The Art of Community Alcohol Management: What Local Government can do to prevent and minimise alcohol-related harm

Introduction

Welcome to *The Art of Community Alcohol Management: What local government can do to prevent and minimise alcohol-related harm.* This guide has been developed by the Alcohol and Drug Foundation (ADF) and VicHealth to explore what Victorian local governments can do to prevent and minimise alcohol-related harm, creating safer and healthier communities in their municipalities.

It draws from the best available evidence and the experience of public health and Victorian local government professionals who have tried and tested strategies in rural and metropolitan areas. The guide will also support local governments to incorporate effective alcohol actions into their Municipal Public Health and Wellbeing Plans.

Many of these actions offer excellent examples of 'high impact actions' as they are relatively cheap to establish or refine yet provide local governments and their communities with the potential for large dividends through the prevention of alcohol-related crime, injuries and costs. This suite of actions provides benefits to local governments and their communities, including:

✓ safer, healthier, more enjoyable events

✓ fewer alcohol-related risks and liabilities

✓ changing social and cultural norms to promote activities that do not feature alcohol product consumption as a central component

✓ coordination with others to synchronise actions, clarify communications, share resources and reduce risks

✓ cost savings (e.g. property damage, insurance costs, legal costs associated with alcohol-related injuries)

✓ fewer alcohol-related complaints (e.g. noise, antisocial behaviour)

✓ reduction in alcohol-related crime (e.g. physical and sexual assault, property damage)

✓ improved perceptions of community safety

✓ reduction in alcohol product-related waste collection and cleaning

✓ revenue for council (e.g. through application process, festival sponsorship)

✓ resources for council (e.g. through extra skills and time committed by partners)

✓ more public and professional recognition for council's work on this topic

✓ legislative compliance.

How to use this guide

While the guide has primarily been developed for health and social planners and other staff who are responsible for developing Municipal Public Health and Wellbeing Plans, it contains ideas, sample actions, case studies, tips and tools that will be useful for a broader audience who work on alcohol-related harm prevention and other complex social topics.

It has been designed to accommodate the variety of structures, cultures, resources and experiences of Victorian local governments. Some readers may only need some components to reinforce or refresh their existing strategies; others may feel that they need to start from scratch. Some may focus on developing a few simple, low-cost actions, while others may want to develop a more comprehensive approach.

Prevention of alcohol-related harm

We hope this resource will help you get some quick runs on the board, build the foundation of a strong plan, or fine-tune your current strategy.
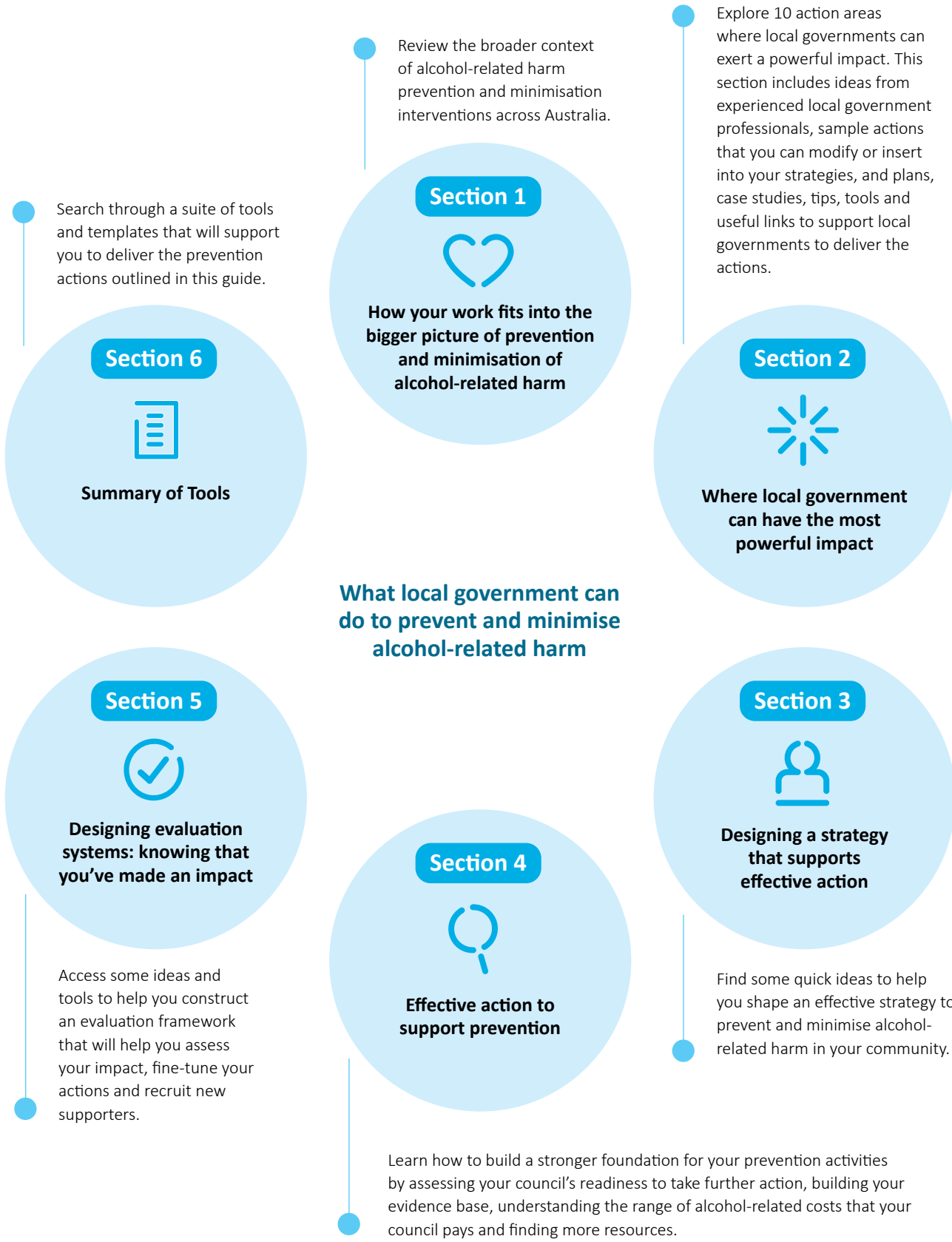
Long-term prevention work can be difficult to sustain, so it is important to look after yourself along this journey. If you feel like the Lone Ranger in your council, make sure you meet regularly with peers from other councils who can appreciate the challenges of your work and buoy your spirits.

New ideas, research and evaluation results will continue to emerge, and circumstances, attitudes and behaviours will change over time, but local governments will maintain a central role in the prevention and minimisation of alcohol-related harm.

On behalf of all those residents who will never know that you contributed to preventing alcohol-related harm in their lives, thank you for adding to this body of work!

Keep track of the latest developments from the ADF and VicHealth:

https://adf.org.au/

https://www.vichealth.vic.gov.au/

An outline of the guide

Review the broader context of alcohol-related harm prevention and minimisation interventions across Australia.

Explore 10 action areas where local governments can exert a powerful impact. This section includes ideas from experienced local government professionals, sample actions that you can modify or insert into your strategies, and plans, case studies, tips, tools and useful links to support local governments to deliver the actions.

Search through a suite of tools and templates that will support you to deliver the prevention actions outlined in this guide.

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Access some ideas and tools to help you construct an evaluation framework that will help you assess your impact, fine-tune your actions and recruit new supporters.

Find some quick ideas to help you shape an effective strategy to prevent and minimise alcohol-related harm in your community.

Learn how to build a stronger foundation for your prevention activities by assessing your council's readiness to take further action, building your evidence base, understanding the range of alcohol-related costs that your council pays and finding more resources.

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Acknowledgements

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How your work fits into the bigger picture of prevention and reduction of alcohol-related harm

We all want communities across Victoria to be safe and healthy places to live, work and raise children. However, alcoholic products fuel violence, accidents and illnesses across the state.

If local governments can prevent and minimise alcohol-related harm in their communities they should expect to see improvements across a broad range of outcomes, including their community's health and wellbeing (e.g. injuries, illnesses, death), crime rate (e.g. assaults, property damage), road fatalities, reputation and a reduction in associated costs. A recent systematic review found that alcohol impacted such a wide variety of factors in our lives that every dollar invested in effective prevention initiatives returned up to $14 of long-term savings.[1] Section 4.3 *Alcohol's cost to council – an economic rationale for prevention* explores the economic impact alcohol has on local government in more detail.

Risky consumption of alcohol products can also impair residents' sense of safety and freedom to move around their town or neighbourhood. A study into local governments' role in preventing crime found that alcohol-related problems and family and gender-related violence were the two most important crime and safety issues identified by Victorian local government authorities.[2] It is likely that the areas where a community's heaviest consumption of alcohol products occur are places that many residents regard as unsafe and actively avoid.

Alcohol impacts local government's distribution of resources. Your council may be required to pay for the public clean-up of local alcohol-related harms (e.g. cleansing bodily fluids from public spaces, extra rubbish removal, vandalism repairs).[3] Some costs are less obvious, such as extra security or legal costs associated with assessing or challenging licencing applications.

Nationally, alcohol remains Australia's most prevalent drug[4] and its risks are often underestimated.[5] To understand how deeply entrenched alcohol is in our local towns and neighbourhoods, consider that a recent national survey found that 76.6% of Australians consumed alcohol products in the past year and more than one in three people drank at risky levels on single occasions (25% of Australians do this at least monthly).[4] That means that it is likely that every third person in your community drinks alcohol at a risky level and every fourth person does this regularly.

Alcohol products contribute to more than 4000 Australian deaths each year and play a role in 30 diseases and injuries, including eight types of cancer, chronic liver disease and birth defects such as Fetal Alcohol Spectrum Disorder.[5] Nearly 40,000 Victorians are hospitalised because of alcohol-related harm each year including people seriously injured from alcohol-related road crashes, sexual assaults, street assaults and family violence.[6]

> "While the Commonwealth and state governments operate the most powerful levers of change, local government also plays an important role in preventing and minimising alcohol-related harm."

76.6%
of Australians consumed alcohol in the past year

Every third
person in your community drinks alcohol at a risky level

40,000
Victorians are hospitalised because of alcohol-related harm each year

The alcohol industry plays a significant role in driving this harm and goes to great lengths to produce, promote and sell their products for maximum profits. For example, they spend millions on advertising every year to make their products look appealing, often placing their ads where children and teenagers are most exposed. They flood communities with cheap alcohol, using gimmicks like volume discounts and rapid home delivery that encourage people to buy more alcohol than they otherwise would. Unfortunately, more profits equals more harm.

The good news is that local governments are not working alone. The National Alcohol Strategy 2019–2028 states that "responsibility for alcohol policy is shared across all layers of government".[5] The National Alcohol Strategy's four priority areas and examples of alcohol-related interventions are presented in Table 1.

While the Commonwealth and state governments operate the most powerful levers of change, such as regulating price, availability, licensing and marketing, and providing vital services such as police, health systems and schools, it is clear that local government also plays an important role in preventing and minimising alcohol-related harm. We explore local governments' most promising areas for action in the next section.

TABLE 1: National Alcohol Strategy (NAS) priorities

National Alcohol Strategy (NAS) priorities and examples of alcohol-related interventions across local governments, state and Commonwealth[5]

NAS Priorities	Local	State	Commonwealth
1. **Improving Community Safety & Amenity**	Physical design and management of public spaces	Drink-driving legislation and enforcement Restricting alcohol promotions, marketing and advertising Police service	Building the capacity of local community stakeholders to identify and respond to prevent harm
2. **Managing availability, price and promotion**	Festivals and events Lease management Local laws on public drinking Responding to liquor license applications Internal policies	Liquor license approvals Restricting drinking hours Minimum drinking age Applying other restrictions to alcohol sales	Increasing alcohol prices and taxes Restricting alcohol promotions, marketing and advertising
3. **Supporting individuals to obtain help and systems to respond**	Strategic partnerships Communications	Providing treatment and early intervention Promoting evidence-based information Enhancing the capacity of generalist healthcare, community, welfare and support services	Promoting evidence-based information Enhancing the capacity of generalist healthcare, community, welfare and support services

Tools and useful links

National Alcohol Strategy 2019–2028:
https://www.health.gov.au/resources/publications/national-alcohol-strategy-2019-2028

National Drug Survey Household Survey:
https://www.aihw.gov.au/reports/illicit-use-of-drugs/national-drug-strategy-household-survey-2019/data

A summary of a comprehensive review of effective alcohol-related prevention strategies in Babor et al.'s second edition of *Alcohol: No Ordinary Commodity:*[7]
https://onlinelibrary.wiley.com/doi/epdf/10.1111/j.1360-0443.2010.02945.x

This section focuses on 10 action areas that council officers can implement to prevent and minimise alcohol-related harm in their municipalities. This suite of actions represents examples of how different departments can play an important role in preventing alcohol-related harm and demonstrate why an integrated, whole-of-council approach on this topic is important.

"Many high-impact actions are relatively cheap to establish or refine and provide councils and their communities with the potential for large dividends."

