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THE WOOL STORE

**47-61 SUNSHINE ROAD, WEST FOOTSCRAY,
VICTORIA, 3012**

ALCOHOL MANAGEMENT PLAN

Prepared by Untitled Group Pty Ltd

This Alcohol Management Plan outlines general principles and procedures for the responsible service, sale, and consumption of alcohol at events. It is intended as a guideline only and may be adapted to meet the requirements of each event and the specific licensee engaged. The responsibilities, strategies, and measures described in this document are subject to variation depending on the licensee's policies, licensing conditions, and operational approach. Where inconsistencies arise, the licensee's approved Liquor Licence and associated management plans will take precedence. This document does not constitute a binding agreement with any specific licensee.

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1. EVENT PROFILE

Venue: The Wool Store, West Footscray, Victoria

Maximum Capacities & Event Limits:

Major Event

- Live music concerts
- Maximum capacity of 8500 patrons per event
- Operating hours between 12pm to 11pm (no more than 8 hour duration per event)
- Higher throughput bar service and increased crowd density.

Small Event

- Facilitating low impact community events, institutional events, corporate events, etc
- Maximum capacity of 1000 patrons per event
- Flexible operating hours
- Alcohol service may or may not occur depending on event type.

This Alcohol Management Plan (AMP) has been prepared primarily in relation to Major Events, being live music concerts and mass gathering events at The Woolstore. Major Events represent the highest-risk operating scenario for alcohol service due to increased patron volumes, higher bar throughput, increased crowd density and heightened potential for alcohol-related harm.

The controls, staffing structures, RSA enforcement measures and harm minimisation procedures outlined throughout this AMP are therefore designed to address the operational requirements of Major Events as the highest impact event category proposed.

Where alcohol service occurs at Small Events, the same overarching principles and procedures will apply, with alcohol service infrastructure, staffing and enforcement measures scaled proportionately to reflect the lower patron capacity and reduced risk profile.

2. SITE PLAN

A detailed site plan is attached, showing all site entrances, alcohol sale points, toilets (including accessible facilities), food outlets, emergency exits, first aid stations, information stands, and car parking areas.

3. ATTENDEES

Major Events will operate with a maximum attendance of **8,500 patrons**.

Small Events will operate with a maximum attendance of **1,000 patrons**.

Attendance and operational resourcing will be confirmed on an event-by-event basis and will remain consistent with planning permit conditions and liquor licensing requirements.

4. ALCOHOL FOR SALE

It is proposed that following items will be served:

- Light/heavy beer, cider;
- Mixed spirits;
- Wine by the glass;
- Water and soft drink cans.

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All beverages will be served in plastic or paper cups, or opened aluminium cans. Alcohol service points will be located as marked on the site plan.

5. KEY POINTS TO ENSURE THE SAFE SERVICE OF ALCOHOL

- All bar staff will hold current Responsible Service of Alcohol (RSA) certification and follow RSA guidelines at all times, with the authority to refuse service to any patron.
- A maximum of four alcoholic drinks per person per transaction will apply.
- All alcohol will be served in open containers; spirits will always be served with a mixer.
- No rapid consumption alcoholic drinks ("shots") shall be served
- Light beer will be priced lower than full-strength beer.
- Free drinking water will be available throughout the venue, clearly signed for patron access.
- Food will be available onsite for the duration of the event.
- Where there is a ticketed event and alcohol is served, entry will be restricted to patrons aged 18 and over, with security conducting ID checks at the entrance.
- Security staff will be stationed at each bar to monitor intoxication levels; bar staff will also check ID as required.
- No alcohol will be served to intoxicated patrons.
- Each bar will have a designated manager responsible for its operation, with radio access to the licensee, security, and Site/Event manager.
- Alcohol purchased for consumption onsite will not be permitted to leave the licensed area.
- The Licensee, Event Manager, and Security Manager will conduct regular monitoring meetings during the event to address any licensing issues.
- The licensee, or a nominated RSA-certified representative in their absence, will be present and contactable for the duration of the event.
- Licensing restrictions and RSA practices will be regularly reviewed during the event by the licensee, police, security, and promoter.
- Bars will close 30 minutes prior to the event's scheduled finish time.

6. MAIN ENTRANCES TO VENUE

Security Staff Duties

Security personnel stationed at main entrances will be responsible for:

- Conducting systematic and thorough screening of all patrons and their baggage.
- Identifying and refusing entry to under-18 patrons.
- Conducting thorough bag searches to prevent BYO alcohol from entering the venue.
- Detecting and managing patrons in possession of alcohol at entry points.
- Identifying and assessing patrons affected by alcohol, with early intervention or refusal of entry as required.
- Preventing the concealment of alcohol on the body or in clothing as a means to bypass bag-only checks.
- Ensuring alcohol purchased or supplied under the event liquor licence does not leave the venue through exit points.

