Acknowledgement

This Guide was developed in collaboration with the Australian Drug Foundation. It is endorsed by the Service Chiefs, Vice Chief of the Defence Force and issued on behalf of the Chief of the Defence Force.
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Introduction to the ADF Event Management Guide

In the Australian Defence Force (ADF), events and ceremonies serve an important function in celebrating traditions, commemorations, marking special occasions, building esprit de corps and maintaining relationships with the Australian community, including families and friends. Well run events provide many benefits for the ADF and can enhance its reputation and profile in the community.

Alcohol can be viewed as a symbolic part of celebrations and traditions and, if managed safely and responsibly, can contribute to a successful event or occasion. Ineffective management and irresponsible serving practices of alcohol can create risks and possible incidents which have the potential to harm individuals as well as the reputation and capability of Defence.

Defence has identified that detailed planning and management of events, as well as prior consideration, authorisation and risk management of situations involving alcohol can significantly limit the potential for harm and adverse incidents. This Event Management Guide (Guide) will assist Officers in Charge (OIC), Officers Conducting the Activity (OCA) or Activity Coordinators with preparation and hosting of formal and informal events and the service and management of alcohol at an event.

The purpose of this Guide is to outline standards, guidelines and criteria for any situation where alcohol is supplied, served or consumed in order to minimise alcohol related risk and harm. The Guide identifies strategies and provides checklists and templates to support OICs and commanders/managers with the planning and management of an event, including risk management and reporting incidents. Our aim is to provide a healthier and safer environment for ADF events and work locations.

Adherence to the Guide will establish consistency around how alcohol is managed at formal events and will also inform the planning and conduct of informal events and other situations where alcohol is served or supplied to ADF members.

The development of this Guide was informed by a pilot program conducted by the Australian Drug Foundation in line with their Good Hosts program. It was also informed by the Queensland Government’s Planning Guide for Event Managers: Alcohol, Safety and Event Management. It is part of the ADF Alcohol Management Strategy (ADFAMS) and is in line with the National Drug Strategy’s harm minimisation approach towards alcohol, which focuses on supply, demand and harm reduction.
How to use this Guide

This Guide is to be read and implemented in conjunction with the Alcohol Behaviour Expectations Statement (ABES) and the ADF Leaders Guide to Alcohol Management. It should also be read and implemented in accordance with the Defence Catering Manual (DCM).

The Guide is divided into two parts:

Part A: provides information regarding the Event Management Guide Checklist, which is contained in Part B Section 1.

Part B: contains a suite of tools and templates to be used when planning any Defence event, including where alcohol is supplied, served or consumed. Part B specifically consists of:

- Event Management Guide Checklist
  - Event Overview
  - Planning for the Event
  - Responsible Service of Alcohol (RSA) Compliance
  - Work Health and Safety Considerations
  - Consultation and Documentation
- Responsible Service of Alcohol Guidelines
- Alcohol Behaviour Expectations Statement
- Acceptable and Unacceptable Serving Practices
- Managing Intoxicated People
- Example Event Risk Assessment Template
- Resources
Roles and Responsibilities

The importance of alcohol management at an event
Defence has identified that where alcohol is provided and/or consumed at ADF events, there can be risks to attendees, staff and public safety. Ineffective management and irresponsible serving of alcohol can lead to high risk incidents and behaviours such as drink driving, accidents, injury, damage to property, sexual assault and physical violence.

Officer in Charge or Officer Conducting Activity

The OIC or OCA is the individual who plans, organises and has oversight of the event. It is their responsibility to ensure the event is run in accordance with these Guidelines, as this will ensure enjoyment and safety of attendees and staff.

Poorly managed alcohol consumption can make problems worse at any event and may lead to situations where the event is unsafe and unsuccessful. It is important for OIC’s to plan and implement a range of strategies that will prevent or lessen the harm and risks associated with the provision and consumption of alcohol. This is a major part of event management and where possible, planning should start well before the event is scheduled to occur.

Commanders/managers and Leaders

It is the responsibility of all commanders/managers and leaders in the ADF to assess situations where alcohol is proposed to be used, at both formal and informal events, and to give specific approval prior to the event. This Guide is intended to provide information, advice and standard criteria to ensure every situation involving alcohol will be low risk.

The role of leaders at all levels is crucial in creating a positive alcohol culture in the ADF. Leaders have a responsibility to act as role models and ensure standards of appropriate behaviour regarding alcohol. They also have a responsibility to manage unacceptable situations in a swift, consistent and appropriate manner.

Incidents

Where an incident occurs at an event, a Quick Assessment (QA) is to be conducted in accordance with Defence Instruction (General) (Di(G)) ADMIN 67-2 Quick Assessment. The QA is to be completed by the commander/manager at the event, or by an ADF member who has been directed to conduct the QA by their commander/manager.

Risk

Prior to any event, a risk assessment should be developed similar to that at Part B Section 5. The risk assessment helps to ensure any risks that may occur at the event are identified and steps are taken to manage these risks where possible. This assists in planning a safe and successful event.
Types of Events

Events can generally be categorised into formal and informal events. Events planned for Defence can either be held on Defence establishments or outside Defence establishments. The planning, management and service of alcohol at the event will be dependent on these factors.

**Formal Events**

Formal events are defined by a set venue and duration. They have strict timings and formalities and cater for particular groups of attendees e.g. formal ADF events, balls, dining-in nights etc.

**Informal Events**

Informal events are defined by a general venue area and duration and often have less control of attendees entering and leaving throughout the duration of the event e.g. messes, unit boozers, organised sporting events etc.