A Influence alcohol product consumption

3 On council land (lease management)

4 Among council staff (internal policies)

5 In licensed venues (liquor licences and planning permits)

2 In public spaces (local laws)

6 Through strategic partnerships and collaborations

LOCAL GOVERNMENT CAN:

1 At festivals and events

7 Via leadership and advocacy

10 By the physical design and management of public space

8 Through local communication of information and research

9 By developing, sponsoring and supporting local programs and activities

B Amplify the power of alcohol harm prevention and minimisation strategies

C Improve community safety

Figure 1: Where local government can have the most powerful impact

Many of these actions offer excellent examples of 'high impact actions' as they are relatively cheap to establish or refine yet provide councils and their communities with 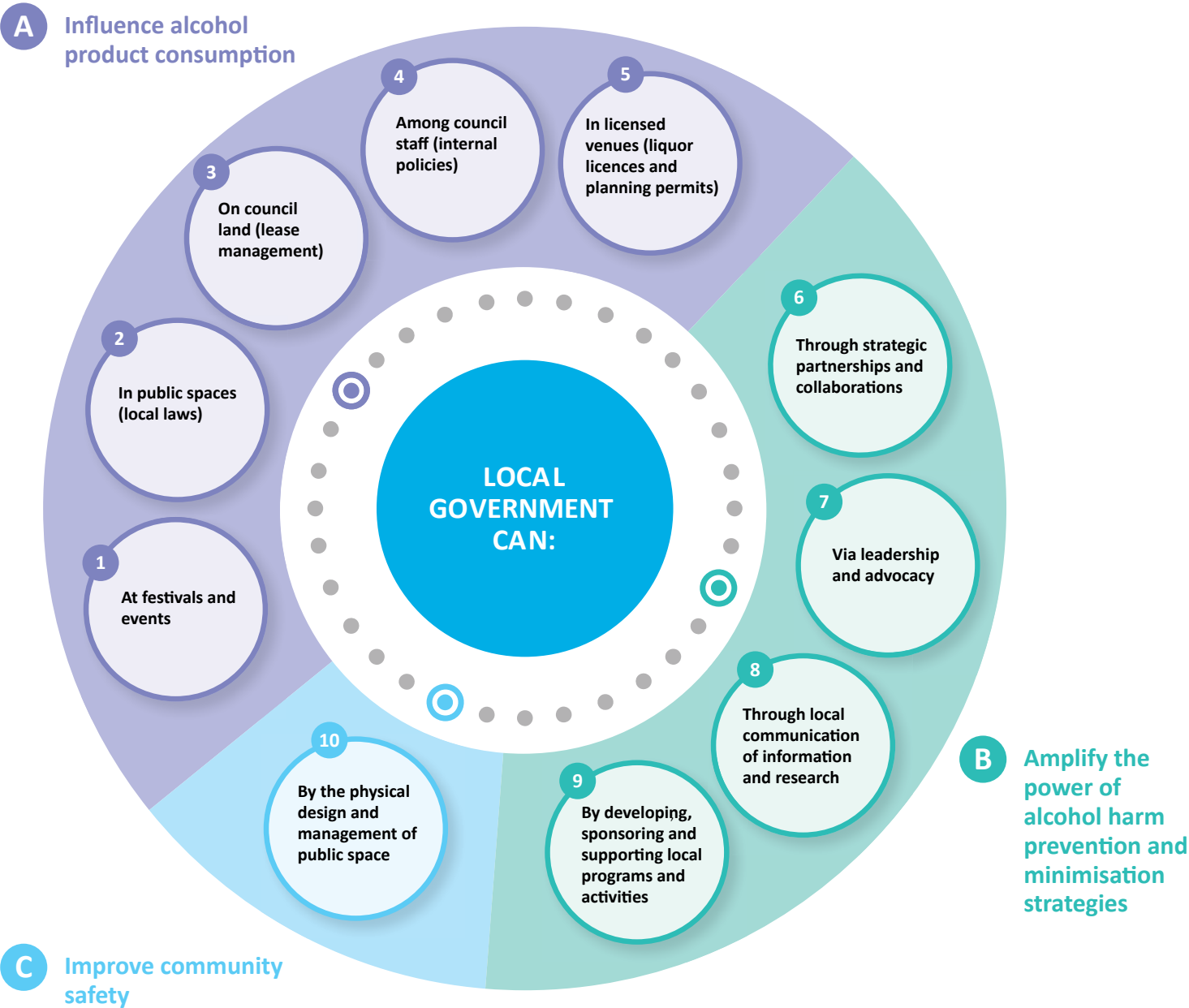the potential for large dividends through the prevention of alcohol-related crime, injuries and costs. This suite of actions provides benefits to local governments and their communities, as outlined in the table below.

TABLE 2: Benefits of Local Government Action Areas

The Guide's ten action areas include samples of actions that local governments can develop as stand-alone projects or as part of a more comprehensive strategy (e.g. Council Plan, Municipal Public Health and Wellbeing Plan). Case studies, tools and other useful links are included to help guide your council's next steps.

Local government can prevent and minimise alcohol-related harm	Benefits to council and the community												
	Safer, healthier, more enjoyable events.	Fewer alcohol-related risks and liabilities.	Changing social and cultural norms to promote activities that do not feature alcohol product consumption as a central component.	Coordination with others to synchronise actions, clarify communications, share resources and reduce risks.	Cost savings (e.g. property damage, insurance costs and legal costs associated with alcohol-related injuries).	Fewer alcohol-related complaints (e.g. noise and antisocial behaviour).	Reduction in alcohol-related crime (e.g. physical and sexual assault and property damage).	Improved perceptions of community safety.	Reduction in alcohol product-related waste collection and cleaning.	Revenue for council (e.g. through application processes and festival sponsorship).	Resources for council (e.g. through extra skills and time committed by partners).	More public and professional recognition for council's work on this topic.	Legislative compliance.
A. Influence alcohol product consumption — **1.** At festivals and events	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
2. In public spaces (local laws)	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
3. On council land (lease management)		✔	✔	✔	✔	✔	✔	✔			✔	✔	✔
4. Among council staff (internal policies)	✔	✔	✔		✔	✔						✔	✔
5. In licensed venues (liquor licences and planning permits)		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
B. Amplify the power of alcohol harm prevention and minimisation strategies — **6.** Through strategic partnerships and collaborations			✔	✔	✔		✔	✔			✔	✔	
7. Via leadership and advocacy		✔	✔	✔			✔				✔	✔	
8. Through local communication of information and research			✔	✔				✔			✔	✔	
9. By developing, sponsoring and supporting local programs and activities	✔	✔	✔	✔	✔	✔	✔	✔			✔	✔	
C. Improve community safety — **10.** By the physical design and management of public space	✔	✔			✔	✔	✔				✔	✔	✔

Local government can influence the consumption of alcohol products at festivals and events

Councils can prevent and minimise risks from alcohol-related harm and promote healthy, safe festivals and events through the following four methods:

1. Policies, procedures and guidelines that set the conditions for low-risk consumption of alcohol products of at local festivals and events.

2. Direct influence on conditions for low-risk consumption of alcohol products at the festivals and events that council hosts, sponsors or supports.

3. Managing festivals and events that other people initiate through council permit application processes.

4. Organising alcohol-free festivals, events and activities.

Implementing these strategies may encourage a broader range of participants to local events (e.g. families, children and the elderly), decrease the number of complaints council receives, prevent alcohol-related crimes and injuries, reduce property damage costs and prevent embarrassing newspaper headlines.

SAMPLE ACTION 1:

Council will review and redesign policies and procedures for safer and healthier festivals and events on public property and ensure they support alcohol-free or low-risk drinking practices.

This could be achieved by the following policies, processes and guidelines:

- coordinate alcohol-related actions across council departments (e.g. festivals and events, local laws, public health and wellbeing)
- coordinate actions with other major stakeholders (e.g. Victoria Police, VCGLR)
- adhere to the latest legislative reforms and VCGLR requirements
- outline risk management considerations for preventing and minimising alcohol-related harm
- build sufficient time and steps into the chain of approval

to identify any ill-considered applications and alter or reject high and medium-risk proposals

- outline methods that discourage risky drinking practices such as ensuring there is adequate water available, drink limits per purchase, no promotions or giveaways, appropriate drinkware (e.g. no glass containers; plastic or aluminium over glass containers; checking identification)
- consider what other practices are linked with drinking alcohol in the setting and how these might encourage or discourage risky drinking (e.g. eating, dancing and other activities that don't involve alcohol)
- support event organisers to host alcohol-free events.

See the City of Greater Geelong's case study below for a comprehensive approach to managing alcohol at local events and festivals.

SAMPLE ACTION 2:

Council will review and upgrade its processes and standards for hosting, sponsoring or supporting public festivals and events on public property to ensure they support alcohol-free or low-risk drinking practices.

When organising a festival or event, council officers can work closely with local emergency services to shape factors such as:

- whether alcohol product consumption will be permitted
- trading hours and areas where alcohol may be consumed (e.g. existing licensed venues, temporary outside stalls)
- beverage options and type and size of containers allowed (e.g. plastic or aluminium over glass containers, which increase the risk of injury) and limiting drink numbers sold per alcohol purchase

- mechanisms to slow consumption prior to closure such as reducing drink purchase limits, and/or ceasing bar sales
- crowd control and security patrols.

Activities that provide alternatives to drinking alcohol and 'dry' areas or family areas can be established to alter the tone of the event and reduce broader risks associated with intoxication. Local government can also directly influence how alcohol is marketed and how low-risk drinking practices are promoted at these events, especially where young people under the age of 18 may be in attendance. Council has the capacity to determine whether to seek or accept sponsorship from alcohol companies for events such as films or local produce festivals, working to limit young people's exposure to alcohol advertising as a matter of best practice.

SAMPLE ACTION 3:

Council will review its processes and standards for festivals and events hosted by others within their council catchment area to ensure they support alcohol-free or low-risk drinking practices.

While local governments issue permits for festivals and events held within their council's catchment area, organisers need to apply to the VCGLR for a temporary limited liquor licence if they plan to serve or supply alcohol. The VCGLR will consult with local government and police for major event liquor licences, which are required when the event is likely to have a significant impact on at least one of the following:[8]

- it requires significant regulatory enforcement effort or oversight from the VCGLR and other agencies such as Victoria Police or local council
- it requires the provision and organisation of public transport or emergency services
- it risks disturbing public safety and/or the local amenity of the area in which the event is to be held.

Local governments may request that the VCGLR issues special conditions on these licenses in response to concerns (e.g. restricting operating hours, limiting drink numbers sold per alcohol purchase, or only allowing plastic beverage containers). They may also establish a protocol of consulting with local police before communicating with the VCGLR.

The VCGLR also issues temporary limited licences for smaller events, such as weddings and farmers' markets. See the website for more details: https://www.vcglr.vic.gov.au/liquor/major-or-temporary-event/apply-new-licence/apply-temporary-limited-licence.

Local governments can also influence consumption of alcohol products at smaller events through other

conditions in the council permit process. For example, local government could consider only supporting alcohol-free events through their events and festivals grant programs. Local government may reject applications due to inadequate plans to manage noise, traffic, waste and infrastructure (e.g. signage, marquees). Local governments can set standards to ensure that small events that serve or supply alcohol require a VCGLR liquor licence and that BYO alcohol is consumed with food. Local government officers can also support events without liquor licences to run as alcohol-free events and manage consumption of alcohol products in public spaces through local laws *(see Section 2.2: Local government can influence consumption of alcohol products in public spaces)*.

Local governments can manage and reduce alcohol-related risks by strengthening the requirements associated with event permits. The event application processes can be used to educate the community about alcohol-related risks and work with them to design and facilitate events that promote low-risk drinking practices. This could include consideration around the booking of public areas and restricting larger events to public places with sufficient space that are not close to sensitive areas, such as children's playgrounds.

Many local governments build minimum time requirements into their permit application processes to encourage event organisers to consider the risks more thoroughly and undertake more sophisticated precautions (e.g. requiring a minimum of 2 months' notice of an event before issuing a council permit). Local governments may also reconsider how they regulate the size, location, timing and number of events within its jurisdiction to moderate the alcohol-related risks posed to neighbourhoods each year.

SAMPLE ACTION 4:

Council will develop more alcohol-free public events over the next 3 years.

Local government may need to manage informal events, such as unregulated 'schoolies' events at a local park or New Year's Eve gatherings on the beach, along with busy summer periods where alcohol may be a more prominent focus of events. Areas may be reinforced as alcohol-free zones and accompanied by planned alcohol-free events to support and reinforce this requirement.

Some local governments anticipate these annual unregulated events and respond by planning alternative alcohol-free events, such as family-friendly concerts or New Year's Eve fireworks displays that may be promoted as alcohol-free.

Providing more opportunities to engage the community in enjoyable and safe alcohol-free events will assist in normalising events that are not dependent on alcohol. Many local governments receive funding through the FreeZa Program[9] to showcase models of community entertainment and celebrations that are not dependent upon alcohol.

CASE STUDY

City of Greater Geelong – Helping residents navigate event planning on public land

The City of Greater Geelong recently revamped its events processes and developed a one-stop online shop for residents who wish to host events on public land. Greater Geelong's comprehensive event planning guidelines help residents navigate the factors that need to be considered such as public safety, food management, litter and noise control, and highlights the need to include a detailed page on alcohol management planning. Events that plan to promote, sell and supply alcohol require an Alcohol Management Plan to be submitted with the Event Plan.

The City of Greater Geelong's Council Licensing Officer and local Victoria Police Licensing Inspector can help event planners with advice on permits and provide feedback on Alcohol Management Plans. When satisfied, they will refer relevant event organisers to apply to council's Health and Local Laws Unit for a Consumption of Liquor in a Public Place Permit.

The online guidelines simultaneously educate event organisers about the scope of risks to manage and protect the community by preventing the most high-risk events from gaining any traction. The City of Greater Geelong offers events that are responsibly planned with additional resources, such as promotional support. The guidelines include a series of tools and templates (including completed examples) that increase the likelihood that the events will be safe and enjoyable.

The City of Greater Geelong's model also requires many event organisers to present their event plans before the Events Multiagency Working Group for approval. This Working Group includes representatives from council and local emergency services to ensure that relevant local agencies are fully briefed, can assess the proposals together and have sufficient time to prepare.

Tools and useful links

The City of Greater Geelong provides many resources to assist event organisers who plan to serve alcohol:
https://www.geelongaustralia.com.au/events/planning/eventplanning/article/item/8d06bb8e023979c.aspx

City of Greater Bendigo's community events guide:
https://www.bendigo.vic.gov.au/About/Document-Library/city-greater-bendigo-community-events-guide

Victorian Government's Code of practice for running safer music festivals and events:
https://www2.health.vic.gov.au/about/publications/ResearchAndReports/Code%20of%20practice%20for%20running%20safer%20music%20festivals%20and%20events%202013

Local government can influence the consumption of alcohol products in public spaces

Unregulated public consumption of alcohol products can spoil carefully managed festivals and events and have a profound impact on the community's sense of safety.[10] Enforcement of these local laws may also produce other unexpected benefits, such as improvements in residents' confidence on public safety and levels of physical activity.

To increase public safety, local laws can be administered to prohibit the consumption of alcohol or carrying of opened containers of liquor in unlicensed public spaces:

• during certain times, such as New Year's Eve

• in certain places, such as shopping strips, beaches or parks

• in every unlicensed public space, at all times.

However, unintentional impacts need to be considered for vulnerable and marginalised people with appropriate supports being provided. This should also be considered as part of a broader more comprehensive approach to managing the consumption of alcohol products in public places.

SAMPLE ACTION 1:

Council will review/develop a Memorandum of Understanding with law enforcement agencies to ensure that members of vulnerable communities are treated fairly and respectfully with regards to local laws on the consumption of alcohol products in public places.

A Memorandum of Understanding with police can ensure that members of vulnerable groups are treated sensitively and offered interventions that can reduce alcohol harm. For example, homeless people who have developed alcohol dependencies have no private space in which to consume alcohol. If they are not disrupting others, law enforcement agencies may decide that a more effective intervention may involve a warning and support from a local health service. See the Yarra City Council example in the case study below.

SAMPLE ACTION 2:

Council officers will provide information to local laws officers about high-risk times and places where unlicensed public consumption of alcohol products occurs.

Some council staff who spend a lot of time in the community, such as parking officers and waste management officers, have valuable insights about how locals use their public space. They could inform local laws officers about potentially risky or dangerous examples of unlicensed public drinking so they can intervene early. High-risk examples may include patrons pre-loading alcohol in a car park before they enter a nightclub, local football grand finals and end-of-season celebrations or beach celebrations.

This no-cost intervention can engage departments that may not have considered alcohol-related harm as part of their core business and engage with them to develop an early warning system into council's to prevent or minimise any future alcohol-related harm.

SAMPLE ACTION 3:

Council will use local laws to make public spaces alcohol-free during higher-risk periods.

