



QUEENSLAND

Risk Management Plans

A risk-assessed management plan (RAMP) is a document that describes a liquor licensee's management practices and procedures at their licensed premises.

The purpose of a RAMP is to outline how a licensee will manage their premises in order to minimise harm caused by alcohol abuse and misuse. This is a requirement of the Liquor Act 1992.

A RAMP is required for:

- new licence applications (with the exception of low-risk premises, see below)
- extended trading hours approvals
- permanent variation of licence applications
- permanent changes in licensed area
- transfers of existing licence
- change in principal activity of the licence
- restricted liquor permits
- a car park approvals.

A RAMP is not required if the application relates to a low-risk premises.

A low-risk premises is a premises to which a commercial other subsidiary on-premises licence relates, and

- the principal activity is the provision of meals (restaurant) or provision of prepared food (café)
- has no approved extended trading hours beyond midnight
- is not covered by an adult entertainment permit; and
- is not located in a restricted area.

A RAMP is also not required for a commercial other subsidiary off-premises licence for gift basket businesses or florists.

A RAMP is required to address the following principles:

A RAMP specifically details a licensee's management practices and procedures at the premises, such as:

- Responsible service of alcohol (RSA) - description of practices, training for staff employed to ensure RSA is current
- Liquor accords - details of membership if applicable, matters addressed by the liquor accord.
- Arrangements at the premises with respect to:
 - Lighting - describe lighting within and outside premises for security purposes
 - Noise mitigation - describe how the licensee monitors noise levels, structural devices within the premises and management practices to reduce noise levels, processes in response to noise complaints
 - Security - detail the numbers employed throughout a 'standard' week, specifying where security providers are to be assigned to different areas of the premises. Describe employment of security

- with respect to private and public functions held on the premises and how the licensee would cater to changes to number of patrons; provide details of closed circuit television
- Transport services - describe transport services available to patrons leaving the premises, e.g. Local transport, taxi ranks, access to phone to call for transport
 - Provision of meals - describe available catering services for the provision of meals to patrons. Specify types of service, e.g. Bistro/bar dining, à la carte menu, buffet, barbeque, and availability of these services (e.g. Hours for meals, lunch or dinner only)
 - Training of staff - detail training processes for staff. Include relevant liquor licensing matters that the licensee trains staff to deal with; how regularly the licensee conducts training; how the licensee keeps staff updated with liquor licensing legislation
 - Dealing with minors on the premises - describe management practices with respect to preventing minors on premises where appropriate and dealing with minors found on the premises
 - Dealing with unduly intoxicated and disorderly patrons on the premises - describe the methods employed by staff to deal with unduly intoxicated and disorderly patrons
 - How the impact of the business on the amenity of the community will be limited - provide detail on how the premises will mitigate noise from emptying bins, generators, etc., patron behaviour in and around the licensed premises particularly leaving the premises at closing time, litter from premises, parking or any other issue that may commonly arise
 - Consultation with community and liquor industry groups - describe matters on which the licensee has consulted with any community or liquor industry groups and outcomes
 - Ensuring the conduct of business at the premises complies with the Act and other laws - outline strategies/practices employed to manage the following in accordance with the relevant legislation including the Liquor Act
 - Footpath dining
 - Designated outdoor smoking area
 - Advertising of events
 - Number of patrons on premises e.g., Building regulations or bar licence (limited to 60 patrons)
 - Adult entertainment
 - Functions on premises
 - Catering off site.

Approved RAMP

When a RAMP is approved by the Commissioner, the licensee receives a copy of this document certified by a delegate of the Commissioner as a true and correct copy.

The approved RAMP states the date of approval and this document supersedes all previous versions.

Notice to change a RAMP

The Commissioner may issue a licensee or permit holder operating within a safe night precinct, restricted or other area, a written notice to change their RAMP to explain:

- the required changes to the RAMP
- the reasons for these changes
- when the amended plan must be provided to the Commissioner.

This may be to impose a condition on the licence:

- to ensure appropriate compliance with the **Liquor Act 1992**
 - to minimise alcohol-related disturbance or public disorder in or near the premises
- or
- as a result of a tribunal decision.

The licensee or permit holder must comply with the direction, otherwise they are committing an offence. The maximum penalty is 25 penalty units.