**Events on Defence establishments**

If an event is held on a Defence establishment and is run by Defence Support and Reform Group (DSRG), then it is usually contracted to an outside organisation to supply hospitality services. In that case contractors or other staff will be required by State and Territory laws to comply with RSA Guidelines and Licensing Laws.

If the event is held on a Defence establishment but is not a DSRG run event, ADF members serving alcohol must be either RSA trained or read and sign acknowledgement of the RSA guidelines at Part B Section 2. In informal situations, leaders or OICs should also apply the RSA guidelines as well as the criteria in this Guide.

**Events outside Defence establishments**

Events held outside Defence establishments must comply with State and Territory liquor licensing laws and local council laws (e.g. areas where alcohol is prohibited or designated as alcohol free zones.)

1. EVENT OVERVIEW

1.1 Event details

It is important to provide clear and accurate information about the event. The type and capacity of the venue needs to be identified (e.g. hall, stadium, park, mess) as this will influence what you need to plan for and the types of activities that can be conducted. Timings need to be clarified early on as these will impact set up and cleaning times, along with helping to write invitations, promotional material etc.

It is helpful to identify the target audience and to estimate the total numbers predicted to attend. In most formal ADF events the actual numbers and demographics will be known in advance, however, for less structured and informal events, details may not be as clear. It is also important to clarify whether the event will be Formal or Informal as this will have a bearing on whether or not the service of alcohol will be by RSA trained staff or by service personnel who will need to be briefed on RSA guidelines and supervised to ensure these are followed.

1.2 OIC or OCA

The OIC is the person responsible for the overall organisation of the event. Information and contact details of the OIC are required before, during and after the event to support the responsibilities of commanders/managers, which are outlined in the ABES. It is essential for the OIC to be contactable at all times during the event by staff and other stakeholders.

1.3 Description of the event

Identifying the type of event assists in the overall planning. For example, for family events a lot more focus will be placed on catering for children and parents, whereas for formal events more focus will be on timings, food and seating. The description of the event should be detailed so that anyone reading the plan can clearly understand the nature and purpose of the event. The Activity Coordinator should identify entertainment requirements to ensure any bookings and necessary arrangements can be made well in advance of the event.

1.4 People considerations

It is important to ensure the event is socially inclusive so that all attendees feel valued, respected and their needs are met. Activities and entertainment at the event should be appropriate for the demographic of the attendees, considering factors such as cultural differences to avoid inappropriate or offensive environments. Cadets should be identified as they may be under the age of 18, which means they cannot be served alcohol.

1.5 Emergency contacts

Emergency contacts are to be available and easily obtained throughout the event. It is also important to brief unit/establishment security personnel (uniformed and civilian) about the event. OICs should liaise with base security personnel no less than 2 weeks prior to the event, to discuss their requirements for notification of an event.

1.6 Approval

Commanders and managers should always assess situations where alcohol is proposed to be used and provide approval for the use and access to alcohol in all situations in advance.
2. PLANNING THE EVENT

2.1 Funding
This is the first and most fundamental step when planning an event. Funding approval must be obtained before anything can be booked regarding an event, including the venue. Reference should also be made to FINMAN 2 for delegation limits etc.

2.2 Payment breakdown
A payment breakdown helps identify the cost of each item associated with the event, the source of funding for each item and the amount of funding each source contributes.

2.3 Selection of a venue
Selection and confirmation of a venue is crucial, as event planning cannot continue until a venue is booked. Quotes should be sought and venues put on hold where necessary, but no venue can be booked until funding approval is obtained.

2.4 Facility planning
This checklist helps ensure appropriate facilities are included, or considered, when planning the event.

2.5 Event promotion and ticketing
A critical element of successful hospitality management is the responsible promotion of events and the reinforcement of the expected behaviour of ADF members. It is essential for OICs to design and produce appropriate promotional material. The tone of the event can reduce the risk of excessive alcohol consumption and associated behaviours.

Promotional material should not emphasise the availability of alcohol. The commencement time for the event and the closing time should be clearly communicated.

OICs may choose to use tickets to predict and control numbers of attendees. Tickets can be used to communicate important information and may be accompanied by additional information such as maps, responsible drinking messages or transport arrangements. Using a range of promotional material can be useful, especially when trying to attract a large and various range of people to an event.

Alcohol should not be promoted as a prize or reward on its own. It may however be part of a larger prize such as a food hamper.

2.6 Clothing
It is important to advise attendees of the dress code prior to the event. Attendees may be required to dress in accordance with each Service’s Standing Orders of Dress, or dress as outlined by commanders or managers.

2.7 Transport
Planning for and organising safe transport acts as a deterrent to potentially unsafe practices such as drink driving and demonstrates Defence’s commitment to the safety and wellbeing of all function attendees.

Parking facilities, public transport and/or economical transport options will help attendees get to and from an event safely. Public or arranged transport, along with the provision of taxi numbers, can promote responsible drinking behaviours. It is also important to ensure cordoned off parking areas are available where special guests are invited.

It is the OIC’s duty of care to offer safe transport options to individuals who are evicted or asked to leave an event because of intoxication, unacceptable behaviour or for any other reason. The OIC is permitted to delegate this responsibility.
2.8 Noise
When selecting the venue and entertainment, consideration needs to be given to the level of noise before, during and after the event and how this may affect local residents, curfews etc.

2.9 Weather
For outdoor events, consideration needs to be given to issues such as shade options and the time of year. A wet weather plan should always be in place in case the event cannot be held outdoors. Venues should also be checked to ensure they have appropriate heating or cooling.

2.10 Command and control
It is important to identify who is responsible for conducting an event, and where necessary to assign key duties to individuals. The OIC needs to ensure individuals are aware of their responsibilities and monitor tasks to check they are completed.

