the acceptance of gifts by Board Members and employees; and
- provide a transparent and accountable process for gift acceptance that promotes public confidence in the Cultural Facilities Corporation

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CEFI 8.3 Gifts (continued)

For example a gift is (but not limited to):

- a present received where an employee opens an exhibition or makes a speech in their official capacity;
- a present given to an employee hosting a visiting overseas delegation;
- a present received in appreciation of service to a customer;
- a lunch or other meal provided by a supplier; or
- a product or service received at a price that is less than that generally charged to the public from someone connected with the organisation.

But does not include:

- any gift that is offered but not accepted;
- any gift that has a retail value of \$50 or less;
- any attendance by a Board Member or staff at a Corporation or other event (including theatre performances and events) where they are attending in a capacity of patronage, promotion, public relations or professional development;
- any multiple gifts received from the same donor (a person or a number of persons from the same company or organisation) in any one financial year where the gifts have a total retail value of \$100 or less;
- any discounted product or service if the discount is reasonable and generally available or capable of being negotiated by others not connected with the organisation;
- any meal or other hospitality received at a function related to the role of the Board Member or employee, a function where the Board Member or employee is officially representing the organisation, or where the appropriate fee for the function has been paid; or
- any gift, benefit or hospitality received by a relative or associate of a Board Member or employee if the Board Member or employee did not know about it.

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CEFI 8.3 Gifts (continued)

Receipt of Gifts

No Board Member or employee should seek any gift.

An offer of a gift should always be declined if:

- the gift appears to be more than of a token nature in the circumstances;
- there would be a sense of obligation to the person offering the gift;
- a reasonable person could consider that there may be influence applied as a consequence of acceptance of the gift; or
- the gift is in the form of non-packaged food of uncertain origin.

In determining whether to accept a gift consideration may be given to whether refusal of the gift could cause offence to the person offering the gift.

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CEFI 8.3 Gifts (continued)

Dealing with gifts received

Where a gift is received, a Gift Disclosure form must be completed (refer to following section). Gifts must be dealt with in one of the following ways and the intended course of action identified on the Gift Disclosure form, for approval by the Chief Executive Officer or Chairman:

- the gift remains the property of the Corporation for official use – this would be a suitable way of dealing with gifts that can be used in the work environment such as calendars, wall hangings, diaries and stationery items, while a gift of wine could be used at an official function;
- the gift is used as a door prize or raffle prize at a Corporation Social Club event or other Corporation social function e.g. the volunteers' Christmas party;
- the gift is donated to charity;
- the gift is purchased at fair market value from the Corporation.

In each case, the course of action seeks to ensure that the employee or Board member to whom the gift was given does not personally benefit from its receipt.

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Other Measures

- Audit Committee (Audit Committee Charter)
- Quality Assurance program
- Internal Audit program
- External Audit – Financials and Performance Targets
- ACT Audit Office Performance Audit program

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In conclusion

Purpose

- Introduce CFC's Fraud and Corruption Prevention Framework
- Understand links to Integrity Policy for the ACT Public Service, PS Management Standards, Chief Executive Financial Instructions (CEFI's)
- Discuss examples of fraud and corruption
- Understand roles and responsibilities
- Understand reporting procedures
- Discuss awareness, prevention, monitoring and detection strategies
- Discuss CFC's Fraud Control Plan
- Reminder relevant CEFI's – 1.7 Integrity and Reporting, 8.3 Gifts, 2.2 Procurement, 2.8 Engagement of Consultants

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Any Questions ?

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CULTURAL FACILITIES CORPORATION

Fraud & Corruption Prevention Fast Fact Sheet

CFC is committed to acting with integrity at all levels. A [Fraud and Corruption Prevention Framework](#) has been developed which provides detail on how the CFC deters and detects fraud and corruption in order to meet its obligations under the [ACT Integrity Policy](#); this is located on the CFC shared staff drive.

To assist staff in understanding their responsibilities in preventing and detecting fraud and corruption, the following Fast Fact Sheet is provided, which includes definitions and examples.

What is FRAUD?

... taking or obtaining by deception, money or another benefit from the government when not entitled to the money or benefit, or attempting to do so – this includes evading a liability to the government.