1 penalty unit = \$161.30 (current as of 1 July 2024)

[Towards best practice for safety in licensed venues](#)

Codes of Practice

Code of Practice for Responsible Service Supply and Promotion of Liquor – Queensland (2005)

The Code of Practice commits the liquor and hospitality industry to:

- assess the risk of all promotions and practices in accordance with the risk assessment guideline before the practice or promotion is commenced
- develop a management plan where any high risk is identified to demonstrate any risks can be controlled before the practice or promotion is commenced
- not conduct promotions and practices if there is any unacceptable risk, or any high risk cannot be adequately controlled
- immediately cease any practice or promotion that is underway if patrons consume liquor rapidly or excessively, or engage in unsafe behaviour.

Ultimately, whether or not a promotion or practice is lawful will depend on how the actual promotion or practice is conducted by the licensee and their staff, whether the risks have been satisfactorily controlled, and the response of patrons.

[Alcohol Advertising and Promotions in QLD](#)

Responsible alcohol marketing code

The [ABAC responsible alcohol marketing code](#) exists to ensure that alcohol advertising does not conflict with, or detract from, responsible and moderated merchandising and use of alcohol. It also works to discourage underage drinking.

Under the code, advertisements for alcohol beverages must:

- present a mature, balanced and responsible approach to the consumption of alcohol beverages
- not have a strong or evident appeal to children or adolescents
- not suggest that the consumption or presence of alcohol beverages may create or contribute to a significant change in mood or environment
- not depict any direct association between the consumption of alcoholic beverages, other than low-alcohol beverages, and the operation of a motor vehicle, boat or aircraft or the engagement in any sport (including swimming and water sports) or potentially hazardous activity
- not challenge or dare people to drink or sample a particular alcoholic beverage, other than low-alcohol beverages, and must not contain any inducement to prefer an alcoholic beverage because of its higher alcohol content
- comply with the [Advertiser code of ethics \(PDF, 82KB\)](#) adopted by the [Australian Association of National Advertisers](#)
- not encourage consumption that is in excess of, or inconsistent with, the [Australian alcohol guidelines](#) issued by the [National Health and Medical Research Council](#).

Security/Crowd Controllers

A crowd controller licence is required for:

- as security at a licensed premises such as a hotel or club
- as security staff at public sporting events, a restaurant, or a shopping centre.

Employing licensed crowd controllers

When employing any security staff, licensees must ensure that they:

- are licensed under the [Security Providers Act 1993 \(PDF, 430KB\)](#)
- dress in a way that distinguishes them from the crowd while working on the premises
- have completed responsible service of alcohol (RSA) training (for venues within the BCC area).

Note: It is best practice to employ security staff that have completed responsible service of alcohol (RSA) training whether the licensed premises is in the BCC area or not.

Licensees can be fined up to 100 PU* for a first offence if they employ unlicensed crowd controllers.

1 Penalty Unit = \$161.30 (Current as of 1 July 2024)

Licensees that trade after 1am within the Brisbane City Council area must comply with security to patron ratios under the Liquor Regulation 2002. (This condition does not apply on nights where the premises close by 1am.)

Number of patrons at licensed premises	Number of crowd controllers required on premises
1-100	1
101-200	2
201-300	3

301-400	4
401-500	5
Every 250 patrons over 500 patrons (or part thereof)	+ 1 (minimum) additional

A crowd controller must wear identification while they work. This must:

- be issued by the venue
- be attached to their clothing at chest level.

It will need to include:

- the word 'SECURITY' in capital letters (lettering must be at least 10mm high and 2mm thick)
- a number unique to the controller (lettering must be at least 30mm high and 4mm thick)
- black numbers and letters on a white background.

Uniform Restrictions

Their uniform cannot:

- include a hat with a chequerboard design or band
- feature a stylised image of such a hat.

This is too similar to a police uniform, and may confuse some people.

NEW SOUTH WALES

A plan of management is a detailed document that specifies the policies and procedures contained in your workplace's house policy.

A plan of management is specific to each business and demonstrates how a licensee intends to remain compliant with the law. Venue- or business-specific risks are first identified then managed by using appropriate strategies and approaches.

The plan should be a working document that is regularly reviewed to ensure continued validity. For example, if a new risk is identified, there is a strategy in place for managing it. As a frontline worker, you may be involved in reviewing this plan.

See [L&GNSW Liquor Plan of Management fact sheet](#)

AUSTRALIAN CAPITAL TERRITORY

A Risk-Assessment Management Plan (RAMP) for a premises is the document by which a licensee or permit-holder identifies the procedures, arrangements and practices for conducting the business of selling liquor at the premises; it is a commitment by the licensee or permit-holder to utilise the specified processes when conducting their business or managing identified risks for the premises. Once approved, the licensee or

permitholder has an obligation to ensure that they, and their employees, are aware of its contents and comply with the requirements of the RAMP.