2.11 Food, water and non-alcoholic beverages
There needs to be a range of substantial food options when alcohol service is more than two hours in duration. Food plays a role in slowing the rate of alcohol absorption and therefore reduces the risk of rapid intoxication. Providing food at events can also reduce the focus on alcohol and may assist in moderating alcohol consumption.

‘Substantial’ food is defined as a minimum of hot/cold platter or buffet-style food options. It does not include nut/chip/dip options, although these may be provided in addition to substantial food.

Water should be provided free of charge and there should be at least two other non-alcoholic options and one low alcohol option (2.8% or less). All those options should be cheaper than full strength alcohol.

2.12 Toilets
Toilet facilities at the event should be adequate for the number of attendees, should be well identified and lit, close enough to the venue and adequate for those with special needs (e.g. disabled, parents with babies).

2.13 Entry and exit details
Visitor passes should be arranged prior to the event and attendees should be informed what the procedure is for acquiring and displaying these. Where necessary, Garrison security should be advised of the event and timings to ensure attendees can enter and exit the premises smoothly and with little disruption.
3. RESPONSIBLE SERVICE OF ALCOHOL (RSA) COMPLIANCE

3.1 RSA Compliance

Where alcohol is being served at the event, a number of factors need to be considered. Events supported by DSRG will have RSA guidelines as part of their contracting arrangements. Events held at Defence Establishments or on Commonwealth Land is that are not supported by DSRG will require members who serve alcohol to be either RSA trained or to read and sign acknowledgement of the RSA Guidelines (Part B Section 2).

3.2 Alcohol service

All persons who serve alcohol, either ADF members, Defence personnel or contract personnel, should be RSA trained. In circumstances where this is not possible, such as when some ADF members are rostered for bar duty, they should be familiar with, and sign acknowledgement of, the RSA Guidelines (Part B Section 2).

The RSA Guidelines apply to individuals who serve alcohol and to commanders/managers who are organising or coordinating events where alcohol is consumed.

Alcohol should only be served during the allocated hours for the event in a designated area. Alcohol should not be taken outside the event.

When alcohol is provided on an ‘all inclusive’ basis as part of ticketing or general cost, there is a danger that attendees will try to ‘get their money's worth' and drink to excess. Consequently there should be mandatory service breaks, especially in table service events of more than two hours duration, and there should be at least two 15 minute breaks. Alcohol service should also cease during speeches or formality. This is when water and other non alcoholic drinks can be replenished.

Service of alcohol should cease prior to the conclusion of the event but non alcohol options should continue to be available.

At all events and in all situations where alcohol is served or supplied, RSA principles are to be applied. The OIC is to ensure members are aware that intoxicated persons will be refused alcohol service and if necessary, evicted from the event with an offer of arranging safe transport.

There should be an agreed incident management process determined prior to the event and if an incident does occur a report should be made using a QA in accordance with Di(G) ADMIN 67-2.

The RSA Guidelines apply to individuals who serve alcohol and to commanders/managers who are organising or coordinating events where alcohol is consumed.

Glasses should not be topped up in table service but refilled when empty and only after asking the member or guest's permission.

All serving trays at events should contain a mixture of water, alcoholic and non alcoholic drinks. There should also be non alcohol only drink trays. There should be a plan relating to the collection of glasses and consideration given to any restrictions on where glasses cannot be taken e.g. the dance floor.

Supervisors and servers of alcohol need to be aware of drink spiking. The most common form of drink spiking involves having extra alcohol added to a drink. Ways to minimise the risk of drink spiking include removing unattended glasses, reporting suspicious behaviour, not selling or promoting alcohol in a way that leads to rapid consumption, watching for signs that a person has suddenly become drunk and being aware of unusual requests, such as beer with a shot of vodka.

3.3 Activities

In any situation where alcohol is served, supplied or consumed any activity that promotes rapid alcohol consumption or contributes to risky drinking should not be allowed. Examples of such activities include:

- Cheap drink promotions (including Happy Hours)
- Drinking games
- Drinking competitions
- Serving Doubles
- Serving Shots

See Part B Section 4: Acceptable and Unacceptable Serving Practices.
4. WORK HEALTH AND SAFETY CONSIDERATIONS

4.1 First aid and emergency

In accordance with Work Health and Safety (WHS) standards there should be sufficient personnel present with Basic First Aid qualifications to meet the needs of the number of people attending the event.

4.2 Smoking

There is both legal and social responsibility attached to creating a smoke-free environment. The creation of smoke-free areas at events ensures a healthier environment and a more enjoyable amenity for all attendees.

The designated smoking area should be appropriately located, sheltered and sign posted and security coverage of the area needs to be considered.

4.3 Access friendly

In planning the event the OIC should ensure that access and facilities are safe and suitable for elderly, disabled and other patrons with special needs. Care should also be taken to ensure that people leaving the event are directed to safe crossings and warned of any hazards.

4.4 Incidents

Defence is required to comply with WHS conditions. The OIC has a duty of care to ensure the event meets WHS requirements. Consultation with stakeholders in the planning process will assist in this matter. The OIC is to complete an Event Risk Assessment similar to the one at Part B Section 6. All incidents related to alcohol should be recorded on an alcohol incident report. Also if appropriate a Form AC 563 - Defence Work Health and Safety (WHS) Incident Report - should be used.
5. CONSULTATION AND DOCUMENTATION

5.1 Communication register
Events need to be organised in consultation with key stakeholders. These can include the Mess President, Mess Manager, Base Manager, Duty Officer, Security, caterers etc. Key stakeholders should be contacted well in advance of the event to allow sufficient time for organisation.

