# Event Safety Policy Operating Policy



# Purpose

This policy has been developed to assist hirers of Arts Centre Melbourne to effectively manage occupational health and safety issues associated with events so that all reasonable steps are taken to identify and eliminate or manage risks before, during and after the event.

## Scope

This policy and associated Event Safety Checklist apply to all events held at any of Arts Centre Melbourne venues.

All hirers of Arts Centre Melbourne planning and organising events are expected to comply with the provisions of this policy so that the risks to health and safety of patrons, staff, contractors and visitors are eliminated so far as reasonably practicable.

## Procedure

#### 1 Event Safety Management

#### 1.1 Planning

1.1.1 Safe events are well planned events – nothing should be left to chance. By using systematic planning processes, event organisers can identify potential hazards, determine risks and then eliminate them or minimise their impact. Good planning systems means being prepared well in advance and ensuring that safety is a priority throughout the event, including initial pre-event set up (bump in) and event pack up (bump out).

## 1.2 Event stakeholders

- 1.2.1 Event stakeholders will vary from event to event and may include as appropriate to each event:
  - Event organisers/ Promoters/ Performers
  - Hirers staff and volunteers
  - Students
  - Contractors (e.g. caterers, merchandising, amusement structures, equipment)
  - Emergency services, Ambulance, Police, Metropolitan Fire Service, State Emergency Service, Country Fire Authority)
  - Local council
  - Security services
  - Transport services (e.g. Department of Transport)
  - Regulators, WorkSafe Victoria
  - Media
  - Visitors/ Patrons
  - Venue owner

## 1.3 Hazard identification

- 1.3.1 Hazard identification is the process of recognising hazards associated with an event. A good practice is to use hazard categories to assist in the identification process. Hazard categories include but are not limited to:
  - Human including type and size of crowd expected, level of crowd participation, public safety & security, traffic
  - Technological including mechanical utilities such as gas & electricity, equipment, experiments
  - Natural including the physical location and site conditions
  - Environmental including weather, ground impact, Environmental Protection Authority requirements
  - Financial (where applicable)
  - Event image what we want to be known as after the event.

## 1.4 Risk Assessment

- 1.4.1 Risk assessment is the process of estimating the potential effects or harm of a hazard to determine its risk rating. By determining the level of risk, the event planning group can rank risks to systematically eliminate or control the hazards.
- 1.4.2 In order to determine a risk rating, event planning groups should consider:
  - the consequence what will happen, the extent of harm, etc; and
  - the likelihood chances or possibility of it occurring.
- 1.4.3 The Risk Assessment matrix should be used to determine the level of risk for each hazard.
- 1.4.4 The people who actually undertake the task(s) should be involved in the risk assessment process as well as those who are involved in organising the event. Where possible the area health and safety representative should also be included in that process with appropriate persons who have technical knowledge of the activity or equipment. The hirers risk assessment must be provided to Arts Centre Melbourne Event Account Manager no later than two weeks prior to bumping in the event. This is a contractual requirement. A member of the Safety department at Arts Centre Melbourne will review the risk assessment and ensure that Arts Centre Melbourne staff are familiar with its contents. The information contained in this document should be detailed during the pre-show bump in toolbox meeting.
- 1.4.5 To assist our hirers a risk assessment proforma is available from Presenter Services upon request and we are more than happy to provide some training and assistance in event risk management.

## 1.5 Risk Control

- 1.5.1 The event planning group needs to eliminate or reduce the risks identified using the following hierarchy of controls:
  - Elimination by removing the hazard entirely through new design or set up, or a new process
  - Substitution by replacing hazardous materials, processes, set ups or methods with less hazardous alternatives
  - Engineering by isolating, enclosing or containing the hazard or through design improvements
  - Administrative by ensuring safe operating procedures are in place, and that effective training, induction and monitoring is available to all in the workplace
  - Personal protective equipment (PPE) by making sure that appropriate safety equipment such as gloves, hats, sunscreen etc is available.
- 1.5.2 Often people pick the 'easier' option by going straight to administrative controls or PPE but there are often more effective ways to control the hazard. The event planning group should focus on what is realistic and practical so that risks are minimised. The OHS legislation requires all hazards to be controlled. The event planning group must ensure that risk assessment covers the entire event from set up (bump in) to dismantling (bump out), not just the event itself.