Some local governments may expand the reach of their alcohol-free zones for predictable higher-risk periods such as long weekends, New Year's Eve, 'schoolies' gatherings or major events, including the Formula One Grand Prix or Spring Racing Carnival.

Most local governments also include bans on carrying opened containers of liquor to manage the old "but I wasn't actually drinking it" excuse when drinkers are approached by police or local laws officers.

CASE STUDY

Yarra City Council – Changing laws on public consumption of alcohol products

Fitzroy has traditionally been an important meeting place for many members of Aboriginal and Torres Strait Islander communities. When Yarra City Council moved to gain more control over the consumption of alcohol products in public spaces through local laws they wanted to ensure that this would not have a disproportionately negative impact on Aboriginal and Torres Strait Islander people who met in public spaces.

Prior to changing their local law on public consumption of alcohol products, council consulted with members of the Aboriginal and Torres Strait Islander community and

other relevant Aboriginal community service stakeholders. Council aimed to ensure that public intoxication was treated with a health response, rather than a criminal response wherever possible. Part of council's 2019 resolution involved forming a Memorandum of Understanding between Victoria Police and Yarra City Council to ensure that Aboriginal and Torres Strait Islander people are treated with cultural sensitivity and that the enforcement of the local law continues to be closely monitored through record keeping and regular consultation.

Tools and useful links

City of Yarra's resolution and local law:
https://www.yarracity.vic.gov.au/news/2019/10/09/yarra-council-endorses-rules-on-public-drinking

Local government can influence the consumption of alcohol products on council land

Local government can influence alcohol product consumption on the property they lease or licence to commercial organisations and community groups each year. These facilities include cafes, kiosks, sports clubs, Returned Services Leagues, senior citizens' clubs, community halls, guide and scout halls, Country Fire Authority clubhouses, Universities of the Third Age, men's sheds, child care centres and pre-schools. This provides an opportunity to separate child-focused activities from alcohol, to influence a broad cross-section of residents and visitors, and to educate many community leaders about effective alcohol management.

Local governments can also influence how alcohol products are promoted on other forms of property they own or manage across the municipality such as sports ground fences, clubrooms and bus shelters.

Council officers can influence alcohol product consumption by:

a) incorporating alcohol management conditions into its leasing and licensing policies (see – *Sample Action 1*)

b) building methods of promoting low-risk drinking practices into relevant leases (see – *Sample Action 2*)

c) supporting community groups to establish low-risk drinking cultures (see – *Sample Action 3*)

d) influencing alcohol promotion on property that it owns or manages (see – *Sample Action 4*).

Policies and practices can prevent many public disturbances, noise, property damage and offensive behaviour, which may result in complaints from residents living close to the venues. They can reduce the cost of repairs to council's buildings and facilities. These actions can also harness the influencing power of the clubs' leaders to manage consumption of alcohol products at the venue and model low-risk drinking cultures.

SAMPLE ACTION 1:

Council will develop a policy on alcohol product consumption in facilities that it leases or licences to the public to support alcohol-free or low-risk drinking practices.

Many local governments include references to liquor licenses in their lease conditions with tenants and some encourage sports clubs to join the Good Sports Program. This sample action encourages local governments to take this issue one

step further and incorporate the promotion of low-risk drinking practices into lease agreements. This might take the form of minimum requirements reinforced via property leases, checklists or an alcohol management plan modelled on those used by council's events team (see *LGA Guide Tool 1 – Local Government Leases – Alcohol Product Availability, Sponsorships and Advertising*).

SAMPLE ACTION 2:

Council will ensure that sporting clubs that lease facilities from council and serve alcohol are members of the ADF's Good Sports Program.

Some local governments have included conditions on their tenancy leases with local sports clubs to restrict alcohol serving hours and ensure that they have joined the ADF's Good Sports Program. See the City of Moreland's case study

below along with a sample leasing agreement template that councils can adapt to support these conditions being applied. Other local governments have offered discounted rents if clubs become a Good Sports member. The Good Sports Program has many resources such as the Managing Alcohol in Your Club guide to support clubs to become safer, more inclusive and diversify their funding streams.

The **Good Sports Program** has found that many local sports clubs that thought they were dependent on alcohol sales for their financial viability attracted more members, supporters and sponsors as they implemented more effective alcohol management practices.[11] These practices create safer more family friendly environments that are easier to manage, and reduce the workload for club volunteers who as a result, are less likely to deal with some of the short-term harms associated with risky drinking.

SAMPLE ACTION 3:

Council will support community groups to develop low-risk drinking cultures.

As landlords, there are opportunities for local governments to promote low-risk drinking cultures in licensed premises they own. Council staff could provide guidance and community education materials (e.g. checklists, audit tools, workshops, videos) that align with VicHealth's

Alcohol Cultures Framework. This would enable members of community groups to explore ways in which settings or environments they socialise in positively or negatively influence the way people drink when they are together. Local governments can inform community groups about the benefits of low-risk drinking cultures and support them to implement these cultures in a variety of settings.[10]

SAMPLE ACTION 4:

Council will review and upgrade the conditions of contracts with media display companies.

While local governments can issue planning permits for the use of advertising signs on footpaths, roads and buildings, they can only influence aspects such as the amenity, appearance and visual treatment of the sign. They cannot refuse a permit on the basis of the sign's content (e.g. alcohol or other product advertised).

Local government can, however, develop a policy of prohibiting alcohol advertising on council owned or managed land, such as sponsorship signs on sporting ovals. Some councils have contracts with outdoor media display companies under which the company will build and maintain public infrastructure, such as bus shelters or other street furniture, in return for displaying third party advertising. Local governments can include terms in these contracts prohibiting alcohol advertising.

CASE STUDY

City of Moreland – Sports clubs required to join the Good Sports program

The City of Moreland requires that all sports clubs that lease its property join the Good Sports Program. Its guidelines specify that:

Council will only endorse liquor licence applications from clubs who have registered with Good Sports and have members who have undertaken RSA training.
(City of Moreland, Sporting Facilities, Grounds and Pavilions User Guide[12] p.32)

The City of Moreland's guide provides clubs with contact details for the Good Sports Program, Responsible Service of Alcohol (RSA) courses and encourages clubs to run "Looking after your mates" programs at their venues. These programs educate young men about the risks of alcohol-related harm and enable them to build supportive drinking cultures with their peers. The program also provides opportunities to improve safe transport, drug policy, mental health and nutrition within clubs.

Tools and useful links

LGA Guide Tool 1 – Local Government Leases – Alcohol Product Availability, Sponsorships and Advertising
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-1/lga-alcohol-availability-sponsorships-advertising/

More information about Good Sports:
https://goodsports.com.au/

VicHealth's Alcohol Cultures Framework:
https://www.vichealth.vic.gov.au/media-and-resources/publications/alcohol-cultures-framework

City of Moreland's Sporting Facilities, Grounds and Pavilions User Guide:
https://www.moreland.vic.gov.au/globalassets/areas/amendments/amendmentslib-7208/c169/draft-sporting-facilities-grounds-and-pavilions-user-guide.pdf

Local government can influence the consumption of alcohol products among council staff through internal policies

Alcohol has a significant impact on Australian workplaces. Some researchers have estimated that consumption of alcohol products contribute to $3.5 billion of lost productivity in workplaces annually.[13] Others have estimated that 2.5 million working days are lost annually due to employees' alcohol and drug use. In another study, 1 in 10 workers claimed that their co-worker's consumption of alcohol products directly impacted them in some way, such as having to work extra hours to cover for them or being involved in an accident or near miss.[14]

Strategies that address employees' consumption of alcohol products are likely to help local government fulfil their legal responsibilities as employers and provide economic benefits through reductions in absenteeism and presenteeism (reduced job performance at work due to health conditions).[13] These strategies may also improve work relations among colleagues[13] and reduce regrettable or dangerous incidents at internal events.

Some local governments start their work on preventing and minimising alcohol-related harm through their role as employers. Consumption of alcohol products by council staff can compromise their employers' legal duty to ensure that all employees work in healthy and safe working conditions as it can increase the risk of workplace accidents, injuries and fatalities.[13] Council also has a responsibility to protect community members

from the actions of staff who may be alcohol-affected. Council's internal workplace policies provide an opportunity to start this work from within and promote a healthier, low-risk workplace culture around alcohol.

Internal policies can cover a broad scope of strategies that establish healthy and safe working conditions, including:

- promoting a positive 'fit for work' environment that is supported by consistent workplace policy
- regulating staff's consumption of alcohol products during working hours and at off-site council functions after working hours, such as staff end-of-year functions, celebrations and farewells
- alcohol and drug harm minimisation training and education for staff, including new staff undertaking induction processes
- creating dry sites (e.g. child care centres, recreational centres, council depot)
- alcohol and drug testing protocols (this is generally adopted in environments where there are high-risk roles)
- managing staff performance that has been affected by alcohol, including hangovers from consumption on the previous day
- supporting staff to manage their consumption of alcohol products (e.g. Employee Assistance Program).[15][16]

SAMPLE ACTION 1:

Council will review and redesign all internal policies that involve alcohol to ensure that they align with council's health and wellbeing priorities.

In addition to reviewing and amending policies covering the topics above, local governments can examine ways that alcohol features in other policies. For example, local governments may:

- insist that organisations have established a formal alcohol policy before they qualify for grants or funding support that may include restrictions on alcohol promotion at events, in publications and on premises

- require contracted organisations to abide by council's health and wellbeing priorities
- not provide alcoholic beverages as gifts to guest speakers, staff or volunteers
- ensure child-focused activities do not include the sale, supply, consumption and promotion of alcohol.

See Banyule City Council's model of bringing various alcohol-related policies together in the case study below.

SAMPLE ACTION 2:

Council will increase opportunities for healthy, alcohol-free staff activities and events.

Offering more alcohol-free activities and events at work reduces the pressure on local governments to manage alcohol-related risks and reduces pressure on staff to consume alcohol at work functions. Increasing the number of alcohol-free occasions is a simple intervention that

local governments can implement to contribute to their employees' overall health and wellbeing and reduce their lifetime risk of alcohol-related diseases. Removing alcohol products from activities and events increases the chances that staff will consume alcohol within the low-risk drinking guidelines of fewer than 10 standard drinks per week and no more than 4 standard drinks on any one day.[17]

SAMPLE ACTION 3:

Council will support low-risk drinking cultures at all council events where alcohol is served.

Local governments provide an ideal setting to model positive drinking cultures [13] at internal events where alcohol is served, such as staff farewells and end-of-year celebrations. Local governments can focus on promoting low-risk drinking cultures by:

- modifying the setting (e.g. supplying food, water and non-alcoholic options; responsible serving of alcohol practices)

- ensuring that leaders role model low-risk drinking behaviour

- embedding social practices and norms that lower risks and discourage intoxication.

Having a low-risk drinking culture at work may inspire staff to drive positive changes in other parts of their lives (e.g. their sports clubs or family functions). See VicHealth's Alcohol Cultures Framework below for more information.

CASE STUDY

Banyule City Council – Updating the internal alcohol and drug policy

Banyule City Council's People and Culture Department updated its internal Alcohol and Drug Policy in 2019 to ensure that employees are fit to safely perform their duties and do not compromise the health and safety of colleagues or members of the public. The policy clarifies the responsibilities of employees, managers and supervisors, and People and Culture staff and aligns with other policies such as Banyule's Drug and Alcohol Procedures document, Guidance on BAC levels for Roles/Activities/Sites, Code of Conduct, and Managing Conduct and Performance Policy.

This policy extends to the work of council's contractors, labour hire, agency staff, volunteers and students on work placement, and includes work-related functions that occur after working hours. The policy also states that employees are not allowed to consume alcohol on council premises, or during their employment, unless they have permission from the CEO or their delegate for an authorised function.

Tools and useful links

LGA Guide Tool 2 – Local Government managing alcohol product consumption at council-run events, functions and meetings
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-2/alcohol-consumption-council-events/

Banyule City Council's drug and alcohol policy:
https://www.banyule.vic.gov.au/About-us/Policies-plans-strategies/Council-plans-and-strategies/Drug-and-alcohol

The ADF provides useful information on developing internal workplace policies:
https://adf.org.au/talking-about-drugs/impact-aod-workplace/

Local government can influence the consumption of alcohol products in licensed venues

Local governments have opportunities to influence the mix, type and concentration of licensed premises in their municipalities at the strategic planning stage. They can also influence proposed new licensed premises through their decisions about planning permit applications, and by objecting to liquor licence applications.

Local government can have influence over licensed premises via the following sample actions:

- strategic planning in relation to licensed premises
- licensed premises policies
- planning and licensing decisions about licensed premises
- objections to liquor licence applications.

SAMPLE ACTION 1:

Council will pursue strategic planning in relation to licensed premises.

Local government can play a role in shaping the alcohol and licensed premises environments within their municipality through strategic planning. This may involve amending the planning scheme to incorporate the following:

- a licensed premises policy. This may include policy direction and guidance on assessing planning permit applications for licensed premises and placing permit conditions on licensed premises

- references to licensed premises, liquor or amenity in the Municipal Strategic Statement (see *Sample Action 3.1 – The Municipal Planning Strategy and the Planning Policy Framework* for more information)

- specific conditions or requirements for alcohol in zones or overlays.

The ability of local governments to refuse planning permit applications for licensed premises or include conditions on planning permits is stronger if local governments pursue strategic objectives in relation to licensed premises through strategic planning and through approved amendments to local planning schemes. Amending a planning scheme can

be resource intensive and may require significant human and financial commitment by a local council. However, many local governments in Victoria are already using their planning powers to influence alcohol and licensed premises environments by amending their planning schemes. For example, some governments include references to licensed premises in their Municipal Strategic Statements or adopt an overlay for licenced premises (see examples below). Some governments have adopted licensed premises policies (see information on developing licensed premises policies and examples in the next sample action).

Example municipal strategic statements

References to licensed premises in council municipal strategic statements:

- Stonnington City Council Clause 21.04-2: Entertainment Uses
- Maribyrnong City Council Clause 21.08-5: Licensed Premises and Gaming

Example of an overlay for licenced premises:

- Stonnington City Council Schedule 3 to the incorporated plan overlay

Tools and useful links

For more information on strategic planning in relation to licensed premises see *(note that the definition of amenity in section 3A of the Liquor Act has changed since this resource was developed)*:
https://www.healthyactivebydesign.com.au/resources/victorian-local-government-alcohol-resource/planning-framework-and-licenced-premises/strategic-planning-opportunities-and-examples/

For more information on the process for amending planning schemes see:
https://www.planning.vic.gov.au/schemes-and-amendments/amending-a-planning-scheme

SAMPLE ACTION 2:

Council will develop a licensed premises policy to guide the assessment of applications for planning permits.

Local governments can develop a licensed premises policy detailing rules around the licensed premises in its local government area. A licensed premises policy provides clear local policy direction to guide the local government's assessment of applications for licensed premises planning permits. It may be included in the Municipal Strategic Statement and assists decisions regarding upholding a planning permit if it is challenged at the Victorian Civil and Administrative Tribunal (VCAT).