5.2 Planning meetings
Planning meetings should be conducted with key stakeholders well in advance of the event to allow sufficient time for organisation and any planning changes.

5.3 Briefing before the event
Prior to the event the OIC should organise a pre-event briefing with key stakeholders and people who have specific tasks at the event. Briefing issues should include: communication, key contacts, responsible service of alcohol, security and emergency procedures.

5.4 Post-activity debriefing
A formal debriefing should occur with key stakeholders after the event. An event evaluation should be conducted to determine what worked well and what could be improved upon (how and why).

5.5 Records maintenance
It is important to maintain records of contact with various stakeholders. This is useful for the planning of the event and it provides a useful reference tool for the planning of future events or evidence of planning should the event have any problems. Any incidents should be recorded using a QA, in accordance with DI(G) ADMIN 67-2. The OIC should ensure all relevant documents are kept and filed.
# Part B Section 1: 
Event Management Guide Checklist

## 1. EVENT OVERVIEW

### 1.1 Event details

<table>
<thead>
<tr>
<th>Name of the Event:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of the Event:</td>
</tr>
<tr>
<td>Venue:</td>
</tr>
<tr>
<td>Address:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of event</th>
<th>Formal</th>
<th>Casual</th>
<th>Happy hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ceremonial</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Themed</td>
<td></td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Venue (hall, stadium, mess, oval etc):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity of Venue:</td>
</tr>
<tr>
<td>Estimated number of attendees:</td>
</tr>
<tr>
<td>Estimated number of attendees under 18:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Catering requirements:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beverage requirements:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time of Event:</th>
<th>START:</th>
<th>FINISH:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bar opening hours:</td>
<td>START:</td>
<td>FINISH:</td>
</tr>
<tr>
<td>Time for all patrons to vacate venue:</td>
<td>START:</td>
<td>FINISH:</td>
</tr>
<tr>
<td>Required Set up time:</td>
<td>START:</td>
<td>FINISH:</td>
</tr>
<tr>
<td>Required time to return to original condition:</td>
<td>START:</td>
<td>FINISH:</td>
</tr>
</tbody>
</table>

### 1.2 OIC or OCA

<table>
<thead>
<tr>
<th>OIC name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit/Establishment:</td>
</tr>
<tr>
<td>Contact numbers:</td>
</tr>
<tr>
<td>Email:</td>
</tr>
<tr>
<td>Contact number during event:</td>
</tr>
</tbody>
</table>

Have you contacted the PMC, Mess Manager or Base Manager regarding the facility?

<table>
<thead>
<tr>
<th>Comments:</th>
</tr>
</thead>
</table>
1.3 **Description of the event**

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe the event (what is the purpose of the event):</td>
<td></td>
</tr>
<tr>
<td>Outline the target audience:</td>
<td></td>
</tr>
<tr>
<td>Type of entertainment being provided (e.g. band, military tattoo etc):</td>
<td></td>
</tr>
<tr>
<td>If a mixed event (e.g. other ranks and Officers), have the expectations for the night been communicated e.g. the ORs to leave the Mess at the end of the night or not allowed in certain areas:</td>
<td></td>
</tr>
</tbody>
</table>

1.4 **People considerations**

<table>
<thead>
<tr>
<th>Question</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infants/children in attendance?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cadets in attendance?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minors in attendance (under 18)?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is there cultural/ethnicity considerations?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will there be disabled/special needs attendees?</td>
<td></td>
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</tbody>
</table>

**Comments:**

Have you considered dietary requirements? | YES | NO |

1.5 **Emergency Contacts**

<table>
<thead>
<tr>
<th>Contact</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duty Officer Contact:</td>
<td></td>
</tr>
<tr>
<td>Garrison Security Contact:</td>
<td></td>
</tr>
<tr>
<td>Mess Manager Contact:</td>
<td></td>
</tr>
<tr>
<td>Mess President Contact:</td>
<td></td>
</tr>
<tr>
<td>Medical Centre Contact:</td>
<td></td>
</tr>
<tr>
<td>Local Emergency Services Contacts:</td>
<td></td>
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<tr>
<td>Taxi number:</td>
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</table>

1.6 **Approval**

<table>
<thead>
<tr>
<th>Name:</th>
<th>Name:</th>
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</thead>
<tbody>
<tr>
<td>Rank:</td>
<td>Rank:</td>
</tr>
<tr>
<td>Position:</td>
<td>Position:</td>
</tr>
</tbody>
</table>

Signature: Date: Signature: Date:
2. PLANNING FOR THE EVENT

2.1 Funding

Do you have funding approval for the event? □ YES □ NO

Is the event self funded (is the individual required to pay for their ticket)? □ YES □ NO

2.2 Payment breakdown

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
<th>Source of funding</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

2.3 Selection of a venue

Is venue confirmed and booked? □ YES □ NO

2.4 Facility planning

Tick the checklist to ensure appropriate facilities have been considered and are included:

- □ Entrances and exits clearly marked
- □ Emergency access routes
- □ Appropriate access for vehicles
- □ Paths for pedestrians
- □ Adequate parking
- □ Seating and table facilities
- □ Stage location
- □ Entertainment sites
- □ Security of weapons
- □ First aid officer
- □ Beverage services (including alcoholic and non alcoholic)
- □ Food including dietary requirements
- □ Toilet facilities including access and parent friendly
- □ Rubbish bins
- □ Emergency response procedures
- □ Media points (TV and radio)
- □ Area for children and parents
- □ Designated smoking area
- □ Contact number for emergencies at the venue (to be provided to duty officer)
- □ Hat, coat and umbrella checking facilities
### 2.5 Event promotion and ticketing