## 1.6 Venues other than Arts Centre Melbourne premises

1.6.1 Events that are held in venues other than at Arts Centre Melbourne premises involving Arts Centre Melbourne staff require a risk assessment to be carried out. This should cover the usual risks as mentioned in this document including information on emergency procedures and evacuation routes from staff normally responsible for the venue.

## 2 Record keeping and documentation

- 2.1 Event organisers must keep appropriate records and documentation including:
  - Event planning documents (including an event safety checklist)
  - Event risk control plan (including risk assessment)
  - Event site and utility maps (where appropriate)
  - Emergency procedures (e.g. phone numbers for Ambulance, Security etc.)
  - Staff training records
  - Copies of permits, licenses and certificates as necessary
  - Contractor safe work procedures
  - Maintenance or repair records where necessary (e.g. maintenance records of hired equipment, electrical testing records)
  - Documentation relating to OH&S must be kept under the legislation for a period of thirty (30) years

## 3 Emergency Management Plan

3.1 Arts Centre Melbourne maintains compliance to the Australian Standard 3745 Planning for Emergencies in Facilities. Arts Centre Melbourne Building Emergency Control Organisation and the emergency management systems are documented in the Emergency Management Plan which is available from Arts Centre Melbourne's Event Account Manager or the Safety and Security department. All hirers should be conversant with this documentation.

## 4 First Aid Officers

4.1 Arts Centre Melbourne engages Safety and Security officers who are the nominated first aiders for our venues. These officers are trained to a certificate two first aid level with the additions of Oxygen Administration and Semi-Automatic Defibrillation Administration. Various specialist first aid providers (e.g. St John) will be brought in from time to time where deemed appropriate for specific events.

## 5 Inductions

5.1 All Hirers, their staff, volunteers and contractors must be inducted into Arts Centre Melbourne's Safety culture through the induction programme prior to commencing work. An appropriate induction time and location should be made with Arts Centre Melbourne Event Account Manager.

## 6 Contractors

- 6.1 All contractors must report to Stage Door prior to commencing work, and then sign into the site in the appropriate register. Once this has been conducted, each contractor will be allocated an Arts Centre Melbourne identification and access control pass, which must be worn in an easily identified location on their person at all times they remain on site.
- 6.2 All contractors undertaking work on behalf of the Hirer or Arts Centre Melbourne must be inducted prior to commencing work. This is a legislative requirement. Arts Centre Melbourne's induction consists of an Online Induction and a site orientation.
- 6.3 Arts Centre Melbourne's online induction can be accessed remotely by selecting the live portal link provided.

## Live Portal

URL: <u>http://elearn.com.au/artscentremelbourne</u> Username: induction Password: training

6.4 Contractors are to follow Arts Centre Melbourne's Occupational Health and Safety requirements at all times. This manual is located on the website, intranet site and available in hard copy at all stage doors.

## 7 Toolbox Meetings

7.1 A toolbox meeting is an effective method of communicating the activities planned, event schedule, risk assessment considerations and controls, expectations and an opportunity for two way communications with the crew. Arts Centre Melbourne recommend toolbox meetings be held at the beginning of the bump in, bump out, work changes and shift changes. All event staff should be familiar with the risk assessment.

## 8 Incident, Hazard, Near Miss and Damage Reporting

8.1 There are various legislative requirements and site specific requirements that require the reporting of near misses, incidents, damages and hazards. All of the above must be reported immediately to the Safety and Security department on (03) 9281 8316 or (03) 9281 8222 in an emergency or by attending Stage Door at the Theatres or Hamer Hall buildings to complete a manual form. At the Sidney Myer Music Bowl the report will need to be made to the administrations office (Event Operational Centre).

#### 9 Permits To Work

- 9.1 A work permit must be completed for any work that is being carried out as part of the hiring period that involves:
  - Hot works
  - Confined Space Entry
  - Penetration of walls, floors and ceilings
  - Isolation or Impairment of the Fire Detection, Suppression and Warning Systems except where covered under a Special Performance Condition or for routine testing
  - Theatres, Hamer Hall and SMMB external roof access and works (including spire).
  - Any other works so identified or directed by an Arts Centre Melbourne authorised officer.

(All of the above are subject to their own conditions and requirements as documented in Permit to Work Operating Procedure).