Some examples of FRAUD include:

- Theft of money (cash, cheques, eftpos, etc) and charging personal expenditure on departmental credit or fuel cards;
- Unauthorised use of department facilities or motor vehicles or other departmental assets, and using work time to operate a private business;
- Raising fictitious invoices or submitting false reimbursement claims;
- Overstating working hours or claiming an allowance when not eligible; and
- Releasing misleading or inaccurate information for the purpose of deceiving, misleading or concealing wrong-doings.

What is CORRUPTION?

... in relation to an officer or employee ... that the officer or employee seeks, obtains or receives any benefit, other than lawful salary and allowances on the understanding that the officer or employee will do or refrain from doing anything in the course of their duties or will attempt to influence any other officer or employee on behalf of any person.

Some examples of CORRUPTION include:

- Manipulating a tender process to achieve a desired outcome;
- Misusing information or material obtained during the course of official duties;
- Receiving personal benefits in exchange for assisting a supplier or consultant; and
- Not disclosing and/or allowing a conflict of interest to obtain a preferred outcome.

What should you do if you suspect FRAUD or CORRUPTION?

It is the responsibility of all CFC staff to act honestly and with integrity at all times, and to be vigilant in detecting possible incidents of fraud and corruption.

If a staff member becomes aware of possible fraud and corruption, they are obliged to report their concerns. The following order is preferred:

- Immediate supervisor;
- The Chief Executive's Delegate - SERBIR (Senior Executive Responsible for Business Integrity Risk) – [REDACTED]
- Quality Assurance and Review – [REDACTED]

Confidentiality must be maintained to protect the rights of a person suspected, who may in fact be innocent.

Staff who report evidence or suspicions of fraud can be confident that their identity and information will be treated in the strictest confidence. Further, their position and future within the organisation will not be adversely affected as staff are encouraged to be forthright and honest in all their dealings.

Staff Awareness and Training

To obtain more detailed information, please access the CFC's [Fraud and Corruption Prevention Framework](#).

To assist CFC staff at all levels to better understand issues and responsibilities regarding Fraud and Ethics, awareness sessions are made through CFC induction courses.

Document 17 – CTC House Management Duty House Manager Guidelines

**Canberra Theatre Centre
House Management
Duty House Manager Guidelines**

Arrival

Swipe Western entry doors
Swipe link foyer gates

Preparation

Log on. Check emails.

Inspect relevant performance file

Log onto G Drive and commence report and save.

View Rostercloud and allocate shifts

- Bar-Primary brief
- Bar-Secondary
- Cloaks
- Merchandise sellers
- Ushers / latecomers / Ice cream sellers
- Seat drops
- Wheel chairs
- bar staff at interval
- Ice cream sellers at interval
- End of Night check

Bar & Till's

- Load necessary till's
- Ensure correct stock produce to suit performance / Popcorn / Alcohol / Sandwiches

Venue Status

Foyer inspection:

- Lights on in toilets and foyers
- Cleaning
- Seating
- Rubbish bins positioned
- Toilets

Auditorium inspection

- Aisle lights on
- Seating
- Cleaning has a pick up been arranged if it's a Matinee & Evening performance
- Seating

Signage

- Any other patron advice signs

Briefing

- Conduct briefing in the PH VIP Room when possible or a quite Foyer space
- Ensure all staff are dress and groomed

Staff Confirmation

Confirm staff by telephone for the next call.

Briefing

Conduct the staff briefing on time in a discreet location

Performance Repo

Commence writing the performance report

Performance / Event

Opening Public Foyers

Playhouse Theatre Performances:

- Northern link screen gates open;
- Smokers bins positioned
- Playhouse foyer external doors to Civic Square opened

Canberra Theatre Performance

- Southern link screen gates open;
- Northern link screen gates open;
- Smokers bins positioned
- Playhouse foyer external doors to Civic Square opened

- Link foyer south glass electric doors to Civic Square keyed to open
- Glass doors to Canberra Theatre foyer opened – leaves opened toward link side

Sound / Vision

- Once the briefing is complete activate the CD player for foyer music
- Close CD music activate the show relay sound once the house is open
- Activate the show relay vision

Patron Assistance

Be available to assist with patron / staff enquiries

Opening The House / Performance Commencing

- Follow instructions from the Stage Manager previously received. Generally the House is opened twenty minutes before the curtain. Instruct the door staff to open the house.
- At 10 minutes before the curtain make an announcement over the public address system advising patrons that the performance will commence in ten minutes. Ring the audience recall bells at this time. At five minutes and two minutes repeat the bells.
- Station staff either side of the foyers to move patrons in via doors 3 and 4.
- With the audience admitted ring the lighting box – Canberra Theatre [REDACTED] Playhouse Theatre [REDACTED] and advise clearance.
- Hold out late arriving patrons in accordance with the Stage Managers instructions.

