

QPAC WORK HEALTH AND SAFETY POLICY

DOCUMENT CONTROL

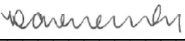
Document Name:	QPAC Work Health and Safety Policy		
Version:	005		
Approved by:	QPAC Board	Date approved:	September 2026
Maintained by:	Head of Safety	Date of next review:	September 2027

CONTENTS

Work, Health and safety Policy statement.....	2
Context	3
Our Organisation	3
Purpose	3
Application	3
Policy	4
Our Safety Philosophy.....	4
Our Safety Principles.....	4
Lead	4
Care.....	4
Learn	5
Adapt.....	5
Our Commitments	5
Legislative Commitment	6
WHS Management System	6
Enquiries.....	7
Review.....	7
Roles and Responsibilities	8
Definitions.....	10
References	12

WORK, HEALTH AND SAFETY POLICY STATEMENT

1. Queensland Performing Arts Centre (QPAC) is committed to protecting the physical and psychological health and safety of our Workers and others affected by our work.
2. Safety anchors everything we do. It is central to how we plan, make decisions, lead teams, deliver work and care for our people, artists, audiences and community.
3. Our approach is guided by four principles: Lead, Care, Learn and Adapt.
4. We lead through good planning, clear communication, meaningful consultation and shared accountability. We make decisions, manage risks and follow through on our responsibilities.
5. We care for the physical and psychological safety, wellbeing and recovery of our people. We treat each other with respect, build trust, support sustainable work and help each other succeed.
6. We learn from our Workers, experience, incidents, consultation, training and how work is actually done. We build the knowledge, understanding, confidence and capability needed to create safe work.
7. We recognise that work changes. We stay aware, plan ahead and respond safely to changing conditions, risks and operational needs without compromising safety.

Signed by: 

Chief Executive: Rachel Healy

CONTEXT

1. This Policy sets out QPAC's whole of organisation commitment, principles and approach for managing health, safety and wellbeing. It guides how we protect our Workers and others at QPAC, how we manage risks, how we consult and support safe, sustainable work.

Our Organisation

2. QPAC is a large and diverse cultural institution that delivers world-class performing arts experiences, community and education programs, and a wide range of customer, venue, technical, corporate and operational services. This breadth of activity requires a highly skilled and diverse workforce working collaboratively to support artists, audiences and the community.
3. QPAC's work includes programming and venue hire services, marketing and ticketing, event planning and delivery, technical operations, front-of-house services, hospitality, loading dock, workshops, facilities and maintenance, emergency response and first aid, and corporate services.
4. Work is undertaken across theatres, studios, foyers, public areas, back-of-house areas, loading docks, workshops, offices and hospitality areas. QPAC's operations involve Employees, Contractors, Sub-contractors, clients, Visiting Companies, artists, patrons, suppliers and other duty holders.

PURPOSE

5. This Policy sets out QPAC's commitment and approach to protecting the physical and psychological health, safety and wellbeing of Workers and others affected by our work.
6. It guides how QPAC manages health and safety risks in alignment with QPAC's Risk Management Plan, meets our legislative duties, consults with Workers, clarifies roles and accountabilities, builds knowledge and capability, learns from work and incidents, and continuously improves the WHS Management System.

APPLICATION

7. This Policy applies to all Employees, Contractors/Subcontractors, Visiting Production Companies, students, volunteers, work experience participants, board members, visitors and other persons undertaking activities at QPAC Workplaces.
8. Neither this Policy nor any part of its contents forms part of any person's contract of employment or engagement or creates, or forms part of, any contract between any other party to whom this Policy applies and QPAC.
9. QPAC may, in its absolute discretion, amend this Policy at any time.

POLICY

Our Safety Philosophy

10. We create safe work through strong planning, genuine care, listening to skilled and knowledgeable advisors, engaging and listening to workers experience and understanding how work is really done.
11. We believe safety is strengthened when people are supported to speak up, learn, develop, lead and adapt safely to changing conditions. Everyone has a role in identifying risks, improving controls and helping each other stay safe and succeed.
12. We maintain a culture where people care for one another, take ownership of safety, act with empathy, and feel trusted and supported to raise and respond to safety concerns.