9.2 Work Permit Forms & the Permit to Work Operating Procedure are available at Stage Door.

#### 10 Storage and Handling of Dangerous Goods

- 10.1 Dangerous Good and Hazardous Substances have the potential to harm a person's health through exposure; or to cause damage to the environment. Dangerous goods and Hazardous Substances are to be managed in accordance the relevant Acts, Regulations, Compliance Codes and Australian/New Zealand Standards.
- 10.2 Dangerous Goods and Hazardous Substances planned to be brought onto the premises must be identified in the risk assessment. Information relating to the Product Name, UN Number, DG class, DG sub-class where applicable, Packing Group, Quantity, storage location, contact person and Material Safety Data Sheet must be supplied in order for the venue manifest kept in the Security Control Room to be updated, in case of emergency.
- 10.3 Although Arts Centre Melbourne has an allocated store, the suitability of the store will need to be assessed based on quantity and compatibility with other materials so that non-compatible materials are segregated. The quantities brought on site should be kept to a minimum and no more than the requirements for each performance. The legislation

sets out maximum quantities to be stored outdoors and indoors; these requirements will apply.

## 11 Material Safety Data Sheets

11.1 Material Safety Data Sheets (MSDS) are required for all materials and substances being brought into the venue. These should be supplied with the risk assessment and any other safety documentation two weeks prior to the commencement of the bump in period.

#### 12 Safe Work Method Statement

- 12.1 In addition to the risk assessment there may be legislative requirements to complete safe work method statements (SWMS). These are typically required when there is construction work involving the erection or decommissioning of sets or specific high risk tasks as listed in the Occupational Health and Safety Regulations (Vic) 2007.
- 12.2 Further information is available from the WorkSafe Victoria Website and Arts Centre Melbourne Safety and Security Department on when these documents are required.

#### **13 Temporary Structures**

- 13.1 Where any temporary structures are planned to be used consideration must be made as to the suitability of the structures for the environment in which they are planned to be used. Please note that in most circumstances, structural certificates, engineering certificates and build certificates are required by the local council even for small pop up shade tents. Please speak to your Event Account Manager as soon as possible should you intend to use any temporary structure.
- 13.2 Wind ratings need to be specified on the engineering certification. It is common for wind speeds to reach between 60km/h to 100km/h. To limit disruption to the installation, it is recommended that wind ratings withstand expected wind speeds, particularly when it will be in place for an extended period and the weather forecast is not known. A response plan should be available in the event that wind speeds are forecast above the wind rating.

## 14 Load Bearing Structures, Flown Elements and Load-Moving

- 14.1 Load bearing structures, including static, rolling and suspended event equipment and scenery, which support substantial loads and/or present significant risks need to be manufactured to appropriate standards and certified suitable for the specified use.
- 14.2 In line with certain regulatory requirements certification by a suitably qualified set constructor, engineer, licensed scaffolder or rigger will be required for all static, rolling or suspended event equipment and scenery that are load bearing with significant risks to work, health and safety.

## 15 Load Limits

15.1 Load limits apply in all areas of Arts Centre Melbourne premises which include, but not limited to the lawn, forecourt, Hamer Hall Terrance, Sidney Myer Music Bowl as well as the stages and grid. For this reason, it is essential that Arts Centre Melbourne receive the event plan, even in the preliminary planning phase to facilitate an assessment of the event requirements.

#### 16 COM Permits

- 16.1 City of Melbourne permits and a traffic management plan may be required for the bump-in and bump-out activities where parking bays need to be reserved and/or where service lanes or roads need to be restricted.
- 16.2 Depending on the size and nature of your event, City of Melbourne require adequate notice to process this application. The minimum notice will range from 5 working days for a reserved parking application to 14 working days (small events) and 12 months for (large events).
- 16.3 City of Melbourne applications are to be sought directly by the hirer. Your Event Account Manager can provide advice if required.