There are two circumstances in which general, on, club or special licensees or a commercial permit-holder must provide a RAMP for the premises to the Commissioner for Fair Trading (the Commissioner) for approval.

The most common is when applying for a new general, on, club or special licence or a commercial permit (application forms are available from the Office of Regulatory Services (ORS) website at www.ors.act.gov.au). The other time a RAMP must be provided is when a licensee applies for amendment to the floor plan of the licensed premises. The RAMP must be provided at the time of submitting the form to the ORS for consideration with the application. The RAMP can also be considered in determining whether the premises are suitable premises. A RAMP is not required to be supplied with a renewal of a licence – provided there have been no substantial changes to the premises and the policies, practices and procedures of the approved RAMP are still appropriate.

The RAMP will inform the Commissioner about how risks associated with the supply of liquor at that premises will be mitigated by the licensee or permit-holder. The Act and Regulation detail prescribed information that must be addressed in a premises' RAMP; which have been broadly categorised in this guide into:

- Premises information
- Premises safety
- Responsible service of liquor
- Security
- Community impact
- Other procedures, practices and arrangements

This Guide also provides direction on information that is additional to the prescribed information listed in the Regulation. It is recommended that these be addressed for the specified types of premises. While not prescribed, the coverage of these issues in the RAMP will greatly improve its quality and hence the likelihood of approval, and, quite likely, the efficient operations of the business.

A licensee or permit-holder may apply to the Commissioner to amend an approved RAMP if the procedures, practices or arrangements are no longer appropriate. It is important that amendments are submitted as soon as possible as the penalty for failing to comply with an approved RAMP is 20 penalty units or 10 penalty units if an employee fails to comply. An example when a RAMP would require amendment is when trading times are changed or when amending an on licence to another sub-class; e.g. from a restaurant and café licence to a nightclub licence.

The risks at a premises are strongly influenced by the type of business operated and its trading hours. Accordingly, the information provided in a RAMP must be in line with the relevant risks. High-risk premises will be expected to provide significantly more detail in the RAMP, compared to low-risk premises, for approval to be given.

For details of ACT RAMP's, click on the link below –

<https://files.accesscanberra.act.gov.au/legacy/4849/Quick%20guide%20on%20Risk%20Assessment%20Management%20Plan.docx>

VICTORIA

A risk management plan is a document that identifies and specifies an approach required to manage risks associated with your event.

There are three key steps in developing a risk assessment. Identify the risks, assess them to minimise an injury resulting from your event.

The Events Unit have developed a risk assessment template to assist you through this process or you can create your own.

1. Find it - identify the risks

List all of the hazards or possible situations associated with the event activity that may expose people to injury, illness or disease.

List these hazards in the 'hazards' column of your risk assessment template.

Use experts or experienced people to advise you on your risk assessment.

2. Assess it - how will you manage the risks?

Rate or assess what the 'likelihood' is of people being exposed to the hazard and what the 'consequences' could be as a result of the hazard occurring.

Use the Risk Ranking Matrix in the template.

3. Fix it - how will you resolve the issues?

Identify what practical measures could be put in place to eliminate or reduce the likelihood of the hazard occurring. This is where changes are made to the event to reduce the risks.

Use the hierarchy of control system to minimise or eliminate exposure to hazards. It is a widely accepted system promoted by numerous safety organisations.

Use the Hierarchy of Control table to guide you as to what type of controls you could put in place to manage the hazards once you have assessed their risk level.

For details of Victorian RAMP's see the Victorian Commission for Gambling and Liquor Regulation website

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<https://www.geelongaustralia.com.au/events/planning/eventplanning/article/item/8d05b2633d8a951.aspx>

TASMANIA

Introduction Risk Management is an integral part of good management practice. Commitment to Risk Management will assist in keeping risk exposure to a minimum and help reduce injuries and potential loss.

The Risk Management process involves identifying potential risks, analysing their potential damage and treating the risks (taking action). The benefits of Risk Management are:

- An organisation can anticipate & respond to risks.
- Likelihood of a loss or damage to financial performance, reputation and stakeholder confidence can be minimised.
- Promotes a risk awareness culture within an organisation.