Entrance Signage & Facilities

- Display of RSA signage at all entry points.
- Strategic placement of rubbish receptacles for disposal of alcohol containers and other prohibited items as patrons arrive or depart.

7. BAR INFRASTRUCTURE

- A stationary security guard will be positioned at each bar service point to assist staff in identifying intoxicated patrons.
- Service points will have adequate lighting to ensure visibility for proper patron screening, particularly after nightfall.
- RSA and other relevant signage will be displayed prominently.
- Sufficient rubbish receptacles will be placed for patrons in bar queues to dispose of alcohol containers.

8. BAR SUPERVISORS

- Oversee bar staff to ensure compliance with RSA principles.
- Provide immediate support to bar staff when refusing service to patrons.
- Supervise RSA Marshals to ensure active and effective performance of duties.
- Liaise with security staff as required.
- Detect and respond to secondary supply of alcohol to intoxicated or under-18 patrons.
- Report directly to the Licensee or Bar Manager.

9. BAR STAFF

- Hold current RSA certification where engaged in the service of alcohol.
- Possess skills and experience in intoxication assessment, with early intervention and refusal of service when required.

- Identify and prevent under-18 patrons from obtaining alcohol, including conducting ID checks where appropriate.
- Detect and address secondary supply of alcohol to intoxicated or under-18 patrons.
- Have clear support mechanisms for dealing with patrons who become aggressive or intimidating after being refused service, including bar supervisor and security assistance.
- Ensure all staff are aware of support structures and receive training or rehearsals if necessary.

10. BAR SECURITY STAFF

Bar security personnel will be deployed in sufficient numbers to effectively screen patrons for signs of intoxication prior to entry into bar areas. Duties will include:

- Monitoring and assessing patrons for intoxication, with early intervention where required.
- Identifying and managing intoxicated persons, including removal if necessary.
- Detecting under-18 patrons in possession or consumption of alcohol and taking appropriate action.
- Preventing secondary supply of alcohol to intoxicated or under-18 patrons.
- Consideration to rotating personnel to maintain alertness and high assessment standards.
- Deploying RSA Marshals in high-visibility, clearly branded clothing within bar areas.
- Operating between bar entry screening points and points of sale to ensure diligent enforcement of RSA obligations.

11. REGULAR CROWD ASSESSMENT

Multiple factors can influence overall crowd intoxication levels, including weather, demographic profile, genre of entertainment, age and gender mix, crowd density, patron satisfaction, screening effectiveness, venue layout, and RSA measures. To ensure compliance and maintain a safe environment, regular walk-throughs of the venue will be conducted with the licensee, security personnel, and/or police. These assessments will identify emerging issues and determine whether adjustments to licence conditions are required during the event.

12. SIGNAGE

All alcohol restrictions will be clearly outlined on signs in all bar areas and will be visible by all patrons. The liquor licensing regulations will also be available at all bar outlets.

13. OVERALL SECURITY

Professional, licensed security personnel will be present for the duration of the event, with final numbers determined by patron capacity, liquor licensing requirements and event risk profile, consistent with the Security Management Plan. All security staff will be fully briefed prior to gates opening, wear clearly identifiable uniforms, and be equipped with two-way radios for direct communication with the Event Control Centre (ECC).

Security will be positioned throughout the venue, including the perimeter, behind the stage, and other key locations, to monitor patron behaviour, prevent illegal BYO alcohol, and respond to incidents. Security operations will commence the day prior to the event and continue until all patrons have vacated the site.

14. LIGHTING

All beverage, food & merchandise marquees will have sufficient lighting inside and outside. The toilet areas will also have sufficient single light stands.

15. TOILET FACILITIES

Toilet facilities, including accessible toilets, will be provided in quantities proportionate to final patron numbers. Facilities will be regularly cleaned and restocked throughout the event.

16. FIRST AID

Qualified First Aid personnel will attend the event with appropriate equipment.

17. INSURANCE

Public Liability Insurance for the sum of \$20,000,000 is held by the Promoter for each event.

18. RETAIL BAR OPERATION PLAN

All retail bar operations will comply with the licensing conditions for each event. Bars will display all required licensing information, menus, directional signage, and pricing, with promotional branding kept to a minimum unless approved by the Promoter.

Queuing areas will be clearly defined, managed to suit expected crowd sizes, and positioned to avoid obstructing thoroughfares. Where necessary, barriers will be installed, and site management will oversee smooth patron flow.