Licensed premises policies can be used to provide guidance on the following types of issues:

- the preferred location and operating hours for licensed premises, e.g. proximity to sensitive uses such as schools, hospitals or drug and alcohol rehabilitation centres, and provision of public transport
- information that must be submitted with a planning application for a licensed premise, e.g. venue design elements such as security lighting, security cameras, emergency exits, internal seating arrangements and patron numbers for specific areas
- venue design and operation of licensed premises to reduce amenity and noise impacts
- location of licensed premises in particular zones such as residential zones or mixed-use zones where the surrounding area is residential
- location of licensed premises with respect to parking and transport infrastructure
- venue and area patron numbers, i.e. maximum patron numbers in particular venues as well as gross patron numbers for all licensed premises in an entertainment precinct
- the closing times and operation of outdoor areas
- the street impacts of licensed premises, particularly where venues do not have onsite smoking areas or where late-night venues will present bare street frontage during day trading hour
- the appropriate and safe design of licensed premises
- licensed premises that operate in different ways at different times of the day, e.g. restaurants that morph into late-night bars at the completion of meal service
- requirements for impact assessments to be done before planning permits can be issued and guidance on how to conduct impact assessments

Example licensed premises policies

Some governments have adopted licensed premises policies, including:

- Stonnington City Council Clause 22.10 Licensed Premises Policy
- City of Melbourne Clause 22.22: Policy for Licensed Premises that require a Planning Permit
- City of Greater Bendigo Clause 22.27: Licensed Premises Policy
- Moreland Clause 22.09: Entertainment Venues and Licensed Premises
- City of Monash Clause 22.11: Licensed Premises Policy

SAMPLE ACTION 3:

Council will exert influence on alcohol outlets and venues through planning and licensing decisions about licensed premises.

To operate an alcohol outlet or venue in Victoria, in most cases the owner must apply to the local council for a planning permit to use the land for a licensed premises.

They must also apply to the Victorian Commission for Gambling and Liquor Regulation (VCGLR) for a liquor licence to supply alcohol. Details about the different types of licences can be found here.

One of the main ways for local governments to exert influence on the alcohol outlets and venues in their neighbourhoods is through the decisions about issuing planning permits for licensed premises. A planning permit may include conditions (for example, to help reduce and manage any negative impacts of the licensed premises on the amenity of the local area), or can be refused if the premise is proposed for an inappropriate location or may have negative amenity impacts.

Another way a council can influence alcohol outlets or venues is by lodging objections to applications for liquor licences with the VCGLR. Local governments can make objections to liquor licence applications on the ground that a liquor licence will interfere with the amenity of the area, and for packaged liquor licences (bottle shops), on the ground that it will be conducive to, or encourage, the misuse or abuse of alcohol. This can be a complex process that requires a significant investment of time and resources and a high standard of evidence.

For existing licensed premises, a council may apply for the VCGLR to conduct an inquiry into the premises if it is detracting from the amenity of the local area. This is again a complex process requiring a high standard of evidence.

An owner of an alcohol outlet or venue will need to apply to the council for a planning permit to open the following types of new licensed premises:

- general licence
- on-premises licence
- restaurant and cafe licence
- packaged liquor licence
- club licence (full and restricted)
- wine and beer producer's licence.

An owner will need to apply for a new planning permit if they want to extend the trading hours, increase the patron numbers or increase the area where alcohol is allowed to be supplied or consumed under the licence, or if they want to change to a different licence type.

The following types of licence do not need a planning permit:

- pre-retail licence
- BYO permit
- limited licence
- major event licence.

If the council decides to refuse the planning permit, the applicant can appeal this decision at VCAT. The applicant can also challenge any permit conditions imposed by council at VCAT.

VCAT will be more likely to uphold the council's decision to refuse a planning permit or impose permit conditions if this is consistent with planning policies that have been incorporated into the council's planning scheme. An example may be where a council has developed a licensed premises policy that is incorporated as part of the council's Municipal Strategic Statement (see information about licensed premises policies above).

In making decisions on planning permits for licensed premises, the council must consider clause 52.27 of the Victorian Planning Provisions. This is automatically incorporated into all councils' planning schemes and sets out matters that councils must consider when deciding planning permits for licensed premises.

Clause 52.27 of the Victorian Planning Provisions

Clause 52.27 states that the two purposes of a council's decision on licensed premises are to:

1. Ensure that licensed premises are situated in appropriate locations.

2. Consider the impact of the licensed premises on the amenity of the surrounding area.

There is opportunity for local governments to influence licensed premises by refusing planning permits for licensed premises, or requesting conditions be imposed on licenses if they are:

- not situated in appropriate locations
- likely to have an overall negative impact on the local amenity of the area
- likely to help reduce or manage negative impacts on local amenity.

Conditions to manage amenity impacts could include setting trading hours or limits on patron numbers. More information about planning permit conditions is set out below.

In making these decisions, clause 52.27 sets out the following issues that local governments must consider:

3.1 The Municipal Planning Strategy and the Planning Policy Framework

The Victorian Government has developed a document called the State Planning Policy Framework (SPPF). This sets policies for how land can be used for important features of our lives, such as housing, economic development and environmental protection.

Local governments develop their own version of this, the Local Planning Policy Framework, which must be consistent with the SPPF. The SPPF is made up of:

a) A Municipal Strategic Statement (MSS) – a high-level document that sets a strategy for how land will be used (e.g. different zones for residential areas, business and commercial areas); the MSS also includes overlays to protect important aspects of community life, such as the natural environment or heritage design.

b) Local planning policies – which set out the planning priorities for the land use and are used to guide council's decisions.

Local planning policies may include a licensed premises policy to help guide council decisions on planning permits for licensed premises. Decisions consistent with a licensed premises policy may be less likely to be overturned if appealed to VCAT.

3.2 The amenity of the surrounding area

Council should consider what positive or negative impacts the proposed licensed premises may have on the amenity of the local area surrounding the premises. The meaning of amenity is not set out in planning law but in general terms, it means the character an area has of being pleasant, efficient and safe, and its positive features, benefits and advantages.

Council should consider amenity impacts particularly in terms of the following issues:

• What effect would the licensed premises have on the sale and consumption of liquor in the area?

• What are the proposed trading hours of the licensed premises?

• How many patrons will the licensed premises have?

• What is the cumulative impact of the proposed licensed premises and existing licensed premises in the area? (More information about cumulative impact is set out below.)

Examples of negative amenity impacts from licensed premises include noise, antisocial behaviour, disturbance to local residents, public transport and parking issues, violence and perceived threats to safety, vandalism, trespassing, property damage and other crime.

Examples of positive impacts from licensed premises are the creation of a local entertainment or tourism destination, economic benefits, enhanced vitality and an increase in consumer choice.

It may be more difficult to show that packaged liquor outlets (i.e. bottle shops) have negative rather than positive impacts on amenity because the alcohol is taken from the outlet and consumed elsewhere. Thus, any amenity impacts associated with the consumption of alcohol may occur far away from the venue. However, some local governments may observe issues such as littering, street drinking and parking issues around liquor outlets.

In most cases, if a council decides to refuse a planning permit for licensed premises it will need to show that the licensed premises will have negative amenity impacts. It will not be enough to show that the sale of alcohol will have negative social impacts or cause harm in the community. If council refuses a planning permit on the basis of broader harms or social impacts it is likely to be overturned by VCAT as these types of impacts are unlikely to be considered relevant planning issues.

This was made clear by VCAT in *Hunt Club Commercial Pty Ltd v Casey City Council* [2013] VCAT 725. In this decision, VCAT ruled that a broad concern about the social impacts of the consumption of alcohol products was unlikely to be relevant in a planning decision. VCAT held that it is likely to be even harder to establish that social impacts of alcohol are relevant in decisions about planning permits for packaged liquor outlets as the sale and consumption of packaged alcohol happen in different spatial locations.

However, a council may be able to make an objection to an application for a packaged liquor licence with the VCGLR on the ground that the licence will contribute to harm under section 40(1A) of the *Liquor Control Reform Act 1998* (Vic).

3.3 Cumulative impact

Clause 52.27 states that the cumulative impact of licensed premises in an area is one of the matters that should be taken into account in considering the amenity impacts of licensed premises. Cumulative impact refers to impacts on the amenity of the local area when licensed premises are clustered together. This can include both positive and negative impacts.

The Victorian Government produced Practice Note 61: Licensed premises: assessing cumulative impact to help local governments interpret clause 52.27 of the Victorian Planning Provisions and assess the cumulative impact of licensed premises.

Practice Note 61 states that a cluster of licensed premises is generally where there are:

• three or more licensed premises (including the proposed premises) within a 100m radius, or

• 15 or more licensed premises (including the proposed premises) within a 500m radius.

Practice Note 61 explains that cumulative impact is a product of the number and type of venues present, the way they are managed, and the capacity of the local area to accommodate those venues. The impact also depends on factors such as each council's policy context, what the surrounding land is used for (e.g. housing or industrial) and the transport options available to disperse crowds.

Negative cumulative impact can include:

• increases in nuisance including noise and antisocial behaviour from intoxicated people

• infrastructure capacity problems including limited availability of transport and car parking for patrons and local residents

• violence and perceived threats to safety, including vandalism, trespassing and property damage.

Positive cumulative impact can include:

• increased ability to manage impacts, for example by concentrating venues around transport to aid dispersal of patrons

• the creation of a local 'identity' or status as an entertainment or tourism destination

• enhanced vitality of an area

• economic benefits

• increase in consumer choice.

It may be more difficult to show that packaged liquor outlets have negative rather than positive cumulative impacts on amenity, as the impacts of packaged liquor outlets are likely to occur over a wider geographic area than for pubs and bars. Practice Note 61 states that the area for assessment of cumulative impact is 500m radius of the proposed venue, whereas the impacts of packaged liquor outlets are likely to occur over a much larger area.

3.4 Other matters local governments must consider in planning permit applications

Along with clause 52.27, there are matters that local governments must consider in any planning permit application, including permit applications for licensed premises. These include the following:

• Clause 65 of the particular provisions of planning schemes, which requires local governments to consider matters such as any applicable zones or overlays

• any objections to the permit application

• any signification social or economic effects the land use or development may have (this is very complex to demonstrate in relation to licensed premises)

• the broad objectives of planning, which include providing for fair, orderly, economic and sustainable land use and development, and securing a pleasant, efficient and safe working, living and recreational environment.

Local governments must weigh up all these matters, including positive and negative impacts, and make a decision that provides a net benefit to the community overall.

3.5 Planning permit conditions

Local governments have opportunities to reduce the negative amenity impacts of alcohol venues by including appropriate conditions on planning permits for the venues.

The following steps could be considered prior to issuing a planning permit:

- assess the application against council's Licensed Premises Policy
- review other local governments' Licensed Premises Policies
- develop or review and update council's Licensed Premises Policy
- review the process of assessing planning permits that require a liquor licence
- review the assessment processes that other local governments use to assess planning permits that require a liquor licence
- develop sample conditions that council can attach to a planning permit to help minimise the amenity impacts of licensed premises.

A council may decide to include any conditions it considers appropriate when granting a planning permit for licensed premises. Conditions may relate to issues such as:

- trading hours
- patron management (e.g. setting a maximum number of patrons; setting staff to patron ratios, including security staff to patron ratios; location and management of queues; plans for managing congestion and crowds)
- venue management (e.g. venue management plan; restricting footpath trading)

- venue layout (e.g. requiring a minimum amount of seating)
- alcohol management (e.g. alcohol only to be provided within red line areas; reducing hours of alcohol service for outdoor areas)
- food (e.g. requirement for food to be available at all times alcohol is served)
- noise levels (e.g. what type and level of music is allowed and at what times and locations; noise management requirements)
- security (e.g. requiring a security management plan and security cameras).

Conditions on a planning permit need to:

- be reasonable
- relate to the planning permission being granted
- fulfil a planning purpose
- accurately convey their intended effect
- avoid uncertainty and vagueness
- be enforceable
- be easy to understand.

In addition, there are certain conditions that must be included in a planning permit. These are conditions required by:

- the planning scheme
- a determining referral authority (e.g. the VCGLR and any other authorities as outlined in the State or Local Planning Policy Framework)
- VCAT.

Tools and useful links

More information about the planning application process and decision-making:

VicHealth and Heart Foundation resource on assessing planning permits for licensed premises (note that the definition of amenity in section 3A of the Liquor Act has changed since this resource was developed):
https://www.healthyactivebydesign.com.au/resources/victorian-local-government-alcohol-resource/planning-framework-and-licenced-premises/assessing-planning-permits-for-licensed-premises

General planning application information:
https://www.planning.vic.gov.au/planning-permit-applications/do-i-need-a-permit

Detailed information on planning permits:
https://www.planning.vic.gov.au/__data/assets/pdf_file/0025/94534/3-Planning-Permits.pdf

More information about planning permit conditions for licensed premises:

VicHealth and Heart Foundation resource (note that the definition of amenity in section 3A of the Liquor Act has changed since this resource was developed):
https://www.healthyactivebydesign.com.au/resources/victorian-local-government-alcohol-resource/planning-framework-and-licenced-premises/permit-conditions-for-licensed-premises/

Guide to writing planning permits and conditions:
https://www.planning.vic.gov.au/__data/assets/pdf_file/0017/102149/Writing_Planning_Permits.pdf
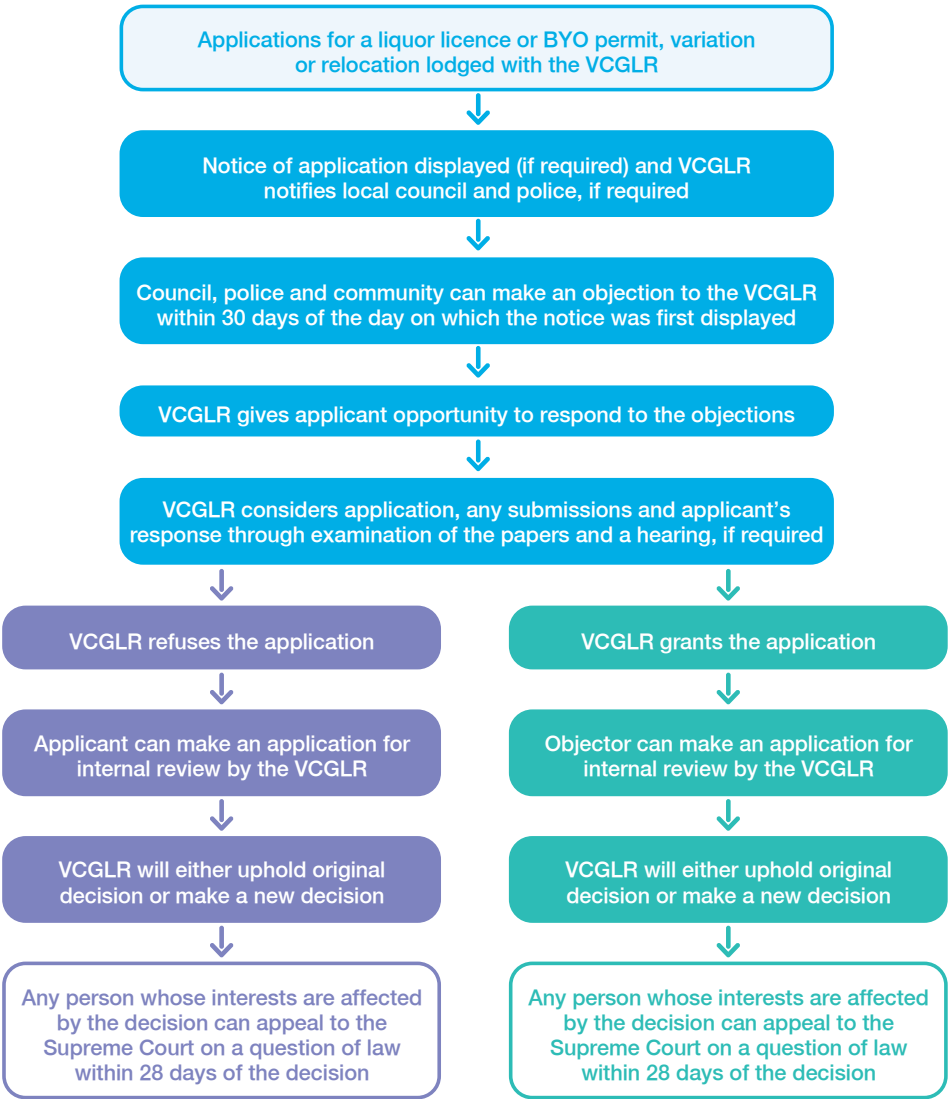
SAMPLE ACTION 4:

Council will consider objections to liquor licence applications.