#### 17 Electrical

- 17.1 Electricity has the potential to cause significant injury or harm to any person who may come into contact with it.
- 17.2 The relevant Legislation, Australian Standards and Codes should be followed at all times for any electrical work. Additionally, the Code of Practice for Temporary Electrical Installations on Building and Construction Sites should be followed where such works are relevant.
- 17.3 Australian Standard/New Zealand Standard AS/NZS 3760 details the testing frequency regime and standards; this must be applied to at all times. All portable leads and equipment are subject to inspection, testing and tagging procedures. An inspection of electrical leads must be performed prior to each use to verify there are no damaged, frayed or worn leads. Electrical leads identified to be faulty or that do not have a test tag attached or where the test tag date has expired must not be used. Damaged leads are to be labelled with a 'Danger Do Not Use' tag and removed from use until they can be inspected, tested and tagged by a qualified person.
- 17.4 Testing and tagging must only be performed by a person who is qualified to do so.
- 17.5 Isolation procedures must be applied for each item of equipment to protect person(s) while working on or near the vicinity of that equipment.
- 17.6 Electrical leads must be appropriately secured to prevent tripping hazards; with consideration to cable routes, overhead cables, cable trays for instance.
- 17.7 Electrical installations and connections to power must be supervisor by Arts Centre Melbourne. All installations should be to Arts Centre Melbourne's specifications and subject to approval of Arts Centre Melbourne nominated site electrician.
- 17.8 All electrical equipment must be fit for purpose, for example, electrical leads being used outdoors must be manufactured for this purpose.

## 18 Lock out Tag out

- 18.1 Unsafe plant, equipment and tools have the potential to cause injury, or further damage if used. To eliminate or minimise further loss, appropriate measures must be implemented.
- 18.2 All unsafe plant, equipment and tools should be made inoperable through routine practices such as isolating power or attaching a 'Danger Do Not Operate' tag.
- 18.3 Unsafe venue plant should be reported to your venue supervisor. Facilities Management will then be contacted on their Help Line on (03) 9281 8392 to arrange for necessary rectification.

#### 19 Manual Handling

- 19.1 All material movements involving manual handling in relation to bump-ins, performances and bump-outs must be risk assessed and have appropriate control measures applied to prevent risks of bodily injury and muscular-skeletal disorders to personnel.
- 19.2 Manual handling tasks assessed as high risk must not to be tolerated. Where reasonably practicable, in applying the hierarchy of controls to manage risks, the design of event elements should eliminate or reduce the need for any hazardous manual handling.
- 19.3 Where it is reasonable to do so, Arts Centre Melbourne may require additional control measures to be applied to manage the risks of hazardous manual handling.
- 19.4 As a guide appropriate control measure may include but not be limited to:
  - Safe Work Method Statements for specific tasks that instruct personnel;
  - Adequate supervision and numbers of properly trained staff (particularly in relation to team lifting and carrying tasks);
  - Trolleys and mechanical lifting aids to be used wherever possible;
  - Appropriate PPE to be used (Note: Safety footwear is mandatory at Arts Centre Melbourne for manual handling tasks).

#### 20 Fatigue and Hours of Work

- 20.1 Fatigue is defined by WorkSafe Victoria as "an acute and/or ongoing state of tiredness that leads to mental and physical exhaustion and prevents people from functioning within the normal boundaries.
- 20.2 Fatigue, whether it is short term or long term, has an overwhelming influence on the frequency of incidents and accidents, the persons health and productivity levels. Fatigue may be caused by a number of factors including hours of work, shift rotation, inadequate rest breaks, medical conditions, environmental factors (temperature, noise, repetitive tasks), lifestyle factors (lack of sleep, sleep disturbances, alcohol / drugs, lack of physical exercise), emotional concerns or stress.
- 20.3 Arts Centre Melbourne rosters work hours in accordance with the Enterprise Agreement 2012, Section 3.2.3 Managing Hours of Work Safely. Hirers similarly have a 'duty of care' to manage any hazards associated with work hour arrangements by planning responsible breaks between shifts and reasonable working hours.

## 21 Personal Protective Equipment (PPE)

- 21.1 The provision for use of PPE should be identified as part of the risk management process. The identification of hazards will lead to the recognition for the need of certain types of PPE.
- 21.2 Where practicable, Arts Centre Melbourne has placed workplace signage to indicate the type of PPE to be worn in specific locations.
- 21.3 The following conditions outline mandatory minimum PPE requirements:

PPE	Task		
High Visibility Vests	ility Vests		
	Areas with vehicle movement or mobile plant.		
	Bump in and bump out of outdoor venues such as the		
	Sidney Myer Music Bowl, forecourt and lawn.		
Safety Boots	Bump in and out activities on the stage and outdoor venues.		
	Production related manual handling tasks in all areas such		
	as the movement of equipment, scenery builds, lighting installs.		
	Loading and unloading vehicles.		
	Working around vehicle movement or mobile plant.		
Hard Hats	Rigging		
	Working at height		
	Bump in and out activities on stage at times as nominated		
	by Arts Centre Melbourne.		
* Always refer to the risk assessment or safe work method statement for a			
comprehensive list of PPE requirements for the task. PPE may include hearing			
protection (ear plugs, ear muffs), hand protection (riggers gloves), height safety			
(hornoop and lanyard falls restraint falls arrest) reapiratory protection and protection			

(harness and lanyard, falls restraint, falls arrest), respiratory protection, eye protection (goggles, face shields), skin protection (sun scream, wide brim hat).