Having a Risk Management Plan and conducting a risk assessment prior to conducting an activity or event means potential risks can be identified, rated according to probability of occurrence and severity of damages. Controls and actions can then be taken to help reduce or mitigate any potential risks prior to the activity or event taking place.

Plan Statement

In maintaining this Risk Management Plan, we are committed to managing risk in accordance with the process described in the Australian Standard (AS ISO 31000:2018), by identifying, analysing, assessing, treating, monitoring and communicating risk exposures associated with any of our activities or functions. The delivery of this plan requires a consistent and systemic approach in recognition of any activities undertaken.

Responsibilities

Anyone involved with event or activity planning must be familiar with and grow their competence in the application of the risk management plan. All should accept responsibility for the delivery of the plan within their areas of responsibility.

Risk Assessment Process & Plan Delivery

It should be ensured that the following steps are undertaken for any activity:

1. List details of all potential risks/hazards
2. Assess the likelihood and consequence of each risk
3. Apply a risk rating
4. Identify what action needs to be taken.
5. Allocate the action to a person responsible.
6. Allocate a time frame for completion.
7. Record the status of the action up to completion.

By following these steps from initial identification of risks through to completion of action it is ensured that a Risk Management Plan is in place.

For details of the Tasmanian RAMP's see the Tasmanian Department of Treasury website.

<http://www.treasury.tas.gov.au>

SOUTH AUSTRALIA

Licensee Risk Assessment and Management Plan Template

It is a requirement of the [General Code of Practice under the Liquor Licensing Act 1997 \(the General Code\)](#), for licensees to develop a written management plan and to review this management plan every two years or when operations under the licence change in such a way that warrants a review. Class 3 short term events are also required to complete a management plan, which must be submitted at the time of application for the class 3 short term licence or endorsement.

You may use this management plan template, or create your own. If you complete this plan online, once completed you will need to print, sign, date and keep a copy on the licensed premises.

The level of **risk associated with your licence will depend on a number of factors** including the type of licence you have, your hours of operation, whether you trade late at night, have entertainment or the number of patrons attending your premises. Your assessment is to **determine the overall level of risk (e.g. high, medium, low)** associated with your business. Your completed risk assessment and management plan will help you identify training required. You should then **put in place practices/measures** to manage the risks identified.

All staff involved in the sale or supply of liquor on the licensed premises must be trained in relation to the management plan. The training must be provided on induction and at least once in each subsequent period of two years.

The [General Code Guidelines \(the Guidelines\)](#) provide examples of **good practices** and outline some of the things to be considered when assessing the risks associated with **your licence**. Also included in the Guidelines are examples of **unacceptable practices** which could breach the General Code and may result in an expiation, disciplinary action or prosecution.

The following documents will help you develop your written management plan:

- The up to date liquor licence
- The up to date plan
- The General Code
- The Guidelines
- The intoxication guidelines
- Liquor Licensing Act 1997
- Liquor Licensing (General) Regulations 2012

Click on the link below to access [licensee risk assessment and management plan template](#) developed by CBS –

<https://www.cbs.sa.gov.au/documents/licensee-risk-assessment-management-template58b3.pdf>

It is not mandatory to use the above template. Industry bodies can develop their own templates for their members, or licensees can choose to develop their own management plan.

WESTERN AUSTRALIA

House Policy

- The principal activity of the business
- Maximum hours of operation
- Details of responsible service of alcohol initiatives
- Details of participation in a liquor accord in the locality (if applicable)
- Details of security (how many, when, for how long etc.)
- Provision of food (types of food, when it will be available etc.)
- Staff training
- If amplified/outdoor entertainment is proposed how the impact on the surrounding locality is mitigated

'Public Interest Assessment (PIA)

The PIA is prepared by an applicant for a liquor licence or licence-related authorisations:

The public interest test is based on the principle that licensed premises must operate within the interests of the local community. The Butterworth's Australian Legal Dictionary defines the term 'public interest' as:

'an interest in common to the public at large or a significant portion of the public and which may, or may not involve the personal or propriety rights of individual people'

In most cases, a community impact statement must accompany an application for most permanent types of liquor licences, as well as some licence authorisations.

This helps the Authority consider the likely impact of the proposed licence or authorisation on the local community and the level of support for the proposal.

A PIA will apply to:

- applications for the grant or removal of licences;
- applications for extended trading permits, for ongoing extended hours or the sale or supply of liquor without a meal in restaurants that are not restricted to a maximum of 120 persons on the premises at any one time; and
- any other application the Director deems appropriate (such as an application to vary the conditions of a licence or permit or an application to alter or redefine a licensed premises).