To open a new alcohol outlet or venue, the owner must apply to the VCGLR for a liquor licence. If an owner already has a liquor licence and wants to change certain conditions of the licence, they must apply to the VCGLR for a liquor licence variation.

4.1 Liquor licence objections

Once a liquor licence application is lodged with the VCGLR, the owner needs to display a public notice of the application. The VCGLR must also give a copy of the application to the council (but it does not have to do this for limited licence and major event licence applications).

Figure 2: Liquor licence objection process

Applications for a liquor licence or BYO permit, variation or relocation lodged with the VCGLR
↓
Notice of application displayed (if required) and VCGLR notifies local council and police, if required
↓
Council, police and community can make an objection to the VCGLR within 30 days of the day on which the notice was first displayed
↓
VCGLR gives applicant opportunity to respond to the objections
↓
VCGLR considers application, any submissions and applicant's response through examination of the papers and a hearing, if required
↓ ↓

VCGLR refuses the application	VCGLR grants the application
↓	↓
Applicant can make an application for internal review by the VCGLR	Objector can make an application for internal review by the VCGLR
↓	↓
VCGLR will either uphold original decision or make a new decision	VCGLR will either uphold original decision or make a new decision
↓	↓
Any person whose interests are affected by the decision can appeal to the Supreme Court on a question of law within 28 days of the decision	Any person whose interests are affected by the decision can appeal to the Supreme Court on a question of law within 28 days of the decision

Members of the community, the council, the police and liquor licence inspectors have an opportunity to object to the liquor licence application. Objections must be made within 30 days of the notice of the application and must state the reasons for objecting.

Local governments can object to any application for a liquor licence on the ground that the licence would negatively affect the amenity of the local area.

For packaged liquor licence applications only, local governments can object on the additional ground that the licence would "contribute to the misuse and abuse of alcohol" (i.e. contribute to harm).

The VCGLR will decide to approve the application with or without conditions or to refuse the application. This decision must be made according to the *Victorian Liquor Control Reform Act 1998* (Liquor Act). The main object of the Liquor Act is to minimise alcohol-related harm by adequately controlling the supply of alcohol and ensuring alcohol does not negatively impact the amenity of the community.

When reviewing a liquor licence application, the VCGLR must consider whether:

1. The applicant is a suitable person to hold a licence (e.g. whether they have been convicted of supplying liquor without a licence, or trading in alcohol contrary to the Liquor Act).
2. The licence would have a negative impact on the amenity of the area.
3. The licence would contribute to the misuse and abuse of alcohol.
4. Granting the licence would be consistent with the objects of the Liquor Act, in particular, the primary object of minimising harm.

The VCGLR may also consider relevant guidelines, including:

• Decision-Making Guidelines for Packaged Liquor
• Decision-Making Guidelines on Cumulative Impact
• Decision-Making Guidelines – Restrictions on Late Night Licences

To assess an outlet's impact on amenity, the VCGLR will consider factors including whether it will encourage nuisance or vandalism, and the harmony and coherence of the environment. The VCGLR will consider evidence of the following types of negative amenity impacts:

• violent behaviour
• drunkenness
• vandalism
• offensive, abusive or threatening language or behaviour
• disorderly behaviour
• noise disturbance
• footpath or street obstructions
• litter.

When considering the impact of the licence application on harm minimisation, the VCGLR must assess the current risk of alcohol-related harm in the local area, and the difference it would make to this risk if the licence application were granted.

The risk of harm associated with a licence depends on a range of social and cultural factors such as:

• the character of the licensed venue (e.g. trading hours, licence type)
• the geographic location of the venue (e.g. proximity to other licensed premises, position on a pedestrian thoroughfare or busy road)

• whether any alcohol-related violence or incidents have occurred close to the premises
• the vulnerability of people in the area to alcohol-related harm.

It may be relevant for the VCGLR to consider whether a new liquor licence will contribute to the cumulative impact of any concentration of licensed premises that already exists in the area. Decision-Making Guidelines on Cumulative Impact provides guidance on assessing the cumulative impact of licensed premises in liquor licence applications. This is different from the process for assessing cumulative impact in planning permit applications, as it considers the cumulative impact of licensed premises in terms of harm minimisation.

4.2 Apply for a VCGLR amenity inquiry

If an existing licensed premise is causing negative impacts on the amenity of a community, the council can request the VCGLR to conduct an inquiry into whether the licensed premise is detrimental to amenity under the Liquor Act. All relevant evidence and a submission from the licence holder will be considered and if causing negative amenity impacts, the VCGLR can cancel, suspend or vary the liquor licence (for example, by imposing stricter licence conditions).

Tools and useful links

For information on objecting to liquor licence applications see the VCGLR's 'Local Government liquor licence objection kit': https://www.vcglr.vic.gov.au/sites/default/files/local_government_liquor_licence_objection_kit.pdf

See also this VicHealth and Heart Foundation resource (note that the definition of amenity in section 3A of the Liquor Act has changed since this resource was developed): https://www.healthyactivebydesign.com.au/resources/victorian-local-government-alcohol-resource/liquor-licensing-and-other-strategies/objecting-to-a-liquor-licence/

See the community participation liquor licensing toolkit (note that the definition of amenity in section 3A of the Liquor Act has changed since this resource was developed): https://community.adf.org.au/plan/project-and-activity-toolkits/community-participation-liquor-licensing/victoria/

Local government can amplify the power of alcohol harm prevention and minimisation strategies through strategic partnerships and collaborations

One of local governments' greatest assets is the breadth and depth of their staff's connections with people within and beyond their municipal boundaries. Local governments also employ many staff with years of experience of pooling people's skills and resources and helping them quickly mobilise into action. The diversity of professions and roles within local government brings staff into close contact with large networks of residents, businesses, health and welfare providers, and leaders from education, emergency services, sports and recreational clubs, religious, arts and cultural groups. Some staff also work closely with representatives from other local governments, state and Commonwealth Government, and peak bodies.

Examples of these stakeholders:

- police, health and welfare professionals
- local residents – may have had negative experiences with alcohol or live close to areas where risky consumption of alcohol products interferes with the quality of their lives
- local schools and youth organisations – may be keen to delay young people's introduction to alcohol and educate them about the risks associated with alcohol
- local academics and researchers – may be interested in studying the effectiveness of local interventions or patterns between the consumption of alcohol products and other factors, such as gambling or crime
- Commonwealth and state government representatives – may want to work with local government on health promotion or harm prevention topics that include alcohol as a major risk factor (e.g. reducing the road toll or cancer rates).

By creating strong and strategic partnerships across these networks local governments can amplify the positive impacts of interventions designed to reduce harm from alcohol.

For example, they may:

- invest funds to trial or extend projects beyond their pilot phase, top up the budgets of promising projects to expand their power or reach, recruit new skills to a project or join projects as equal partners

- offer council's skills and resources to support a project (e.g. venues, technical expertise, promotion)
- support community-driven action on alcohol-related harm by providing opportunities for residents to engage in consultation
- empower residents to raise their concerns and co-develop possible solutions for reducing alcohol-related harm in the municipality
- provide and promote clear pathways for community contributions in licensing matters that impact local amenity
- connect people or groups with similar interests to expand an activity's pool of perspectives, skills and resources (e.g. police and welfare groups)
- initiate new networks or projects to trial a different approach or focus attention and resources on an important issue
- add their support to lobbying coalitions or public awareness raising projects.

→ SAMPLE ACTION 1:

Council will form a new regional coalition with neighbouring councils to coordinate work on the prevention of alcohol-related harm.

Some council officers have worked closely with their peers in neighbouring local governments for decades through networks such as Primary Care Partnerships. There are many opportunities for local governments to join forces regionally on projects with a common goal, such as region-wide evaluation or aligning with state-wide approaches to manage alcohol-related issues resulting from packaged liquor outlets, proximity of licensed premises and outlet density, opening hours and extended trading.

→ SAMPLE ACTION 2:

Council will work with Local Drug Action Teams to prevent and minimise alcohol-related harm.

The ADF's Local Drug Action Team Program supports community groups, organisations and local governments to plan, develop, deliver and evaluate evidence-informed alcohol and drug prevention programs and activities that are tailored to specific communities' needs. The Local Drug Action Team Program has invested more than $8.7 million, which has been more than collectively matched through in-kind and other funding contributions by the Program's lead and partner organisations. The Program has also produced a suite of evidence-informed resources and tools that encourage communities to learn from each other's experiences and successfully implement local community action plans. One of the Program's tools is designed to support community participation in liquor licensing matters enabling community members to intervene on liquor licence applications that they object to.

→ SAMPLE ACTION 3:

Council will evaluate its licensees accords.

Licensees accords are a network often coordinated by local government to prevent and minimise alcohol-related harm. Accords are typically voluntary networks that include membership from police, state licensing authorities, council representatives and owners or managers of local licensed venues. Members of the accord meet regularly to develop consistent alcohol-related harm prevention and minimisation strategies such as responsible serving practices, pricing policies, systems of warning other venues about aggressive patrons, and preparing for periods when consumption of alcohol products increases, such as major sporting events or end-of-year work celebrations.

Research on the effectiveness of licensee accords has been mixed[18], as their action seems to be shaped by the amount of police enforcement and community pressure they experience.[19] However, many local governments find them to be a valuable forum to communicate with police and the leaders of the venues where large numbers of people congregate to consume alcohol. Local government should be aware of the limitations of accords, and the factors that support more effective accords as outlined above. Local government could assess these factors when evaluating the effectiveness of their licensees accords.

TIP

Piggy backing

Some council officers use other departments' community consultations on different topics, such as parking, and add a couple of questions from their area on the survey to access residents' views without any extra cost. You may return the favour later or chip in to share the costs, labour or distribution. Keep your eyes open for these opportunities.

Responding to issues related to alcohol product consumption in the Frankston Mornington Peninsula – RAD-FMP

In 2015, the Victorian Government established the Frankston Revitalisation Project, which was initially focused on redeveloping the Frankston train station and Young Street precinct. The Department of Health and Human Services resourced the Frankston – Mornington Peninsula Primary Care Partnership, auspiced by Peninsula Health, to bring together partners to develop multisectoral responses to entrenched issues associated with alcohol in Frankston. Participation from local government was key to the engagement of stakeholders beyond the health and community sector.

A steering committee was established comprising of senior representation from Frankston City Council, Mornington Peninsula Shire, Chisholm Institute, Monash University, Peninsula Health Community Health, the Frankston Business Network, the Brotherhood of St Laurence, TaskForce Community Agency and others.

The partnership's primary focus was on reducing siloed approaches to alcohol issues and fostering the prevention of alcohol and other related harms to ultimately improve liveability in Frankston for the whole community.

A situation assessment identified a cohort of socially disadvantaged young people aged 12 to 24-years at higher risk of alcohol-related harm, who routinely socialised in the precinct. Concerns were shared by police and local traders who perceived the issue to be impacting public amenity, as a result of antisocial behaviour.

From the situational assessment, the RAD-FMP Steering Committee worked with the Frankston Revitalisation Board to develop actions to improve access to prosocial opportunities and services for young people in the precinct including access to support services. This enabled the resourcing for the RAD Youth Project, which was led by Frankston City Council.

Leveraging the council's extensive local networks, the project brought together a range of stakeholders including young people from the target group, local traders, police, youth services, and education and training providers. Using a whole-of-community collaborative approach was a key driver to help build momentum and connections within the community. Stakeholders were able to utilise resources to enable a place-based approach to address social determinants of harms in young people and reduce their vulnerability.

The project is underpinned by the premise that strengthening connection between people and the places they share, reduces poor health and social outcomes, such as alcohol dependence.

Street-based assertive outreach led by experienced youth workers informally built rapport with young people at risk. Youth workers provided bridging support and warm referrals to health and community services to provide them with the wraparound support they needed, whilst also exploring their interests. Through working with key stakeholders, including multiple departments within council, a co-designed community street art and skill development program was delivered. This enabled the introduction of participants to educational and employment opportunities as well as having greater access to coordinated health services.

The Frankston City Council, as part of the RAD-FMP initiative, was successful in playing a key role in addressing the alcohol issues within the city centre. Through the collaboration and strengthening of partnerships and connections with key stakeholders, the work of the RAD-FMP has improved actions with at-risk young people, service co-ordination, pathways to services, training and recreational opportunities. The perception of this target group within community has also improved. The success of this work has led to further leveraging of funding and extension of these efforts to build more sustainable, proactive, and positive solutions.

Engaging young people in place-making as part of Frankston's revitalisation has given young people the opportunity to contribute to improving their local environment through street art, connect with traders, security staff, services and education providers. In many cases this has led them back into education and employment, reducing their vulnerability to alcohol-related harms.