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you need to write an Administrative Instruction for the event?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you need to sell tickets?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If yes, what will be included in the price of the ticket?</td>
<td></td>
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</tr>
<tr>
<td>Comments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you need to create promotional material/advertise the event e.g.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>service newspaper, posters?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will all event promotional material emphasise responsible alcohol</td>
<td></td>
<td></td>
</tr>
<tr>
<td>consumption?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will event promotion (including invitations/tickets/web) ensure the</td>
<td></td>
<td></td>
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<tr>
<td>availability of alcohol is not emphasised in a manner which encourages</td>
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<td></td>
</tr>
<tr>
<td>excessive consumption?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comments:</td>
<td></td>
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<tr>
<td>Are you inviting dignitaries or guests?</td>
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<tr>
<td>If yes, who is their liaison/contact person, including phone and</td>
<td></td>
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<tr>
<td>email?</td>
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<tr>
<td>Who is responsible for writing and sending invitations?</td>
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<td>Comments:</td>
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<tr>
<td>Have you assigned someone to receive the monies and RSVP responses</td>
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<tr>
<td>(including bank account)?</td>
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<tr>
<td>Do you need to set up an email account for responses?</td>
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<tr>
<td>Who is the contact person for questions?</td>
<td></td>
<td></td>
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<tr>
<td>Comments:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2.6 Clothing

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there a dress code for the event?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2.7 Transport

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will transport options be communicated in event invitations/promotional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>material and be promoted during the event?</td>
<td></td>
<td></td>
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<tr>
<td>Can attendees drive to the venue?</td>
<td></td>
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<tr>
<td>Is there public transport available to/from the venue?</td>
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</tbody>
</table>
Will transport be provided by the unit?  □ YES □ NO  

<table>
<thead>
<tr>
<th>Comments:</th>
</tr>
</thead>
</table>

Is parking cordoned off for dignitaries or guests?  □ YES □ NO  

Are taxis pre-ordered or local taxi numbers available on the night?  □ YES □ NO  

Is the facility safe for vehicles to be left for the evening/overnight?  □ YES □ NO  

### 2.8 Noise

| Have you notified public facilities of the event and potential noise? e.g. on base near a married patch | □ YES □ NO |
| Have you notified public of potential noise e.g. discharging weapons? | □ YES □ NO |
| Have you considered local council noise curfews? | □ YES □ NO |

### 2.9 Weather

<p>| Have you considered wet weather plans for an outdoor event? | □ YES □ NO |</p>
<table>
<thead>
<tr>
<th>Comments:</th>
</tr>
</thead>
</table>

| Has appropriate shelter been provided (e.g. sun protection)? | □ YES □ NO |
| Is the facility appropriately heated or cooled? | □ YES □ NO |

### 2.10 Command and Control

<p>| Who is responsible for conducting the evening? | |</p>
<table>
<thead>
<tr>
<th>Comments:</th>
</tr>
</thead>
</table>

| In case of emergency, who is the appropriate coordinator of the incident? | |
| Comments: |
Have you notified the duty officer of the contact number for the event? □ YES □ NO

Do you need to assign tasks to certain people (e.g. toasts, hosting people, organising food)? □ YES □ NO

<table>
<thead>
<tr>
<th>Task</th>
<th>Who is assigned?</th>
<th>Are they aware of their role?</th>
<th>When is task to be completed?</th>
<th>Has task been completed?</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

2.11 Food, water and non-alcoholic beverages

Is there substantial food and a mixture of choices? □ YES □ NO

Have you notified the steward staff where the dietary requirements are seated? □ YES □ NO

Do you need to serve pre-dinner drinks and canapés? □ YES □ NO

Do you need to organise food for children? □ YES □ NO

Are you catering for the support staff e.g. stewards, cooks? □ YES □ NO

Will water be provided free of charge for the duration of the event (consider water stations, water jugs, bottles of water)? □ YES □ NO

Will there be enough non-alcohol and low alcohol options available? □ YES □ NO

Will non and low-alcoholic options be cheaper than full strength alcohol drinks to reduce excessive alcohol consumption? □ YES □ NO

Have you considered dietary requirements? □ YES □ NO

What are the dietary requirements?

Comments:
2.12 Toilets

Are there enough toilet facilities to cater for the number of attendees (including disabled and parent friendly)? □YES □NO

Are the toilets close enough to the venue? □YES □NO

Is there adequate lighting between the venue and the toilets? □YES □NO

Are they clearly signposted male and female, or unisex? □YES □NO

Will the toilets have disposable services (e.g. sanitary waste bin, nappies)? □YES □NO

Comments:

2.13 Entry and exit details

Do you need to arrange visitor access passes? □YES □NO

Do visitors need to display passes and/or be escorted? □YES □NO

Have you advised Garrison security of the function and timings? □YES □NO
### 3 RESPONSIBLE SERVICE OF ALCOHOL (RSA) COMPLIANCE

#### 3.1 RSA Compliance

Will alcohol be served or supplied at the event?  

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

**Comments:**

If yes, is the event held on:  

<table>
<thead>
<tr>
<th></th>
<th>Defence establishment</th>
<th>DSRG run event – RSA guidelines part of contracting arrangements</th>
<th>Unit run event – members serving alcohol must be either RSA trained or read and sign acknowledgement of the RSA guidelines Part B Section 2</th>
<th>External grounds – need to comply with State and Territory liquor licensing laws</th>
</tr>
</thead>
</table>

Where will you display the ABES and the RSA guidelines?  

**Comments:**

Do all bar servers understand they must not consume alcohol while on duty?  

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

#### 3.2 Alcohol service

Have you checked if there are any Base specific rules regarding service of alcohol?  

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

**Comments:**

Do you have a serving limit per person (e.g. four drinks)?  