Security/Crowd Controllers

As a general rule, a ratio of two (2) crowd controllers for the first 100 patrons and one crowd controller for each additional 100 patrons or part thereof will be applied. However, this may vary depending upon the nature of the licensed premises; the entertainment being provided; the hours of trade; the event; and the target patronage of the premises.

Where crowd controllers are required, those crowd controllers will be responsible for monitoring the licensed premises and the behaviour of patrons arriving and departing the premises from a specified time (which is generally 8 pm or the time of opening the premises if after 8 pm) and up to one (1) hour after trading ceases.

For permanent licences that trade beyond 1am, a CCTV surveillance system is required to be operational and recording from 8 pm (or the time of opening the premises if after 8 pm), until one (1) hour after trading ceases.

Licensing

Licensing of crowd controllers is undertaken by the Licensing Enforcement Division of the WA Police under the Securities and Related Activities (Control) Act 1996.

Under the Liquor Control Act, a person who holds a crowd controller's licence and is employed, or contracted to provide crowd control services, at a licensed premises does not automatically have the authority to remove a person from those licensed premises. The crowd controller must be specifically authorised in writing by the licensee or manager to do so, in accordance with section 126C(2) of the Act.

NORTHERN TERRITORY

House Policy

House policy must contain:

- The principal activity of the business
- Maximum hours of operation
- Details of responsible service of alcohol initiatives
- Details of participation in a liquor accord in the locality (if applicable)
- Details of security (how many, when, for how long etc.)
- Provision of food (types of food, when it will be available etc.)
- Staff training
- If amplified/outdoor entertainment is proposed how the impact on the surrounding locality is mitigated

Documents that need to be maintained on the licensed premises

- Approved plans of the licensed premises
- Incident Register
- Training Register
- House Management Policy
- Code of Conduct
- Management Plan
- Register of all members (clubs only)

Training Register

All licensees subject to the RSA training requirement should maintain an up-to-date training register that clearly states –

- Details of the licensee and all serving staff
- Copy of records of all staff who have completed RSA training
- Date on which each person first sold, offered for sale, served alcohol on the licensed premises

Impose Special Conditions

If the Director General of Licensing believes it is in the best interest of the community, they can:

- vary the conditions of the licence; or
- refuse to vary the conditions of the licence.

The Minister may determine additional conditions of a licence if the Minister thinks the determination is urgently needed for the wellbeing of the communities that might be affected by the operation of the licence.

- when the licensed premises may be open for the sale of liquor;
- the type of liquor that may be sold on the premises;
- the amount of liquor that may be sold for consumption away from the premises;
- a condition requiring proof of the purchaser's identity for a sale of liquor exceeding an amount prescribed by regulation;

The Director General of Licensing can order the suspension of a license where:

- it is in the public interest to do so
- venue is declared a 'drug premise'

Responsible promotion of alcohol Code of Practice

This code of practice, issued by the Director General of Licensing, assists in the responsible promotion of alcohol.

<https://nt.gov.au/industry/hospitality/responsible-promotion-of-alcohol-code-of-practice>

Security/Crowd Controllers

A crowd controller is a person who works at a licensed premise, entertainment venues or at functions and:

- controls or monitors behaviour
- screens persons seeking entry
- removes persons from the venue.

Crowd Controllers must:

- carry their licence while on duty
- display a designated number attached to your clothing that is visible to the public
- sign the register when starting work and signing off when finished
- maintain a current first aid certificate

Crowd controllers must complete all the following units of competency:

- communicate effectively in the security industry (CPPSEC2001A)
- follow workplace safety procedures in the security industry (CPPSEC2002A)
- work effectively in the security industry (CPPSEC2003A/B)
- respond to security risk situation (CPPSEC2004A/B)
- work as part of a team (CPPSEC2005A)
- provide security services to customer (CPPSEC2006A/B)
- give evidence in court (CPPSEC2009A)
- operate basic security equipment (CPPSEC2014A)
- control access to and exit from premises (CPPSEC2011A/B)
- monitor and control individual and crowd behaviour (CPPSEC2012A)
- protect self and others using basic defensive tactics (CPPSEC2017A)
- first aid training (HLTFA301B/C, HLTFA311A or HLTAID003 or equivalent).

Link: NT [crowd controller code of practice](#)