Figure 3: Example Community of Practice Model
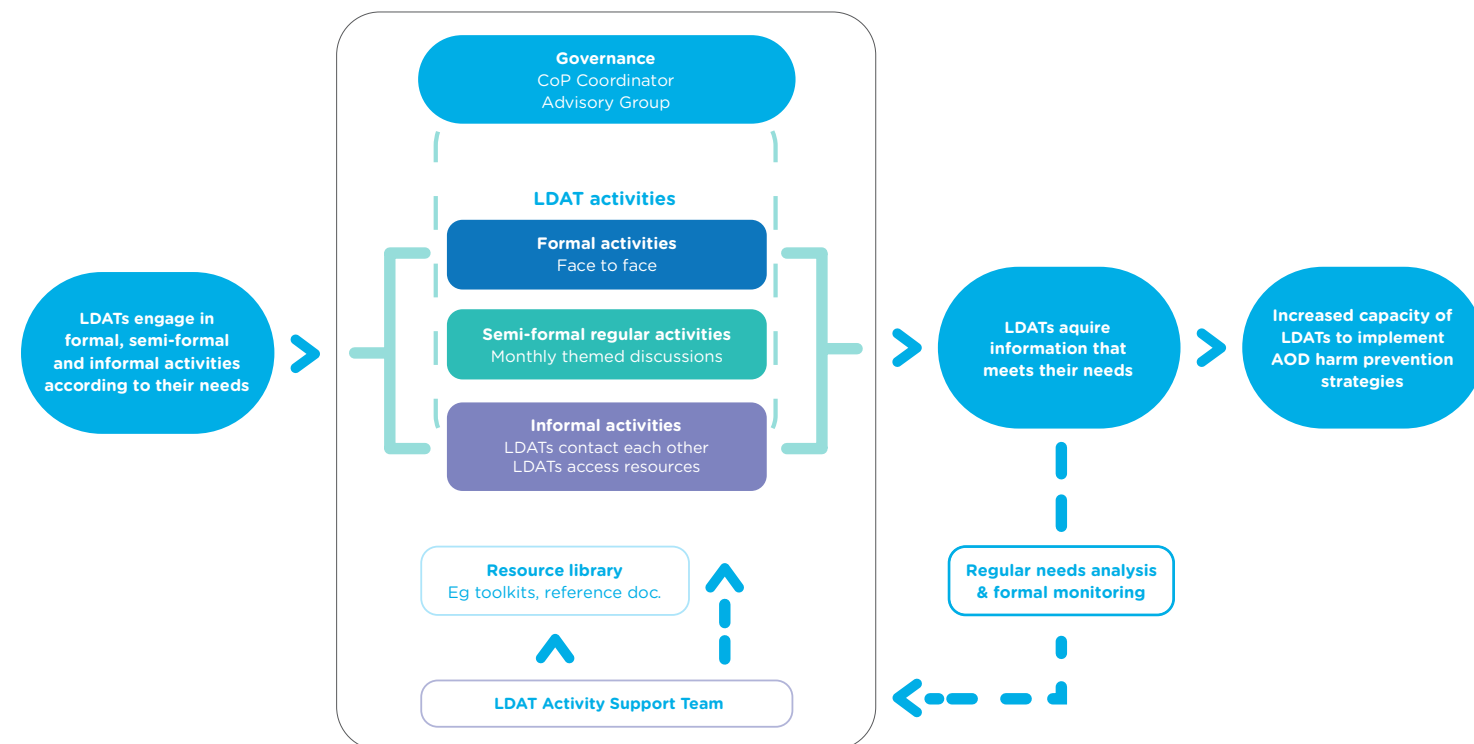
VicHealth's Partnership Analysis Tool can help you assess, monitor and maximise the effectiveness of your local partnerships:
https://www.vichealth.vic.gov.au/media-and-resources/publications/the-partnerships-analysis-tool

ADF's Community Participation in Liquor Licensing Toolkit:
https://community.adf.org.au/plan/project-and-activity-toolkits/community-participation-liquor-licensing/victoria/

Strategic alliances:
Municipal Association of Victoria's Local Government Gambling, Alcohol and Other Drugs Issues Forum
https://www.mav.asn.au/what-we-do/policy-advocacy/public-health-safety/gambling/lggaodif

Primary Care Partnerships
https://vicpcp.org.au/

Alcohol Change Vic
https://www.alcoholchangevic.org.au/

National Alliance for Action on Alcohol
http://actiononalcohol.org.au/

Victorian Local Government Association
https://www.vlga.org.au/

LG Pro
https://www.lgpro.com/

Australian Local Government Association
https://alga.asn.au/

Tools and useful links

Local government can amplify the power of alcohol harm prevention and minimisation strategies via leadership and advocacy

The strength of a local government's leadership on reducing alcohol-related harm is a critical factor for its successful prevention work. The ADF's recently developed the Local Government Prevention Capacity and Infrastructure Survey (PCI) in collaboration with the Icelandic Planet Youth team and 145 Australian local governments (37 Victorian) to support the implementation of effective Alcohol, Tobacco and Other Drugs (ATOD) prevention interventions, concluded that local governments' potential for success was substantially enhanced if their leaders understood the value of prevention work and had dedicated resources to support local actions.[20]

Many of the features of local governments discussed in the strategic partnerships section demonstrate why they are well positioned to lead efforts to prevent and minimise alcohol-related harm in their communities (i.e. local government's central role and status in the community, long-term responsibility for promoting public health and wellbeing, multiple connections with powerful decision makers, skilled staff and independent, reliable funding streams). Leadership may be demonstrated by:

- public commitments to long-term action on alcohol-related harm
- accurately representing the community members directly impacted by alcohol-related harm
- a willingness to trial new approaches
- using language and imagery that does not glorify risky drinking
- modelling low-risk drinking practices at council functions.

One of the most important leadership tasks for local government involves advocating on behalf of their community to state and Commonwealth governments for policy, legislative and program changes that will reduce the risk of local alcohol-related harm. Many local organisations that deal directly with the impacts of these harms, such as those in the health, police and welfare sectors, look to local governments' relatively independent position to assist their attempts at influencing important state and Commonwealth government reforms.

Here are five strategies for engaging the support of leaders:[21]

1. **Align the framing of your work on alcohol with the organisation's existing values, goals and priorities** – *See Section 3: Designing a strategy that supports effective action.*

2. **Remind leaders of council's legal responsibilities** – Information about relevant legislation is provided below. Council has a role to work on alcohol harm prevention under Section 26 of the *Public Health and Wellbeing Act 2008:* [22]

   (2) A municipal public health and wellbeing plan must –

   (a) include an examination of data about health status and health determinants in the municipal district;

   (b) identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing"

3. **Demonstrate the social and financial costs of alcohol-related harm to council and the community** – A list of items to consider when calculating alcohol-related costs to council is provided in *Section 4: Effective action to support prevention.*

4. **Show your leaders examples of other local governments that have committed to this topic or implemented good ideas** – See *Section 2: Where local government can have the most powerful impact* for ideas and case studies.

It may also be useful to put yourself in your leaders' shoes and think about approaches that might persuade someone with their values and pressures. An empathy map can be used to more deeply understand another person's perspective. A sample of the tool can be found on pp.36–38 of the ADF's Community Consultation: A toolkit for Local Drug Action Teams

Some local governments may need to build this aspect of their work by assessing their organisation's readiness to expand their prevention work and developing additional leadership support.

→ **SAMPLE ACTION 1:**

Council will assess its prevention capacity and infrastructure to implement effective Alcohol, Tobacco and Other Drugs (ATOD) prevention actions, and organisational readiness for prevention work, using the results to help prioritise and develop future action.

Council officers can use the ADF's Local Government Prevention Capacity and Infrastructure Survey (PCI Survey)[20] to assess their prevention capacity. The PCI Survey results will help staff determine whether more foundational work is needed before committing to large-scale action. Local governments that were best prepared for successful prevention interventions had:

- strong leadership support
- high awareness of the value of prevention work
- networks that focused on alcohol-related harm
- good knowledge of other relevant prevention activity in the community

- events or training sessions on prevention
- focus groups and consultation with its community on prevention
- internal information sharing on prevention
- joint initiatives on prevention
- internal and external resources dedicated to prevention
- strategies and evaluation systems related to prevention.

Local government staff will be able to use this assessment to see where they can best spend their time and resources. Some may conclude that helping their council's leaders better appreciate the value of prevention work and supporting their efforts to demonstrate strong leadership on this topic is the best investment of all. More information on the PCI Survey can be found below and methods of building leadership support can be found in Section 4: Effective action to support prevention.

→ **SAMPLE ACTION 2:**

Council will explore new opportunities to advocate to state and Commonwealth governments for changes that will prevent and minimise alcohol-related harm in the community.

Local governments' advocacy efforts will be more powerful if they form alliances with other local governments and join other advocacy groups such as:

- Municipal Association of Victoria's Local Government Gambling, Alcohol and Other Drugs Issues Forum

https://www.mav.asn.au/what-we-do/policy-advocacy/public-health-safety/gambling/lggaodif

- Alcohol Change Vic https://www.alcoholchangevic.org.au

Other advocacy tools and options are listed below. The Hobsons Bay City Council case study showcases a list of alcohol-related advocacy topics relevant for local government.

→ **SAMPLE ACTION 3:**

Council is committed to understanding local people's experiences of alcohol-related harm and representing those perspectives in their advocacy efforts.

Local governments may collect the stories and perspectives of residents and professionals who are directly affected by alcohol-related harm through surveys, forums, reference

groups or other techniques (e.g. video diaries, personal conversations). If the person consents, this information can be woven into council's advocacy material. Successful advocates often combine lived experiences with statistics and research to create a compelling case for change and to progress reform.

CASE STUDY

Hobsons Bay City Council – Alcohol-related advocacy

Hobsons Bay City Council publicly outlined the alcohol-related advocacy positions they stand for in their Minimising the Harm of Alcohol Policy Statement 2016.[24] Hobsons Bay City Council has committed to advocating for change to state and Commonwealth government on topics, such as:

- more responsible advertising practices, especially towards young people through social media, on television and radio and at sporting events
- greater local community and local government control over liquor licensing decisions
- collecting and publishing data on alcohol and violence, the volume of alcohol sales by outlet and alcohol fuelled hotspots

- researching the impacts of packaged liquor on sales and consumption, in particular big box outlets, and community harms
- requiring Commonwealth and state governments to monitor the extent and implications of online liquor deliveries
- the introduction of a minimum floor price for alcohol in packaged liquor outlets
- an increase in alcohol tax with the aim of reducing consumption of alcohol products, as evidenced in tobacco taxation.

Tools and useful links

LGA Guide Tool 3- ADF's Local Government Prevention Capacity and Infrastructure Survey (PCI Survey)
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-3/prevention-capacity-infrastructure-survey/

The 37 Victorian local governments who completed the PCI Survey received a report in early 2020 measuring their council's prevention capacity and infrastructure along with readiness for the implementation of long-term and sustainable alcohol, tobacco and other drug prevention work. These reports are also designed to support participating local governments to understand the strength of key characteristics of successful prevention efforts in their area and identify potential opportunities for action, many of which align to key alcohol actions that are addressed in this Guide. More information on the PCI Survey is located on the ADF's website, including technical paper:
https://adf.org.au/pci-survey-resources/

LGA Guide Tool 4 – Prevention capacity and infrastructure self-assessment tool (PCI Self-Assessment Tool)

Victorian local governments who did not complete the full PCI Survey or those who would like to update their PCI Survey in relation to prioritising alcohol prevention actions, may wish to complete the PCI Self-Assessment Tool that is focused on aligning recommended alcohol actions to the relevant sections within this Guide that can support their delivery, including tools to enable your prevention work.
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-4/prevention-infrastructure-assessment/

The Public Health Advocacy Institute of Western Australia has produced an easy to follow advocacy toolkit to guide advocacy efforts:
https://www.phaiwa.org.au/the-advocacy-toolkit/

Alcohol Change Vic has lobbied state and Commonwealth governments for reforms to liquor licensing legislation, alcohol taxation and the regulation of alcohol marketing:
https://www.alcoholchangevic.org.au/

Municipal Association of Victoria's Local Government Gambling, Alcohol and Other Drugs Issues Forum:
http://www.mav.asn.au/what-we-do/policy-advocacy/public-health-safety/drugs-alcohol

An ADF resource that council officers can use to discuss alcohol-related issues with confidence:
https://adf.org.au/about/advocacy/

Local government can amplify the power of alcohol harm prevention and minimisation strategies through local communication of information and research

Mayors and councillors are more likely than state or Commonwealth politicians to have personal conversations with constituents about complicated topics, such as alcohol, at neighbourhood meetings and public events. Local government can also reach audiences through a broad spectrum of written, audio and video communication channels, including social media, community noticeboards, billboards, emails, websites, local newspapers, and council publications and other newsletters. Local governments also provide opportunities not just to disseminate information and research, but to exchange information with community members through forums such as committees, advisory groups and workshops.

These channels enable council staff to:

- ensure two-way communication with community members that will provide residents with local news on alcohol-related issues (e.g. planning proposals for licensed venues, changes to local laws) and hear issues from community members
- use research findings and other local project outcomes to increase residents' awareness about local alcohol-related risk and protective factors
- inform residents about local alcohol harm prevention programs and activities run by council or community organisations

- support residents with information on where to get help for alcohol-related problems
- promote alcohol-free events
- identify channels to engage residents in programs and activities that aim to reduce harm from alcohol
- explain how community members can submit objections to planning applications for licensed premises
- assist residents to advocate for legislative reforms that prevent and minimise alcohol-related harm.

It is important that local governments use consistently accurate, thoughtful messages about alcohol and the value of prevention within council and to external audiences. While the core messages should remain clear, communications staff may reach different audiences by selecting specific channels, tailoring the message to resonate with their audiences' values and inspiring them to take action.

Skilful communication practices can help the community understand the rationale for council's investment in this area, and expand council's public support base and network of allies. Local governments' effective communication on this topic will build community support and promote the actions required to develop safer, healthier communities faced with fewer alcohol-related risks.

SAMPLE ACTION 1:

Council will provide residents with quality information about alcohol and drugs and referral options to relevant support services.

Local governments can support residents to find accurate information about alcohol and other drugs and access confidential support services by providing links on their websites to agencies such as Turning Point's Directline and the ADF's Information Line. Quick access to professional support services can help residents with early interventions on alcohol and drug issues. These services include:

- alcohol and other drug counselling and support services
- alcohol and other drug withdrawal and rehabilitation services
- drink and drug driving programs
- methadone and other pharmacotherapy programs
- specialised support services for family members, young people, street dwellers and Aboriginal and Torres Strait Islander residents.

SAMPLE ACTION 2:

Council will develop clear internal evidence-based messaging around alcohol.

Work to prevent and minimise alcohol-related harm needs to be supported with a clear, united position across council that is based on high quality research and data. It is important that local government stay abreast of new and emerging evidence, messages and terms so a consistent and accurate message is conveyed. For example, using the term 'low-risk drinking' is clearer than the vaguer term of 'drinking responsibly', which is frequently used by the alcohol industry to hide that it spends millions each year marketing products that cause significant harm in our communities.

Council officers should also ensure that alcohol-related messages align with council's health and wellbeing priorities and policies. For example, rather than focusing on banning or restricting alcohol, representatives could focus on creating safer and healthier physical and social environments, preventing harms to others in the community and providing safe spaces to raise children.