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

**Comments:**

- Have you briefed staff on times beverages will be served (e.g. no serving during speeches)?  
  - YES NO
- Have staff been instructed to fill ‘empty only’ glasses (e.g. no topping up)?  
  - YES NO
- Is there an appropriate strategy for the ceasing of alcohol service?  
  - YES NO
How will under-age patrons be identified?

Comments:

Is the alcohol service area clearly identified?  □ YES □ NO

Are there designated non drinking areas?  □ YES □ NO

Who is responsible for dealing with intoxicated/inappropriate behaviour?

Comments:

Have support staff been briefed on how to manage intoxicated/inappropriate behaviour?  □ YES □ NO

Have you arranged breaks for the service staff?  □ YES □ NO

Comments:

What types of containers will be used to serve drinks? Will they have the standard drink markings?

Comments:

Where glasses of alcohol are being served, are they poured as a standard drink?  □ YES □ NO

What training will bar personnel receive to pour standard drinks?

Comments:

Are staff aware of the possibility of drink spiking and have you employed strategies to prevent this?  □ YES □ NO

Comments:

3.3 Activities

Have you confirmed that activities which may promote rapid alcohol consumption, or contribute to risky or harmful drinking, are not part of the event (e.g. cheap drink promotions, drinking games, serving shots)?  □ YES □ NO

Comments:

Have you ensured alcohol is not used as the sole element of an award, raffle, thank you gift or prize?  □ YES □ NO
4 WORK HEALTH AND SAFETY CONSIDERATIONS

4.1 First Aid and emergency

Will there be personnel with Basic First Aid qualifications in attendance? □YES □NO

Where is the First Aid Kit located?

Comments:

Where will Emergency Contact numbers be clearly displayed?

Comments:

Emergency exits clearly displayed (where applicable)? □YES □NO

Does the venue have emergency facilities, including smoke detectors, fire alarms and fire extinguishers? □YES □NO

How will everyone be informed of the emergency evacuation plan?

Comments:

Who is the nominated person to authorise an evacuation?

Comments:

4.2 Smoking

Is there a designated smoking area? □YES □NO

Is the designated smoking area appropriately located, sheltered and sign posted? □YES □NO

Are all Commonwealth/Council/other controlling authority outdoor smoking laws/obligations complied with? □YES □NO

4.3 Access friendly

Is the venue access friendly (e.g. ramps, stairs, lift, wheelchair access)? □YES □NO

Has venue lighting been considered (both internal and external lighting should be inspected. If the event is to be held at night, the venue should be inspected during the evening)? □YES □NO

Are parking facilities at or near the venue? □YES □NO

Is there enough floor space? □YES □NO

Are the toilet facilities adequate for the number of attendees (including access friendly toilets)? □YES □NO

4.4 Incidents

Who will conduct a Quick Assessment (all incidents are to be maintained on file using the Quick Assessment in accordance with DI(G) ADMIN 67-2)? □YES □NO

Comments:
5  CONSULTATION AND DOCUMENTATION

5.1  Communication register

List the names of individuals/organisations communicated with in planning this event:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Contact Name</th>
<th>Contact Number</th>
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</thead>
<tbody>
<tr>
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</table>

5.2  Planning meetings

When and where will planning meetings be held?

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Who will attend?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

5.3  Briefing before the event

A meeting will be conducted with key stakeholders just before the event on:

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Who will attend?</th>
</tr>
</thead>
<tbody>
<tr>
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</table>
5.4  **Post-activity debriefing**

Will a post-activity debriefing be held after the event?  □ YES □ NO

Comments:

Will a post-activity report be written?  □ YES □ NO

Comments:

5.5  **Records maintenance**

How will records of meetings be maintained (e.g. minutes, reports)?

Comments:

Where will incident reports be saved?

Comments:

Are you required to write an Administrative Instruction?  □ YES □ NO

Have the following documents been kept and filed?

- □ Funding approvals
- □ Invoices
- □ Quotes
- □ Contracts
- □ Inward correspondence
- □ Outward correspondence
- □ Notes of important conversations
- □ Promotional material
- □ Tickets
- □ Incident report/s
- □ Completed Event Management Guide Checklist
- □ Administrative Instruction
Part B Section 2: Responsible Service of Alcohol Guidelines

---

**Guideline 1**
Alcohol should not be served to, or by, individuals under 18.

**Guideline 2**
Alcohol should not be served to, or by, an individual once intoxication is identified.

**Guideline 3**
Alcohol should not be served to an individual who has been identified as obtaining alcohol for a person who is intoxicated, or who is assisting an intoxicated person obtain alcohol.

**Guideline 4**
Alcohol should not be served to, or by, an individual displaying unacceptable behaviour and not upholding Defence's Core Values or the Alcohol Behaviour Expectations Statement.

**Guideline 5**
Any person serving alcohol should also make available low-alcohol and non-alcohol drinks.

**Guideline 6**
Any person serving alcohol must provide access to water.

**Guideline 7**
Any person serving alcohol or organising the service of alcohol for 2 hours or longer must provide access to substantial food.

**Guideline 8**
Any person serving alcohol should evict an individual who is not responding positively to intervention, or whose intoxication or behaviour is a risk to themselves or others.

**Guideline 9**
When alcohol is being served measures should be taken to provide access to safe transport.

**Guideline 10**
Any person serving alcohol should take measures to minimise the risk of drink spiking.

**Guideline 11**
Any person serving alcohol should report alcohol-related incidents.

**Guideline 12**
Any person serving alcohol should take all possible measures to prevent the rapid and/or excessive consumption of alcohol among individuals.