Our Safety Principles

13. QPAC's approach to safety is guided by four principles: Lead, Care, Learn and Adapt.

Lead

14. We lead by making safety central to planning, resourcing and behaviour. Leaders create the conditions for safe, sustainable and successful work. Managers and supervisors must identify and escalate foreseeable or emerging resourcing and budget constraints that may affect safety or compliance.
15. This means we:
 - (a) make WHS part of operational and strategic decision-making;
 - (b) ensure risks are considered before work begins;
 - (c) provide direction, supervision, support and resources to manage WHS risks;
 - (d) clarify responsibilities and decision-making authority;
 - (e) act when risks are raised, and empower people to speak-up;
 - (f) model respectful and safe behaviour; and
 - (g) demonstrate leadership in safety across the performing arts industry.

Care

16. We care for the whole person. This includes physical safety, psychosocial safety, wellbeing, rehabilitation, recovery and ensuring people can go home safely.
17. This means we:
 - (a) protect people from physical and psychological harm;
 - (b) support safe and sustainable work;
 - (c) promote respect, trust and teamwork;

- (d) support injured or ill Employees to recover and return to work safely;
- (e) consider the impact of work design, workload, fatigue and change, and
- (f) maintain care as a core part of QPAC's safety philosophy.

Learn

- 18. We learn from our Workers, incidents, consultation, training, data and everyday work. We use this knowledge to improve how we plan, manage and support safe work.
- 19. This means we:
 - (a) listen to our Workers and understand work as it is actually done;
 - (b) learn from incidents, hazards, near misses and successful work;
 - (c) use data, trends and monitoring to improve WHS controls;
 - (d) communicate across teams where relevant;
 - (e) encourage curiosity, upskilling, reporting and continuous improvement; and
 - (f) avoid blame-focused responses that prevent learning.

Adapt

- 20. We recognise that work changes. We identify, plan ahead and adapt safely when conditions, risks, environments or operational needs change.
- 21. This means we:
 - (a) Consider and plan for foreseeable risks;
 - (b) remain vigilant and aware of changing conditions;
 - (c) review controls when work changes;
 - (d) support flexibility without compromising safety;
 - (e) empower our Workers to raise concerns and stop or pause unsafe work;
 - (f) support Employees recovery from physical or psychosocial incidents;
 - (g) build resilience and adaptive capacity across teams; and
 - (h) make sure systems support the work.

Our Commitments

- 22. QPAC anchors workplace health and safety (WHS) across the organisation through effective planning, clear communication, meaningful consultation, defined accountability, and strong knowledge and capability.

23. We plan by identifying risks early, provide appropriate resources, consider physical and psychosocial risks, plan for emergencies and changing conditions, and review controls whenever work changes.
24. We communicate WHS information in a timely, relevant and accessible way so Workers understand the risks, controls, responsibilities and safe ways of working. Leaders and Supervisors who direct work provide this information before work starts and whenever work, risks or controls change, using methods suited to the Workers engaged and circumstances.
25. We consult early and meaningfully with Workers, Health and Safety Representatives (HSR), the WHS Committee and others who are affected by, contribute to or control WHS risks. Consultation is proportionate to the risk, supports genuine participation and feedback, and is undertaken in accordance with QPAC's Consultation, Cooperation and Coordination Policy.
26. QPAC defines WHS roles, risk ownership, decision-making authority and escalation pathways. Workers, Visiting Companies, and Leaders understand and act on their responsibilities, risks are escalated when required, and agreed actions are completed and monitored.
27. QPAC resolves health and safety issues promptly, fairly and collaboratively through consultation with workers, HSRs and other relevant parties.
28. We support accountability through practical, role-relevant inductions, instructions, training and supervision, by verifying and maintaining current WHS information.

Legislative Commitment

29. QPAC meets its obligations under the Work Health and Safety Act 2011 and Work Health and Safety Regulation 2011. QPAC manages electrical safety risks so far as is reasonably practicable, including risks associated with electrical activities.
30. QPAC recognises that WHS duties may be shared. Where QPAC shares duties with another person conducting a business or undertaking, QPAC will consult, cooperate and coordinate activities so far as is reasonably practicable as outlined in the QPAC's Consultation, Cooperation and Coordination Policy.
31. Nothing in this Policy removes or reduces any duty held under legislation.