Prior To Interval

Where multiple venues are in use and or where a performance has two intervals check toilets to ensure paper products are available and the area is generally clean.

At Interval/s

- Note the interval start time. Intervals generally run for twenty minutes. Audience recall bells should be rung at 15 minutes into interval following an announcement and repeated at 18 minutes.
- Give clearance to the Lighting Box .

Following The Last Interval

Food And Beverage Revenue

Following interval cash registers are rung off having received revenue from ice cream sales.

The bar foreman reconciles cash received with the audit cash register roll and completes the float reconciliation summary. The duty house manager having recounted the cash authorises the float reconciliation summary having regard to any discrepancies and returns all moneys to the safe.

Bar

The bar is cleaned, restocked, rubbish removed and the area secured.

Signage

Performance finish times signage should be removed and/ or replaced with new signage as appropriate.

Marketing

Advertising materials which have reached the due by date should be removed. Marketing displays should be refreshed.

At Performance End

Merchandising Sales

The PSO reconciles cash received with units sold and completes the merchandising sales summary form. The duty house manager having recounted the cash authorises the float reconciliation summary having regard to any discrepancies and returns all moneys to the safe.

Money

The float is counted and confirmed at [REDACTED] and the float summary sheet completed.

Playhouse Theatre Performances

- Door staff open the theatre doors after the lights go up and farewell patrons. The auditorium is cleared of paper and other rubbish. Doors are secured. The foyer doors are secured. Bins are emptied and relined.
- The external door to Civic Square is secured.
- The northern link screen gates are closed.
- Smokers bins are collected, cleaned and stored.
- Thirty minutes after the performance the foyers are closed.
- The main east and west entry doors are secured.

Canberra Theatre Performances

- Door staff open the theatre doors after the house lights go up and farewell patrons. The auditorium is cleared of paper and other rubbish. Doors are secured. The east and west foyer doors are secured.
- Bins are emptied and relined.
- The southern link
- The northern link screen gates are closed and locked.
- The southern link screen gates are closed and locked.
- Smokers bins are collected, cleaned and stored.
- Thirty minutes after the performance the foyers are closed.
- The main east and west entry doors are secured.

Closing Arrangements

Performance Report

Complete and forward performance report.

Patron Services Staff

Sign off.

Duty House Manager

- Sign off.
- Secure the venue.
- Leave in the company of another staff member

Document 19 – CFC Position Description - Duty House Manager PN 3563

Position Description

Position details

Position title:	Duty House Manager
Position number:	3563
Classification:	ASO 4
Part Time/Full-Time:	Full-Time – 6 Month Temporary
Branch:	Canberra Theatre Centre

Organisational environment

The Cultural Facilities Corporation (CFC) is an ACT Government statutory authority established under the *Cultural Facilities Corporation ACT (1997)*, to manage the following significant cultural venues in Canberra:

- [Canberra Theatre Centre \(CTC\)](#)
- Historic Places ([Lanyon](#), [Calthorpes' House](#), and [Mugga-Mugga](#))
- Civic Square Cultural Precinct
- [Canberra Museum and Gallery](#) and [The Nolan Gallery](#)

The Canberra Theatre is a division of the Cultural Facilities Corporation. The Canberra Theatre Centre is the major presenter of performing arts in the area through both the programming and venue hires areas. The Canberra Theatre Centre is connected to major performing arts centres across the nation and regularly works with leading national theatre and dance companies.

Position objective

To provide high level Front of House services to the Canberra Theatre Centre and external venues and promoters, maximise revenue potential and staff efficiency with a major focus on customer service level excellence.

Reporting relationships

Front of House Manager, and Finance Manager, Canberra Theatre Centre.

Supervising responsibilities

Casual Patron Service Staff as required.

Operating Environment

CTC is a division of the CFC, an independent corporation of the ACT Government. The CTC is a major presenter of performing arts in the area. The CTC is connected to major performing arts centres across the nation and regularly works with leading national theatre and dance companies.

Front of House operation plays a pivotal role in the presentation of performances at Canberra Theatre Centre and external venues.

Position Description

Duties

The following duties are performed under limited direction in accordance with Workplace Diversity principles and participative management practices.