I acknowledge I have read and am familiar with the above RSA Guidelines

Signature:   Name:   Date:
Part B Section 3:

**ALCOHOL BEHAVIOUR EXPECTATIONS STATEMENT**

Alcohol is widely used and enjoyed by many Australians, including those who serve in the Australian Defence Force (ADF). When used responsibly, it can help contribute to marking special occasions, building esprit de corps, and celebrating events and traditions.

This enjoyment is threatened when any Defence member drinks at levels likely to cause short or long term harm. Drinking in this way will be detrimental to a member’s health and safety, and also impact negatively on behaviour; professional performance; work and personal relationships; unit morale; and the reputation of the ADF.

As an organisation, the ADF is committed to minimising alcohol-related harm in order to enhance operational capacity, reduce personal harm and minimise operational costs. We do this by providing education and information to our members about responsible alcohol use; managing the availability and supply of alcohol; providing support and treatment to those who require it; and monitoring and responding to alcohol-related incidents.

The ADF expects its leaders, at all levels, to contribute to shifting the negative alcohol-related cultural patterns which currently exist. This includes being a responsible role model, particularly with regard to standards of appropriate behaviour regarding alcohol. It involves ensuring your decisions about alcohol are made in the context of controlling the demand, supply and availability of alcohol and alcohol-related harms. It requires you to affirm and reinforce the expectations of this Behaviour Statement regularly with your sailors, soldiers and airmen and women, and manage unacceptable situations in a swift, consistent and appropriate manner.

When drinking – anywhere or at any time – the ADF expects all members to:

**Be responsible**: Drinking more than four standard drinks on any single occasion more than doubles the risk of injury and accidents in the following six hours, and this risk increases rapidly with each additional drink. It is possible to drink at a level that is less risky, while still having fun.

**Be safe**: Consuming alcohol will affect your concentration, physical co-ordination, alertness and judgement, which may leave you in situations where you feel unsafe or result in you taking risks you usually wouldn’t take. If your drinking regularly puts your personal or workplace safety or the safety of others in jeopardy, you need to take steps to cut back.

**Be respectful**: Being affected by alcohol can impact your decision-making and contribute to anti-social behaviour, violence and abuse. Respectful relationships are based on trust, honesty, fairness, and equality. Don’t let alcohol have an effect on your respect for others or yourself.

**BE RESPONSIBLE, BE SAFE, BE RESPECTFUL**

**D.J. Hurley, AC, DSC**  
General  
Chief of the Defence Force

12 June 2013
Part B Section 4: Acceptable and Unacceptable Serving Practices

Acceptable Serving Practices

Acceptable serving practices are those which DISCOURAGE the rapid and/or excessive consumption of alcohol. They include:

1. **Pouring standard drinks.** Pouring standard alcoholic drinks helps individuals manage their alcohol consumption by counting drinks. Serving staff should use glassware that has plinth markings where possible;

2. **Slowing down service.** Members should attempt to monitor the rate at which individuals are requesting alcohol. If an individual requests alcohol immediately after having been served, it is important to slow down the service of alcohol. You can stay busy by serving other people or cleaning bench tops and bars;

3. **Waiting for the individual to request alcohol.** Do not fill a glass unless requested;

4. **Serving water, non-alcoholic and low-alcoholic options.** These drinks should always be provided and readily available as an alternative to alcohol;

5. **Adapting the focus of “Happy Hours”.** Rituals such as Happy Hours are to be discouraged;

6. **Taking breaks in the service of alcohol.** This ensures service is not constant;

7. **Serving water and soft drinks during alcohol breaks.** In situations where alcohol is served from trays (tray-service), break up alcohol service with water and soft drinks;

8. **Ceasing to serve alcohol during formalities.** If members are concentrating on speeches or awards it is less likely they will require alcohol. Ceasing service of alcohol also displays a level of respect to those conducting the formalities;

9. **Ceasing to serve alcohol at an agreed time.** This will ensure individuals do not have an unending amount of time to purchase or request alcohol. Ceasing service should preferably include closing the bar before an event is to finish; and

10. **Serving no more than four drinks per person at a time.** Care should be taken to ensure that members are not stockpiling and not drinking excessively or too quickly.
Unacceptable Serving Practices

Unacceptable serving practices are those which ENCOURAGE the rapid and/or excessive consumption of alcohol. These practices are not acceptable and should not be tolerated or encouraged. They include:

1. **Topping up drinks.** If an individual’s drink is topped up before their glass is empty, then they are less able to control and monitor their own consumption;

2. **Serving more than two shots at one time.** Encourages rapid intoxication;

3. **Serving doubles or triples.** Individuals will become intoxicated faster due to the higher amount of alcohol in their system;

4. **Serving mixed shot/energy drink combinations such as “laybacks”, “slammers”, “blasters” or “bombs”;**

5. **Serving in glasses which can not be rested.** Glasses which cannot be rested (such as test tubes) force the individual to consume the alcohol immediately rather than taking breaks between drinking;

6. **Serving in containers that encourage rapid consumption.** Containers such as yard glasses mean that the individual is unable to monitor their drinking. These types of containers also encourage irresponsible behaviour where individuals are pressured by friends to drink as much as possible as quickly as possible;

7. **Serving alcohol while holding a person’s EFTPOS card or money.** Individuals will not be able to monitor or control their own liquor spending;

8. **Encouraging drinking games or competitions.** Individuals will become intoxicated faster due to the frequent and uncontrolled practices involved in drinking games;

9. **Encouraging reward schemes or drink cards.** These schemes encourage individuals to consume more alcohol than they would normally drink; and

10. **Encouraging/allowing stockpiling.** Stockpiling of drinks encourages individuals to consume alcohol even when it can no longer be purchased or supplied. Once obtained, individuals will feel it necessary to consume all that they have, resulting in intoxication. This is most likely to occur at the end of the night when the bar closes.
Part B Section 5: Managing Intoxicated People

It is important to respond promptly and efficiently when dealing with people who are intoxicated, so that you can identify the immediate needs of the person and any potential concerns that could arise.