Council officers can develop materials that help other council staff feel more confident about using evidence-based content when discussing alcohol-related issues. There are a variety of messages and frames that advocates, opponents and the public use when they are talking about alcohol.

A key element of your success will be choosing helpful frames for your messages to increase support for your cause. VicHealth tested a number of values-based message frames to identify which frames are most effective in building strong public support for alcohol policy change.

For more advice about framing and messaging to build support for alcohol policy, head to VicHealth's Values Based Messaging for Health Promotion webpage:

https://www.vichealth.vic.gov.au/media-and-resources/hpcomms

SAMPLE ACTION 3:

Council will work with other local governments in their region to map alcohol-related harm and develop detailed profiles of risk and protective factors in each neighbourhood.

It is important that local governments map alcohol-related harm in their municipality by collecting and evaluating good quality data to assess the impact and value of their actions and inform the development of future actions. Where possible, it is beneficial for local governments to work together to fund regional evaluations or research projects that will enable collective action and shared ideas, risks and costs.

While many local governments collate, analyse and present research from other organisations, many local governments will rarely publish their own research for a range of reasons that include competing priorities for their resources and time. Indeed, there has been very little published research on local governments' alcohol-related actions, partly because local governments tend

to focus their resources on project implementation rather than research and partly because these actions are difficult for researchers to assess[25] and generalise due to variations in settings (e.g. capital city, urban, rural) and operations across local government (e.g. different roles, departments, cultures, enforcement practices).[26] More sophisticated evaluations and research projects on local governments' alcohol prevention work are needed to build the evidence base and improve actions.

By mapping data that informs alcohol-related harm, risk factors contributing to these harms can be better understood and equally the protective factors that will improve harms being experienced. Actions can then be tailored to more effectively address the harms being experienced in the local municipality (see Guide Tools 7 to 10 in *Section 4.2 Building your evidence-base* that will further support these actions).

SAMPLE ACTION 4:

Council will tailor alcohol-related messaging to different community audiences as part of our communications strategy to positively influence change.

Council officers can collaborate with the communications team to develop tailored alcohol-related messages for different audiences. This is needed as some community members may support reforms that prevent alcohol-related harm, others will oppose reform, and many will be undecided.

Depending on the community, council staff may decide to focus on the undecided members as this may provide the most efficient use of resources, as most people may be aware of the harms associated with alcohol but may not appreciate the full extent of this harm or the weight of the alcohol-related risks and costs the community bears. Some residents may be keen to act but unsure if they can make a difference. Identifying community perceptions will provide the rationale for the message.

Certain sections within the community may also need specialised messages to ensure resonance. For example, research published by VicHealth that explored drinking cultures among different segments of the Victorian

population found that men's drinking behaviours were influenced by factors such as peer pressure, gendered expectations about the meaning of 'risky drinking' and social customs (e.g. men often viewed drinking alcohol as the 'default setting' for socialising with other men).[27]

A similar study focusing on drinking cultures among middle-aged and older Victorians living in regional and rural areas found that most respondents consumed alcohol at home and saw alcohol as part of their ritual of relaxing and socialising at the end of a working week. Factors such as getting up early the next morning to work and driving long distances played a role in moderating respondents' drinking behaviour.[28]

Insights from targeted studies such as these can guide local governments to frame their messages and choose the most appropriate channels of communication. Based on the research above, there may be opportunities to deliver messages to men about risky drinking in settings where the primary topic is men's health or sport, including men's sheds. Messages to the ageing population living in regional and remote areas could focus on the risks of drink-driving or helping them implement strategies of drinking at low-risk levels at home.

SAMPLE ACTION 5:

Council will consult with the community on local alcohol-related issues to inform local action.

Many local governments collect alcohol-related information through community consultation on specific issues such as changes to public drinking laws, or generally through Council Plan or Municipal Public Health and Wellbeing Plan consultations. Determining your community's needs and perspectives on this topic can help you demonstrate the experiences of people facing the greatest risk of harm and prioritise the implementation of your interventions.

Local governments specialise in consulting with their community on an enormous range of complex topics, such as planning issues, public space design, community safety and community visioning.

Some local governments have administered surveys and

conducted consultations to acquire a sample of their community's position on alcohol-related issues. The results can be used to assess and shape council's alcohol-related policies, procedures and programs and be presented to broader audiences though committees, conferences, social media and forums.

Local government leaders can disseminate these findings back to the community through personal correspondence, media releases, conference presentations, newspaper interviews and journal articles. This data is often useful when requesting additional support for broader reforms to prevent alcohol-related harm from state and Commonwealth governments.

Some useful consultation tools and resources are provided below.

Council will work with local community newspapers to raise awareness of local alcohol issues and to engage community in solutions.

Using local knowledge about health, social and economic impacts of alcohol, local government health and social planners, and other internal stakeholders like the communications teams, can partner with their local newspapers to raise awareness on alcohol issues in their local community.

Council officers can collaborate with the communications and marketing teams to develop and deliver information and awareness raising articles and stories with the community newspaper.

Depending on the local issues, articles and stories could be targeted towards community members, local businesses and/or those affected by alcohol in the community. Many local governments deal with a range of negative alcohol-related impacts in their communities. Exploring a unique partnership with their local media outlet is a cost-effective way to help raise awareness about these impacts and engage the community in the solution.

Examples of similar actions delivered in local governments include youth and parent education, stories to mobilise community to address local issues, and to address stigma and raise awareness of local support services available in the area for those who need them.

Tools and useful links

LGA Guide Tool 5 – Survey for community members
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-5/survey-community-members/

LGA Guide Tool 6 – Survey for local business
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-6/survey-local-business/

Consultation tools
ADF's community hub resources:
https://community.adf.org.au/plan/project-and-activity-toolkits/

ADF's community consultation resources:
ADF's Community Hub – Community Consultation

Quality alcohol information and support
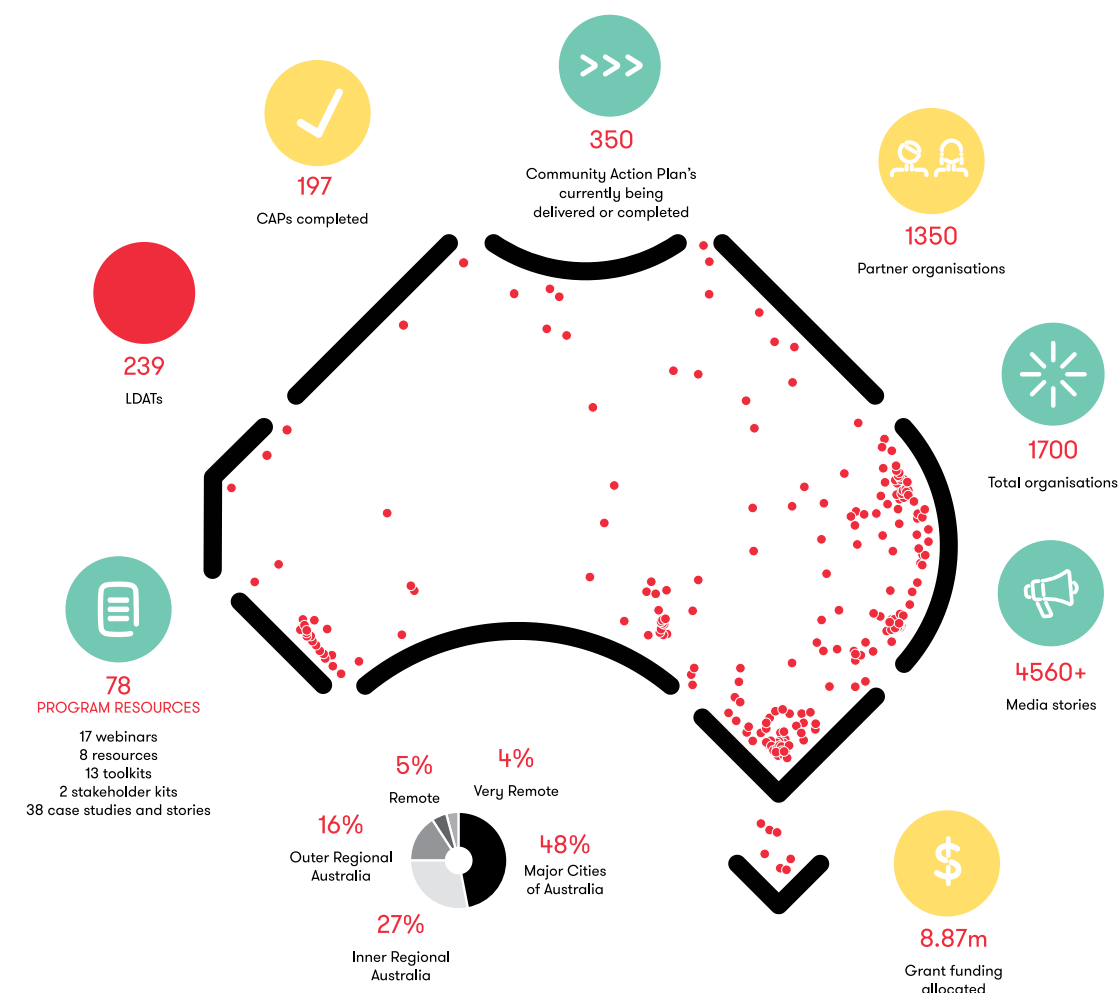Drug and alcohol service providers:
• ADF: https://adf.org.au/help-support/
• Directline: https://www.directline.org.au/service-finder

Media and messaging
ADF's media strategy tips:
• Engaging media: https://community.adf.org.au/implement/engaging-media/
• Leveraging social media: https://community.adf.org.au/implement/leveraging-social-media/

VicHealth's values-based messaging for health promotion:
https://www.vichealth.vic.gov.au/media-and-resources/hpcomms

Local government can amplify the power of alcohol harm prevention and minimisation strategies by developing, sponsoring and supporting local programs and activities

Local governments can develop, sponsor and support a range of community programs that promote social connection, encourage positive social norms and promote low-risk drinking practices. Local governments help thousands of Victorians engage in hours of alcohol-free social interactions each week. These activities are particularly important for residents who use alcohol to address conditions such as loneliness, stress or depression, or who use alcohol as their primary platform for socialising.

Programs and activities supported by local governments can promote behaviour change at a population level and reduce risks faced by particular community groups. Local governments often deliver these programs in partnership with other agencies (e.g. Local Drug Action Teams), or support other organisations through funding, venue hire or promotion.

Local governments often use data and research to develop focused activities and programs for high-risk groups. Some samples of targeted free or low-cost programs are provided below:

• Youth programs – Communities that Care, Climate Schools, PartySafe, FreeZa

• Adult programs – health promoting activities at venues such as neighbourhood houses, community hubs, senior citizen's clubs, men's sheds, Universities of the Third Age and recreation centres provide enjoyable, constructive alternatives to drinking at home or in licenced venues

• Sports club programs – Good Sports Program

• Community action programs – Local Drug Action Teams deliver a range of evidence-informed activities and programs that are outlined in a suite of toolkits and webinars: https://community.adf.org.au/plan/project-and-activity-toolkits/

Figure 4: Local Drug Action Team Program 2020

197 CAPs completed

350 Community Action Plan's currently being delivered or completed

1350 Partner organisations

239 LDATs

1700 Total organisations

4560+ Media stories

78 PROGRAM RESOURCES
17 webinars
8 resources
13 toolkits
2 stakeholder kits
38 case studies and stories

8.87m Grant funding allocated

5% Remote
4% Very Remote
16% Outer Regional Australia
48% Major Cities of Australia
27% Inner Regional Australia

- Individual behaviour change programs – Commonwealth and state based public education campaigns, including Hello Sunday Morning, Heart Foundation and Cancer Council campaigns
- Programs to support vulnerable groups – youth, sports and recreation programs and programs run by local community health services, welfare services and neighbourhood houses
- Programs to support culture change – VicHealth's Alcohol Cultures Framework is a planning tool to support community organisations wishing to change risky drinking cultures.

The range of council supported local programs and activities reinforce efforts to change risky drinking behaviours and alcohol cultures. Reductions in the daily volume of alcohol product consumption and number of intoxicated people in each neighbourhood will directly benefit the health, wellbeing and safety of the community. It is also likely to reduce other alcohol-related harms and complaints.

SAMPLE ACTION 1:

Council will provide a comprehensive youth services program to prevent and minimise alcohol and drug-related harm among our municipality's young people.

Many local governments recognise the importance of delaying the consumption of alcohol products among young people. Adolescence is a critical developmental stage where young people's initial relationship with alcohol is formed and long-term patterns of use can be established.[29] Many local governments employ staff who develop programs for young people to build their social networks, skillsets and keep them occupied in prosocial, alcohol-free activities.

The City of Stonnington has a developed a suite of engaging activities for young people such as Drumbeat (therapeutic group drumming in schools), Hit the Streets Graffiti Education and Prevention Program and Young Local Leaders Program.[30] Staff at the City of Hume work closely with local schools to encourage some young people to re-engage into education and employment.[31]

Mornington Peninsula Shire has implemented the Communities That Care program (CTC) since 2002,[32] which is based on an extensive body of international and Australian research. CTC is designed to improve young people's health and wellbeing by reducing risk factors and boosting protective factors across individual, peer, school, family and community levels. Researchers have found that when young people's patterns of risk and protective factors improve for some issues, such as depressive symptoms, benefits are also found for other issues, such as their alcohol use.[33]

SAMPLE ACTION 2:

Council will work with community organisations to implement projects that support alcohol-free or low-risk drinking cultures.

Council officers and staff in community organisations can use VicHealth's Alcohol Cultures Guide to inform action on risky drinking cultures. The Guide was developed in consultation with key stakeholders from the City of Whittlesea, Horsham Rural City Council, the City of Melbourne, the City of Port Phillip and the City of Stonnington. It provides case studies that can be replicated by other local governments to reduce harm from alcohol within groups of people or 'social worlds' where risky drinking is more pronounced. See links below.

SAMPLE ACTION 3:

Council will support residents, community organisations and groups to deliver evidence-informed initiatives that address alcohol and improve local protective factors.

Supporting community members to initiate or participate in programs, such as the ADF's Local Drug Action Team Program, can be achieved by local governments. The Program's tools, resources and connections are designed to empower residents and community groups to use the best available evidence and join with others to take local action on alcohol or drug issues that affect them. Each team customises their network's membership and scope of activities according to local needs, skills and resources. Some programs build protective factors among population groups such as young people or people from LGBTIQ+, multicultural or Aboriginal and Torres Strait Islander communities. Others empower residents through activities such as sport, community education or community-led liquor licencing objections.

The City of Greater Dandenong provides an example of support for grassroots action in its promotion of Victoria Police's PartySafe program. PartySafe helps residents host parties that minimise the risks of gatecrashers, intoxicated guests, violence and neighbours' complaints. The program is particularly useful for parents of teenagers as it provides advice on topics such as alcohol use and young people, security and the parents' legal responsibilities as the party host. Parties need to be registered with Victoria Police on the link below.