1. Be responsible for the presentation of the public areas of the venue.
 - a) Provide services to satisfy a first class venue for public performance.
 - b) Inspect all public areas of the venue.
2. Working as Duty House Manager during theatre performances
 - c) Liaise with production managers/stage door to ensure performances start on time
 - d) Dealing with patron complaints
 - e) Deliver excellent FOH services when the theatre is open
3. Be responsible for all Front of House staffing matters as required by the Front of House Manager.
 - a) Recruit, supervise and train Front of House Staff.
 - b) Prepare rosters of Front of House Staff.
 - c) Be responsible for uniform issue and control.
 - d) Preparation and review of all staff timesheets.
4. Be responsible for daily financial and stock control operations as required by the Front of House Manager
 - a) In consultation with appropriate staff, oversight budgeting, preparations and conduct of social functions and foyer events for the Canberra Theatre Centre, hirers and Sponsors.
 - b) Update food and beverage selection for the bar as appropriate.

- c) Maintain and control liquor stocks and related items.
 - d) Provide accurate financial reconciliation of Bar, confectionery and merchandise
 - e) Provide excellent services to theatre's corporate sponsors.
 - f) In accordance with Cultural Facilities Corporation procedures assume responsibility for cash management, acquittal and reconciliation for all Front of House functions, that include public and hirers' money
5. Liaison with External and Internal Clients as required by the Front of House Manager
 - a) Provide a first point of contact and resolution for all hirers' Front of House requirements.
 - b) Provide opening nights services and other required FOH services to Venue/Programming Managers of Canberra Theatre Centre.
 6. Vice-Regal as required by the Front of House Manager
 - c) Act as a liaison for all Vice-Regal and Diplomatic attendances.
 7. Attend regular staffing coordination and briefing meetings, and participate in appropriate training when identified as required by the Front of House Manager.
 8. Identify and train potential successor as required by the Front of House Manager.
 9. Other duties as directed by the Front of House Manager or the Business Manager.

Essential selection criteria

1. Minimum 1 year at Management Level in a food and beverage industry is essential, preferably in the Performing Arts area, including demonstrated ability implementing change and managing staff through a changing environment.
2. Ability to plan and allocate work and resources for maximum efficiency and compliance with RSA guidelines. Must be certified RSA, First Aid and Fire & Emergency response.
3. High standard of financial responsibility for meeting the expectations of budgets, maintenance of cost effective staffing structure, management of a cash operation including accurate and timely reconciliation of all transactions.
4. Proven experience in rostering and managing a large number of customer-focussed casual staff in a complex Performing Arts environment, including training and mentoring of staff.
5. Demonstrated experience in hospitality, preferably within the Performing Arts environment, including management of multiple complex venues simultaneously with tasks ranging across the entertainment spectrum, including catering and corporate events.
6. High standards of presentation and liaison with a range of customers extending from community, commercial and government including Sponsors and Board.

7. Demonstrated ability to work with computerised venue management and inventory control systems, including competence in the Microsoft Office, Word, Excel and Outlook programs.
8. Demonstrated ability to consistently display commitment to the ACT Code of Conduct and workplace health and safety.

Desirable selection criteria

1. Working knowledge of recruitment including screening of potential applicants.
2. A sound understanding of ethics and fraud management
3. A sound understanding of food hygiene and food safety

Qualifications

Formal qualifications in hospitality and/or business are desirable.

Skills required

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is regularly required to sit and use hand to input data and write. The employee is regularly required to work evening hours. The employee is frequently required to talk or hear in person and on the telephone. The employee is occasionally required to stand, walk and occasionally lift items up to 15kg. Specific vision abilities required by this job include close vision and the ability to adjust focus.

As this role is primarily structured around events in the venue, the hours of work are generally when events are taking place and as determined by the Front Of House Manager and where possible are fully recoverable. In times when there are no events taking place then the Duty House Manager is expected to take time off and this time off would be adjusted against Flex time. The objective being to provide at least 36.75 hours a week and any additional hours worked would be added to Flex time. In the event Flex Time is excessive then at the discretion of management this additional amount can be paid out.

Where a person can perform the inherent requirements of a job, the Cultural Facilities Corporation may make reasonable adjustments to the workplace or work practices to accommodate any additional needs that the person may have. For example, providing a large screen could enable a person with a vision impairment to use a computer.

Electronic Documents - *Metadata in electronic file format as attachments*