## 22 Occupational Noise

- 22.1 Sound levels in all venues need to be managed according to the legislative requirements to maintain a safe environment for personnel working at the venue (staff, hirers, contractors etc.) while also meeting the expectations of the audience.
- 22.2 The National Standard for exposure to noise in an occupational environment is:
  - An eight-hour equivalent continuous A-weighted sound pressure level, L<sub>Aeq,8h</sub>, of 85dB(A) or a peak noise of a C-weighted peak sound pressure level, L<sub>C,peak</sub>, of 140dB(C). The measurement is to be recorded at the ear position without taking into account any personal protection equipment.
- 22.3 The event risk assessment should identify any noise hazards that exist for the event. This will allow appropriate assessment and consideration of controls measures, applying the hierarchy of controls.
- 22.4 In some cases, there may be a need for the hirer to monitor noise levels and take appropriate measurements. Similarly, Arts Centre Melbourne may choose to perform an independent noise assessment and provide advice or recommendations to the hirer in order to control the exposure of noise.

## 23 Environmental Noise

- 23.1 All residents that may be affected by musical noise emissions from Arts Centre Melbourne venues have the right to expect that such levels of music do not unduly interfere with normal domestic and recreational activities and in particular, sleep in the night period. At the same time recognising the community demand for a wide range of musical entertainment.
- 23.2 Similarly, the noise transfer between the Theatres and Functions needs to be considered. For instance, functions in the ANZ Pavilion, Riverside, Forecourt, foyers etc. may interfere with Theatre spaces depending on the nature of the event.
- 23.3 To manage environmental noise, Arts Centre Melbourne venues are bound by the Environment Protection Act and **SEPP** State Environmental Protection Policy (Control of Music Noise from Public Premises) N-2.
- 23.4 The Sidney Myer Music Bowl has a separate Noise Abatement Policy.

#### 24 Special Performance Conditions applications

- 24.1 Where any of the items listed are planned to be part of the event or performance, a Notification of Special Performance Conditions Application (page 13 of this policy) must be completed and submitted no later than 2 weeks prior to the bump-in day.
  - firearms (working or replicas)
  - any naked flame
  - pyrotechnic or aerotechnic effects,
  - explosives
  - use of animals

- any weapons
- use of smoke, hazer's
- lasers
- flying people
- 24.2 A list of general conditions is contained on page 2 of the Application of Special Performance Condition.
- 24.3 The application will be considered and either approved or rejected after consideration is taken as to the risks and control measures. We strongly suggest you contact Arts Centre Melbourne to discuss any plans you may have to use any of the above as soon as possible.
- 24.4 In order for Arts Centre Melbourne to have a better appreciation of any hazards associated with the Special Performance, briefings and demonstrations (where applicable) should be held with Safety & Security as soon as practicable upon residency.
- 24.5 Arts Centre Melbourne will appoint and roster a dedicated Safety Officer, as required.
- 24.6 Hirers will need to:
  - 1. Submit completed application of Special Performance Condition, at least 2 weeks prior to bump in;
  - 2. Provide a risk assessment and Material Safety Data Sheets (MSDS) where necessary to your Event Account Manager;
  - Notify the relevant regulatory body WorkSafe Victoria, Melbourne City Council and Metropolitan Fire Brigade at least 7 days in advance of your intention to discharge pyrotechnics;
  - 4. Notify the Civil Aviation Authority where lasers are being used externally;
  - 5. Use only licenced operators;
  - 6. Plan a briefing and demonstration of the effect, preferably as soon as possible upon residency with the Safety and Security team.