WHS Management System

32. QPAC maintains a WHS Management System that supports the identification, assessment, control, monitoring, and review of health and safety risks. QPAC maintains processes for the immediate escalation, notification and management of notifiable incidents, serious electrical incidents and dangerous electrical events, including preservation of the incident site where required by legislation.
33. The WHS Management System encompasses relevant policies, procedures, risk assessments, safe work procedures, registers, reporting mechanisms, consultation processes, assurance activities, and other tools necessary to support safe practices and legal compliance.
34. In managing WHS risks, QPAC applies the hierarchy of controls, aiming to eliminate risks where reasonably practicable and minimising risks where elimination is not feasible. QPAC maintains processes for reporting, investigating and learning from hazards, incidents, and near misses. Corrective actions are assigned, monitored and reviewed to strengthen controls, prevent recurrence and support continuous improvement.

35. QPAC manages psychosocial risks in accordance with its psychosocial risk management framework, including the Workplace Behaviour Policy and Sexual Harassment Prevention and Response Plan.
36. QPAC's management of WHS risks will align with QPAC's enterprise risk management framework, including its requirements for risk ownership, escalation, controls oversight, assurance and corrective-action monitoring.
37. WHS risks, control effectiveness and risk-treatment actions will be monitored, escalated and reported through Executive, RMAC and Board governance channels in accordance with QPAC's Risk Management Policy, Risk Management Plan and Risk Appetite Statement. This reporting supports accountability, officer due diligence and informed decision-making.

ENQUIRIES

38. If you have any enquiries regarding this Policy, please contact:
 - (a) your direct manager;
 - (b) your relevant Executive Director;
 - (c) Head of Safety;
 - (d) Executive Director – People and Culture; or
 - (e) General Counsel.

REVIEW

39. This Policy must be reviewed annually, or earlier where legislative, organisational or operational changes require review.
40. Workers HSRs and the WHS Committee will be consulted during policy reviews.

ROLES AND RESPONSIBILITIES

Role	Responsibilities
QPAC's Primary Duty of Care	QPAC will, so far as is reasonably practicable, ensure the health and safety of workers while they are at work. QPAC will also ensure, so far as is reasonably practicable, that the health and safety of other persons is not put at risk from work carried out as part of QPAC's business or undertaking. This includes providing and maintaining: • a safe work environment; • safe plant and structures; • safe systems of work; • safe use, handling and storage of plant, substances and structures; • adequate facilities for worker welfare; • information, training, instruction and supervision; • processes for consultation, cooperation and coordination; • processes for monitoring workplace conditions; and • processes for monitoring worker health where required.
Officers, including Board Members, the Chief Executive and Executive Team	Officers of QPAC include members of the Board of Trust, the Chief Executive and members of the Executive Team, Senior leaders may also be officers where they make, or participate in making, decisions that affect the whole or a substantial part of QPAC's business or undertaking. Officers must take reasonable steps to: • acquire and keep up-to-date knowledge of WHS matters; • understand QPAC's operations and associated hazards and risks; • ensure QPAC has appropriate resources and processes to eliminate or minimise risks; • ensure QPAC has processes for receiving and responding to WHS information; • ensure QPAC has processes for complying with WHS duties; and • verify that WHS resources and processes are being used.

Role	Responsibilities
Managers and Supervisors	Managers and supervisors are responsible for implementing this Policy within their area of responsibility. They must: • identify, assess and control WHS risks; • consult with workers and their representatives; • ensure workers are trained, instructed and supervised; • plan work so it can be carried out safely; • monitor work practices and workplace conditions; • respond to hazards, incidents and concerns; • escalate risks where required; • support injured workers and return to work processes; • communicate WHS expectations clearly; • maintain required records; and • model QPAC's WHS principles.
Workers	Workers must take reasonable care for their own health and safety and take reasonable care that their acts or omissions do not adversely affect the health and safety of others. Workers must also: • comply with reasonable WHS instructions; • cooperate with reasonable WHS policies and procedures; • report hazards, incidents, injuries and near misses; • participate in consultation when required; • use equipment, plant and substances safely; • use personal protective equipment where required; • complete required WHS training; • stop or pause work where there is a serious or immediate safety concern; and • support a respectful and safe workplace.