Stock levels will be maintained at appropriate levels with contingency measures for supply. Security personnel will be briefed on bar operations in advance, including queuing procedures and points of contact.

Each bar outlet's dimensions and power requirements will be provided to the Site Manager during planning. All bar areas will be kept clean and waste removed promptly.

Bars will close immediately if instructed by the Promoter, Licensing Officer, Police Officer, or Safety Officer. Any incidents will be reported immediately to the Promoter and Event Control Centre (ECC).

19. LICENSEE EXPERIENCE

The licensee for events at The Wool Store is Untitled Venues Pty Ltd and/or nominee.

Whilst Untitled Venues Pty Ltd is assuming the licensee role directly for the first time at these events, its parent company, Untitled Group Pty Ltd has extensive experience as an event organiser and operator responsible for the overall planning, delivery, and compliance management of large-scale licensed events across Victoria and nationally for over a decade.

Throughout this time, Untitled Group has worked in close collaboration with all major stakeholders, including police, councils, liquor control agencies and other relevant authorities, developing a thorough working knowledge of liquor licensing obligations, responsible service of alcohol frameworks, and the operational requirements for managing alcohol service safely at high-capacity events, both in Victoria and across Australia. This includes direct oversight of bar operations, coordination with licensing authorities and Victoria Police, implementation of alcohol management plans, and patron safety management across events of varying scale and complexity.

Key events produced and managed by Untitled Group, at which alcohol service has been delivered under its operational oversight, include:

- Beyond the Valley (BTV) — Annual multi-day music festival. Up to 40,000 patrons per day. Multi-area bar operations across a 4-day licensed event.
- Pitch Music & Arts — Annual multi-day camping festival. Up to 18,000 patrons. Complex multi-stage, multi-day licensed operations.
- Wildlands — Annual outdoor festival in Brisbane & Perth. Up to 40,000 patrons. Large-scale single-day licensed event.
- For the Love — outdoor music festival. Up to 10,000 patrons. Multi-stage licensed event with full bar infrastructure.
- The Wool Store — event series. Up to 5,000 patrons. Established venue with existing licensed event framework.
- Ability Fest — Annual accessible music festival. Up to 3,000 patrons. Licensed operations with enhanced accessibility and duty of care requirements.
- Grapevine Gathering — boutique national festivals. Up to 5,000 patrons. Licensed operations in an outdoor winery setting.

For this application, Untitled Group has engaged the services of Eric Hopkinson and Associates as our Specialist Licensing Consultant. Hopkinson and Associates has extensive experience in providing Licensing guidance and advice across Victoria for a number of decades and is Suitably appointed to provide guidance on a complex application such as this.

An on-premise liquor license that enables us to operate both the small and major festivals, Underpinned by the conditions on the permit, what the group will be seeking for this venue.

Untitled Group operates in a culture of continual improvement and is committed to ongoing collaborative working relationships between all stakeholders and residents to reduce the impact on the local amenity as much as practically possible.

20. SMALL EVENT VARIATION

Small Events are intended to be lower-impact events with reduced patron numbers and reduced crowd density compared to Major Events. Where alcohol is served at Small Events, alcohol service will be managed in accordance with this Alcohol Management Plan, with staffing, bar infrastructure and RSA enforcement scaled proportionately.

Unless otherwise required by the liquor licence conditions or event-specific risk assessment, Small Events will typically operate with the following variations:

20.1 BAR INFRASTRUCTURE AND SERVICE POINTS

- A reduced number of bar service points will be established.
- Queuing and barrier infrastructure will be scaled to suit the event footprint and patron numbers.
- Lighting and signage will remain compliant and clearly visible.

20.2 RSA STAFFING AND SUPERVISION

- RSA-trained staff will be present at all times where alcohol is served.
- A nominated licensee or RSA-certified responsible person will remain onsite and contactable during alcohol service.
- Bar supervisors and RSA marshals will be deployed where required, scaled to expected service volumes.

20.3 PATRON SCREENING AND ENTRY CONTROLS

- Where alcohol is served, entry controls and ID checking will be implemented in accordance with liquor licensing requirements.
- Small Events may operate as either licensed 18+ events or all-ages events depending on event type and licensing approvals.

20.4 SECURITY AND PATRON MONITORING

- Security staffing will be scaled to reflect reduced patron numbers and assessed risk profile.
- Monitoring of intoxication, secondary supply and antisocial behaviour will remain in place.

20.5 HARM MINIMISATION

- Free drinking water will be available where alcohol is served.
- Food availability will be provided in accordance with liquor licence conditions and event requirements.
- Alcohol will continue to be served in non-glass containers only.

All Small Event alcohol service operations will be confirmed through event-specific planning, licensing conditions and risk assessment prior to delivery.

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