## 25 Animals

25.1 The welfare of an animal involved at an event on Arts Centre Melbourne premises and the health and safety of persons in the vicinity of the animal is paramount. Arts Centre Melbourne has implemented a Policy for Events Utilising Animals detailing the requirement to supply a risk assessment and submit a Notification of Special Performance Conditions Application, as well as the approval criteria. A copy of this Policy can be obtained from your Event Account Manager.

## 26 Employment of Children

26.1 The employment of children is regulated in the Child Employment Act 2003 and Mandatory Code of Practice for the Employment of Children in Entertainment. A child as defined in the Act is a person under 15 years of age. The hirer has a responsibility to obtain all necessary permits prior to the engagement and meet all requirements relating to employment of children.

## 27 City of Melbourne Street Trading

28.1 Any planned food and beverage stalls that are not managed by Arts Centre Melbourne or not run in conjunction with Arts Centre Melbourne venues, and consequently are not included in the main certificate of registration of food premises, must be registered and preapproved by Streatrader (streatrader.health.vic.gov.au) with all relevant permits attained in advance, displayed as appropriate and copies of all permits lodged with Arts Centre Melbourne.

## 28 Food Handling & Storage

29.1 All food and beverage products brought into Arts Centre Melbourne must be approved first and meet with the standards of compliance as per the Department of Health and Health Services. All relevant product information, storage and handling requirements, temperature logs and disposal protocols must be lodged with Arts Centre Melbourne along with all necessary delivery information.

## 29 Further Information

- Occupational Health and Safety Act, WorkSafe Victoria
- Occupational Health and Safety Regulations, WorkSafe Victoria
- Live Performance Australia, Safety Guidelines for the Entertainment Industry http://liveperformance.com.au/safety\_guidelines\_live\_entertainment\_and\_events\_0
- Advice for managing major events safety, 1st Edition April 2006, WorkSafe Victoria
- The event safety guide A guide to health, safety and welfare at music and similar events, Health and Safety Executive United Kingdom 1999 <u>http://www.hse.gov.uk/</u>
- Emergency Management Australia, Guide to Safe Mass Gatherings
  <u>http://www.ema.gov.au/</u>
- WorkSafe Victoria Website
  <u>http://www.worksafe.vic.gov.au/</u>
- Arts Centre Melbourne Website
  <u>http://www.artscentremelbourne.com.au/</u>

## Attachment A – Definitions

Key Term	Definition		
Arts Centre Melbourne	is the business (and brand) name of the Victorian Arts Centre Trust		
Arts Centre Melbourne venues/ premises	Road (including the Hamer Hall, Theatres Building and adjacent		
Event	Means gathering of patrons and/or visitors at events and functions for ticketed and non-ticketed events, such as live performances, functions, conferences and meetings, school award nights and tours, marketing functions, artistic events, seminars, public lectures and other entertainment.		
Event Manager	Arts Centre Melbourne contact point for the Hirer.		
Hazard	An energy source that when released or uncontrolled has the potential to cause damage, e.g. Electrical energy.		
OHS Act			
OHS Regulations	means the Victorian Occupational Health & Safety Regulations 2007 including all amendments thereto		
On-site contractors	Means contractors who provide significant and on-going services to Arts Centre Melbourne which are delivered by staff operating within Arts Centre Melbourne premises.		
Risk	A potentially injury to person or damage to property from an uncontrolled hazard.		
Safety Officer			
Safety and Security Officer			
Special Performance Conditions			
Trust	means the Victorian Arts Centre Trust		

## **Supporting Documentation**

## a) Forms and Records Management

Forms or records that are generated by the policy are as follows:

Form	Retention Period	Location
Safety Checklists	30 years	EBMS
Risk Assessments	30 years	EBMS
Special Performance Conditions Application Forms	30 years	EBMS

## b) Related Policies and Operating Procedures

## Policy or Operating Procedure

- Arts Centre Melbourne, Emergency Management Plan
- Event Safety Information Sheets
- Event Safety Checklist

#### Governance

#### a) Responsibility

Policy Owner Manager Health, Safety and Environment	
Approving Executive	Chief Operations Officer

## b) Version Control and Change History

Version Number	Approval Date	Approved by	Amendment	
2.2	January 2012	Senior Management Team	Branding Update – January 2012	
3.0	November 2013	Executive		
4.0	July 2014	COO	Section 13-29 added	
5.0	December 2014	COO	Section 27 deleted and minor additions to Sections 8, 13, 17 and 24.	
Post Implementation Review				
Due Date			July 2016	