In accordance with the NSW Liquor Act 2007, a person is deemed intoxicated if:

- The person’s speech, balance, coordination or behaviour is noticeably affected, and
- It is reasonable, in the circumstances, to believe that the affected speech, balance, coordination or behaviour is the result of the consumption of alcohol.

### Guidelines for identifying intoxication

<table>
<thead>
<tr>
<th>Speech</th>
<th>Slurring words, talking in rambling or unintelligible sentences, person is incoherent or muddled in their speech.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance</td>
<td>Unsteady on their feet, stumbling or bumping into people or objects, swaying uncontrollably or cannot stand or walk straight.</td>
</tr>
<tr>
<td>Coordination</td>
<td>Fumbling when performing simple tasks, having difficulty counting money or paying, spilling or dropping their drink, having difficulty in opening or closing doors.</td>
</tr>
<tr>
<td>Behaviour</td>
<td>‘Becoming’ rude, aggressive, argumentative, offensive, bad tempered, belligerent, loud, disorderly, boisterous, offensive language, drinking rapidly etc. (NB: the emphasis on ‘becoming’; event staff are to intervene early and not wait until patrons become intoxicated to manage them).</td>
</tr>
</tbody>
</table>

It is important to take into account all circumstances of the situation when determining if someone is intoxicated. The health and wellbeing of the person is paramount and appropriate action should be taken to ensure their safety.

**What to do if an attendee is intoxicated**

If you have reasonable grounds to believe someone is intoxicated as a result of their consumption of alcohol you must refuse service to that person. Under the law the person must also be asked to leave the premises.

**Managing intoxication**

To avoid prosecution for having an intoxicated person on site or serving alcohol to an intoxicated person, the OIC (or another delegated person responsible) must prove they took the following steps:

- Asked the person to leave the licensed premises;
- Contacted, or attempted to contact, police or authorised Base personnel for assistance in removing the person from the premises; and
- Refused to serve the person any alcohol after becoming aware that the person is intoxicated.

Some people may consume alcohol before an event.Whilst you can’t manage someone doing this, you can manage the messaging prior to the function, requirements for entry to the event and monitoring post entry. Ways of managing these situations include:

- Ensuring promotion of the event includes responsible alcohol management;
- Communicating that intoxicated individuals will not be allowed entry to the event; and
- RSA trained personnel, OIC’s and/or security monitoring venue entrances identify those who may be intoxicated prior to entry.
**Refusing Service**

- Introduce yourself to the person, tell them your name and your role and ask their name.
- Approach the person in a friendly and respectful manner. Patronising or authoritarian attitudes can often evoke anger and make the person aggressive – this is a common response to threats to one's dignity and self-respect. Try not to speak to the person in front of others.
- When speaking to the person; use their name; use slow, distinct speech; use short, simple sentences; avoid emotion and involved discussions; use appropriate eye contact (limit for cultural reasons); and adjust speaking pace to match the individual's.
- Give a clear, concrete statement that by law they cannot be served another drink.
- Notify the manager/licensee/ supervisor or security. Also notify other bar staff that you have refused service to the person.
- The Duty Officer should give a clear instruction that the person must leave the premise. If necessary, guide them to the exit, ensuring they have all their personal belongings with them and ensuring that they have safe transport.
- If considered necessary, command may consider imposing a short-term ban.
### Example Event Risk Assessment template

<table>
<thead>
<tr>
<th>Risk Event</th>
<th>Impact Controls/Mitigation Strategies</th>
<th>Impact(s) of Risk Event</th>
<th>Risk Level (according to Risk Matrix)</th>
</tr>
</thead>
<tbody>
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<tr>
<th>Office conducting the event:</th>
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<tbody>
<tr>
<td>First Name:</td>
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<tr>
<td>Signature:</td>
</tr>
<tr>
<td>PMKeyS:</td>
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<tr>
<td>Surname:</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Office authorising the event:</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Name:</td>
</tr>
<tr>
<td>Signature:</td>
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<tr>
<td>PMKeyS:</td>
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<td>Surname:</td>
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<thead>
<tr>
<th>OIC:</th>
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<tbody>
<tr>
<td>Goal of event:</td>
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<tr>
<td>Start Date:</td>
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<tr>
<td>End Date:</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Location:</th>
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**Example Event Risk Assessment template**

**Part B Section 6:**
Part B Section 7: Resources


The Joint Health Command website provides a range of information regarding education and training on alcohol, tobacco and other drugs as well as referral information for those requiring help. It provides links to the Annual Awareness Brief on alcohol, the Campus Course, Fact Sheets, single Service web sites (e.g. Force Protection Alcohol and RANAODP) and other useful web sites.


This website provides comprehensive information on alcohol including standard drinks, effects of alcohol and assessing your drinking and achieving a balance with a healthy lifestyle.

**ON TRACK with The Right Mix**

Developed by DVA, the ON TRACK with The Right Mix app has been designed for current and ex serving ADF personnel to help you better manage your alcohol consumption. It lets you track your drinking and spending and the impact it’s having on your wellbeing and fitness. It allows you work to out how much exercise you need to do to burn off the alcohol you’ve consumed.

**Posters and Coaster**

A range of posters and a coaster are available for ADF bars, Messes and other locations to raise awareness about alcohol and fitness and direct members to the ON TRACK App. Visit the JHC website to order.