Role	Responsibilities
Contractors, Clients, Visiting Production Companies and Other Duty Holders	QPAC works with contractors, clients, visiting companies, suppliers and other duty holders. These parties have their own WHS duties and must work with QPAC to manage shared risks. QPAC will, so far as is reasonably practicable: • consult, cooperate and coordinate with other duty holders; • communicate WHS expectations before and during work; • require contractors and clients to meet relevant WHS requirements; • review risk assessments, safe work method statements, safety plans or other documentation where required; • monitor WHS performance where appropriate; • clarify site rules, emergency procedures and reporting requirements; • ensure risks introduced by external parties are managed; and • take action where WHS expectations are not met. Contractors, clients and visiting companies must follow QPAC's reasonable WHS requirements and must not place QPAC workers, patrons, performers or others at risk

DEFINITIONS

Term	Definition
Board Members	QPAC's Board members (Members of the Queensland Performing Arts Trust appointed under section 6(1) of the QPAT Act)
Consultation	The process of sharing information and exchanging views between a PCBU and workers (and, where relevant, other duty holders) about health and safety matters, and giving workers a reasonable opportunity to contribute to decisions that affect their health and safety.
Contractor/Subcontractor	An independent contractor who is engaged by QPAC, a Visiting Production Company or a contractor of QPAC to perform work under a commercial supplier contract or similar contract.
Duty Holder	Any person who owes a work health and safety duty under the WHS Act including PCBU, a designer, manufacturer, importer, supplier, installer or products or plant, officer or worker.

Term	Definition
Employees	All QPAC employees, including permanent, fixed term, casual, full-time, part-time, variable part-time and flexible part-time employees, labour hire (employed via a third-party labour hire agency), interns, work experience students and volunteers.
Hierarchy of Control	The hierarchy of control is a systematic approach for managing health and safety risks, applied in descending order of effectiveness. It requires duty holders to implement the highest-level control measure that is reasonably practicable to minimise risk. The levels are: 1. Elimination – removing the hazard entirely so that the risk no longer exists. 2. Substitution – replacing the hazard with a safer alternative. 3. Isolation – physically separating people from the hazard. 4. Engineering controls – using design or equipment modifications to reduce risk. 5. Administrative controls – implementing safe systems of work, policies, training, and procedures to manage exposure. 6. Personal Protective Equipment (PPE) – providing and requiring the use of suitable protective clothing and equipment.
Leader/Manager/Supervisor	Any Employee with line management responsibility for other Employees, Contractors or Visiting Companies.
PCBU	A person conducting a business or undertaking.
QPAC	Queensland Performing Arts Trust
QPAT Act	Queensland Performing Arts Trust Act 1977 (Qld)
Visiting Company	All individuals working for a company that is doing a show at QPAC, including but not limited to company employees, artists, technicians, producers, management, teachers and contractors.
Worker	A person who carries out work in any capacity for QPAC, including work as: • an Employee; • A Board Member; • a Contractor or subcontractor; • an employee of a Contractor or subcontractor; • an employee of a labour hire company who has been assigned to work in QPAC's business; • a contractor • Visiting company employees • an apprentice or trainee; • a student gaining work experience; or • a volunteer.

Term	Definition
Workplace Health and Safety Management System	A workplace health and safety management system is a set of policies, procedures and plans that systematically manages health and safety at work and can help to minimise the risk of injury and illness from workplace operations.

REFERENCES

Work Health and Safety Act 2011 (QLD)
Work Health and Safety Regulation 2011 (QLD)
Electrical Safety Act 2002 (QLD)
QPAC's Consultation, Cooperation and Coordination Policy
Managing the Risk of Psychosocial Hazards at Work Code of Practice 2022 (QLD)
Workplace Behaviour Policy
Sexual Harassment Prevention and Response Plan