SAMPLE ACTION 4:

Council will support programs designed to positively influence residents' consumption of alcohol products.

It is useful for local governments to consider how best to support national, state and locally developed behaviour change programs and awareness raising campaigns to support residents to change their alcohol product consumption patterns when required (e.g. Cancer Council and Heart Foundation campaigns, Hello Sunday Morning).

Using existing messages and campaign materials provides a consistent message and saves council resources. The cities of Boroondara, Monash and Manningham developed the Sunday Sessions program with their recreation centres to provide residents with healthy exercise options on Sunday mornings as an incentive to reduce their consumption of alcohol products on the previous Saturday night.

SAMPLE ACTION 5:

Council will support community activities that aim to prevent consumption of alcohol products among vulnerable members of our community.

There are many opportunities to develop new or amplify existing activities to reduce participants' risky patterns of alcohol product consumption. For example, Cardinia Shire Council worked with Windana Drug and Alcohol Recovery's Therapeutic Community to support the establishment of the Cardinia Tigers football team in the Reclink league.

Reclink helps people facing isolation and disadvantage to participate in specialised sports, recreation and arts programs, and helps them build pathways to employment. Cardinia Shire's initial support helped Windana participants and has subsequently received funding from the ADF's Local Drug Action Team Program and VicHealth. This project has assisted people recovering from alcohol issues participate in healthy activities and meet new friends.

City of Casey leading the Casey Local Drug Action Team, as part of the ADF's national Local Drug Action Team program

City of Casey is the lead organisation for the Casey Local Drug Action Team (LDAT), including the strategic planning, community engagement, health planning, youth services and the Aboriginal engagement teams. Partner organisations supporting the Casey LDAT include Enliven, Task Force, Victoria Police, Ambulance Victoria, Cranbourne Information and Support Service, Monash Health AOD Services, YMCA Victoria, Neighbourhood Watch, Casey Cardinia Housing and Homelessness Network, Headspace, Chisholm, Salvation Army, SECADA.

With a focus on the alcohol environment and culture, young people were identified as the priority target audience, who reside in the rapid growth suburbs within the Casey municipality.

The target audience was identified via internal data, secondary data and a survey which was distributed by the LDAT to identify perceptions and behaviours in the community.

An external consultant was engaged to oversee the community engagement of stakeholders including young people, facilitating a range of activities to help co-design strategies to reduce stigma of youth and alcohol in the area.

A perception exists within the community that alcohol-related harms are only associated with young people who go out to local nightlife areas to drink alcohol. In the municipality of Casey, however alcohol is bought and taken home to be consumed, resulting in alcohol-related harms occurring within the home environment. This was informed by the first year results of the Driving Change research project.

City of Casey and their partners successfully applied to the LDAT Program. A steering committee was set up to help govern the LDAT, enabling a diverse range of teams within council and stakeholders together to address the issue of alcohol-related harms in the community. City of Casey had identified alcohol product consumption as a priority, which was included in the council's Municipal Public Health and Wellbeing Plan.

The Casey LDAT then held a forum with stakeholders from the AOD sector to explore what alcohol-related harms look like within their community and possible solutions, including guest speakers from VicHealth, to discuss their Alcohol Cultures Framework. As part of the forum, participants workshopped to identify and prioritise the issues, causes and social worlds that may be involved as well as existing actions, their effectiveness and other ideas that could be used to address the issues. The forum also helped identify key partners to join the LDAT.

With strong community engagement, the LDAT was able to develop a Community Action Plan, and gain additional support through the LDAT Program to address alcohol-related harms occurring within the home environment. This was conducted through a series of workshops held with young people, their parents and key influencers within the community. These workshops aimed to increase knowledge of alcohol-related harms, increase confidence in having conversations around alcohol-related harms and identify other strategies that could be used to decrease risk of alcohol-related harm from product consumption within the home.

The establishment of an LDAT helped formalise and energise partners who brought together a depth of knowledge, experience and those with a common goal. Drawing on these partnerships enabled organisations to share resources, networks and provide an aligned and focussed strategy to support young people in the City of Casey. The LDAT was also able to utilise ADF resources including social marketing campaigns and toolkits to support their work.

The LDAT has developed three more projects based on outcomes from the workshops, with one identified to be developed as the LDAT's next Community Action Plan.

The work of the LDAT, has led to improvements in the community engagement framework for City of Casey including a community reference group who have been upskilled in community consultation and knowledge of alcohol-related harms early and throughout the process.

Horsham Rural City Council – Youth changing alcohol norms

Horsham Rural City Council's Youth CAN (Changing Alcohol Norms) Project interviewed 115 teenagers to learn about local young people's norms regarding the consumption of alcohol products.[34] Almost half said that it was normal to be drunk at small gatherings and almost all stated that intoxication was the main aim of going to larger parties. Gendered differences emerged across the sample, with males typically consuming lower strength drinks (e.g. beer) for longer periods and females consuming higher strength drinks (e.g. wine, spirits) at the start of the evening and then stopping earlier. Young people who did not drink alcohol risked social exclusion from these events. The teenagers identified social norms, such as pre-loading and using alcohol to relieve boredom. Some stated that their drinking norms were shaped by their parents' drinking behaviour.

Over the course of the project, hundreds of young people in the region were involved in activities that challenged these norms and enjoyed themselves without the pressure of drinking alcohol at risky levels. Activities included awareness raising, basketball tournaments, colour wars, parent support groups, the development of marketing content and standard alcohol education in the curriculum (Climate Schools) across the region.

The council also supported parent and family activities to improve parents' understanding of the effects of supplying alcohol, the short-term and long-term impacts of alcohol use for 12 to 18-year-olds, and provided channels for communication with young people and parents around these issues through a parent network, Facebook page and support group. Parents were encouraged to attend theatre, art and music-based education led by young people, which explored issues of teen drinking. Horsham Rural City Council took a number of steps to ensure that internal policies supported alcohol culture change and established a Youth Strategy, a Youth Leadership Group and employed a Youth Worker to support young people in the future – with a focus on alcohol culture change.

Tools and useful links

Victoria Police's PartySafe kit:
http://www.police.vic.gov.au/party-safe

Communities That Care model:
https://www.communitiesthatcare.org.au/

Climate Schools program:
https://www.climateschools.com.au/

FreeZa program:
https://www.youthcentral.vic.gov.au/get-involved/freeza

VicHealth's Alcohol Cultures Framework and Guide:
https://www.vichealth.vic.gov.au/-/media/ResourceCentre/PublicationsandResources/alcohol-misuse/Alcohol-Cultures-Guide.pdf

ADF's Local Drug Action Team Program:
https://community.adf.org.au/local-drug-action-teams/

ADF's Good Sports Program:
https://goodsports.com.au/

Hello Sunday Morning:
https://hellosundaymorning.org/

Heart Foundation campaigns:
https://www.heartfoundation.org.au/

Cancer Council campaigns:
https://www.cancer.org.au/ (National)
https://www.cancervic.org.au/ (Victoria)

Local government can improve community safety by the physical design and management of public space

Local government staff are highly skilled at place making (i.e. consulting with other stakeholders to create a new vision and design of a space) and place management (i.e. managing how the place operates after the design has been installed). There are many ways that local governments can improve their community's health, safety and wellbeing and prevent and minimise alcohol-related harm through the physical design and management of public space. For example, they can:

- develop policies and strategies that encourage a diverse mix of activities in public spaces that do not feature consumption of alcohol products (e.g. children's activities, art festivals, markets, all-ages music events)

- support people at high-risk of alcohol-related harm, such as homeless people and young people, by developing enjoyable alcohol-free options for them (e.g. libraries, skateparks) and assisting them to gain professional support if needed

- create safer spaces throughout the municipality where alcohol harm can occur

- develop healthy settings that encourage people to engage in lower risk behaviours (e.g. exercise facilities, safe social gathering spaces, community gardens, outdoor movie screens).

By following Crime Prevention Through Environmental Design[35] (CPTED) principles, local governments can also:

- install features such as barriers, bollards or plants to more safely corral patrons to landing points where they can be quickly dispersed, such as public transport stops or taxi ranks

- strategically locate taxi ranks away from the entrances of the major venues to avoid clash points, but not too far way to annoy patrons and prevent them from using the ranks

- install extra lighting

- remove low obstacles to prevent tripping injuries

- install monitoring systems (e.g. CCTV, natural surveillance designs)

- roster additional rounds of cleaning and waste collection to remove other hazards

- invite or sponsor welcoming or interactive activities that do not rely on alcohol (e.g. light shows, activations, street performers).

Local governments are well placed to minimise alcohol-related harm in their neighbourhoods when they combine the many and varied skills within their organisation. Improvements in public space design and management can reduce council's alcohol-related risks and liabilities, ongoing costs (e.g. waste collection, property repairs) and result in improvements in perceptions of community safety and the area's reputation. They may also encourage more people to move into the area and inspire visitors to return more frequently.

→ SAMPLE ACTION 1:

Council will develop a new plan to manage high-risk settings of alcohol-related harm.

Some local governments with busy night entertainment precincts host the equivalent of a major festival each weekend, but they have less control over key elements that prevent and minimise alcohol-related harm. As venues in these precincts close in the early hours of Saturday and Sunday mornings, hundreds of patrons crowd onto the streets. Many will continue consuming alcohol, be hungry, agitated or tired as they negotiate their way home or to the nearest fast-food outlet. The venues' private security staff are generally not required to monitor high-risk behaviour once patrons have departed the premises. To cater for this, some local governments, such as the City of Melbourne, employ staff to patrol the streets and complement the work of police.

Local governments can control the design of the physical space in the streets surrounding licenced venues. Issues that can be influenced by local government include:

- trip hazards and other injury risks
- congregation points
- potential crush points
- footpath to road access and the need for barriers
- access to public toilets
- street calming.

Urban design features and place management actions can help safely disperse patrons home without causing disruption or damage, which in turn may prevent many serious alcohol-related physical and sexual assaults and incidents of property damage. Victorian researchers[36] calculated that more than half of the physical and sexual assaults, disorderly and offensive conduct and property damage offences in entertainment precincts occurred in "high-alcohol hours" between 9pm and 6am on Friday and Saturday nights. It is therefore important to ensure intoxicated patrons are dispersed off the streets as quickly and safely as possible.

→ SAMPLE ACTION 2:

Council will review its public facilities for young people to ensure that there is a diverse mix of options across the municipality.

Local governments construct and maintain infrastructure for younger residents such as skateparks, basketball courts, drop-in centres, dance studios and adventure playgrounds. The facilities for these types of activities are carefully designed to be stimulating for young people. One of the benefits of these types of community facilities is that they can delay the onset of alcohol due to diversionary activities. Councils should consider the demographics of their communities and ensure that these youth-based facilities are placed in communities with higher rates of young people.

Council will improve public safety by encouraging a more diverse mix of activities that do not depend on consumption of alcohol products.

Some local governments have trialled a diverse mix of activities and physical design features in public spaces to attract people to participate in activities that do not involve alcohol. See the City of Melbourne case study about the design of Federation Square.

CASE STUDY

City of Melbourne – Design features to improve safety

The City of Melbourne has a range of design features in its urban landscapes that aim to improve community safety.[36] For example, it has awarded permits to on-street flower and fruit vendors and pop-up eateries, which also provide informal surveillance and promote a sense of safety among pedestrians.

Federation Square was designed using Crime Prevention Through Environmental Design principles. This large public space is in the heart of the city, next to a major train station. Public transport hubs are often associated with high-risk consumption of alcohol products. Federation Square, however, welcomes many thousands of people with minimal incident each year. Federation Square features a system where traders and their patrons have natural surveillance of people using the open central space. The open space

is graded, with few places to hide. It was also designed to attract a cross-section of people, through arts and cultural activities and a mix of businesses, some of which serve alcohol. The free entertainment on the large stage and screen also encourages the space to be used by many children, young people, elderly people and people from diverse cultural backgrounds.

Note:
It's important to be aware that whilst CPTED promotes the benefits of an increase in people activity in an area to reduce crime (via increased visibility or 'passive surveillance'), when alcohol is a factor in the activation, it is likely to result in increased harm and problems, rather than a decrease. The above case study shows the importance of encouraging a more diverse mix of activities that do not depend on alcohol.

Tools and useful links

Crime Prevention Through Environmental Design (CPTED):
https://www.victoriawalks.org.au/Design_Safety_CPTED/

Urban design guidelines:
https://www.planning.vic.gov.au/policy-and-strategy/urban-design/urban-design-guidelines

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Designing a strategy that supports effective action

There are many ways that local governments have implemented the actions described in *Section 2: Where local government can have the most powerful impact.* Some have developed alcohol management plans to coordinate the work across council departments. Others have determined that alcohol-related prevention actions have more weight if they are integrated into their Council Plan or Municipal Public Health and Wellbeing Plan.

Please note that the term 'strategy' in this section can be used to refer to either a single action, suite of actions or a more comprehensive plan.

As you design your alcohol strategy, it is important to understand the possibilities and constraints of your selected actions. As noted in *Section 1: How your work fits into the bigger picture of prevention and reduction of alcohol-related harm*, while the big levers of preventing and minimising alcohol-related harm are often out of local governments' direct

There are plenty of opportunities for local governments to make an impact. Build and mobilise a group of allies that will support long-term work.

control, there are plenty of opportunities for local governments to make an impact.

It is often a challenge to know where to start to determine what the most important actions might be to have the greatest impact. The following outlines a series of steps connected to the sections and tools within this Guide that are designed to help you determine your local issues, solutions and to prioritise actions to develop into your strategy:

STEP 1

Determine what your local issues are

Look at what the evidence is saying by completing the following actions (see *Section 4.2 Building your evidence base* for more information):

- **Community Alcohol Profile** – Start by building a community alcohol profile using the *LGA Guide Tool 8 – Developing a community alcohol profile*
- **High Quality Data** – Look at what the key data sources are saying to get a broader view of trends and patterns in alcohol-related harm in the community using the *LGA Guide Tool 7 – High Quality Data Sources*
- **Local Government Data** – Look at your own local government data to get a local view of the impacts alcohol product consumption might be having on your community and the local amenity using the *LGA Guide Tool 9 – Local government-related data*
- **Community Consultation** – Listen to what community and business are experiencing at a local level by using or adapting the *LGA Guide Tools 5- Survey for community members and LGA Guide Tool 6 – Survey for local businesses.*

STEP 2

Self-assessment of what is already being done

Look at what your council is currently doing in relation to alcohol prevention work by completing the following actions:

- **Prevention Capacity and Infrastructure Assessment** – You may have completed the *LGA Guide Tool 3- ADF's Local Government Prevention Capacity and Infrastructure Survey* which you can review in relation the current actions your council is taking and recommended actions that could be considered to strengthen your prevention work. You can contact the ADF for further information and guidance in relation to the work you conducted on the PCI Survey.
- **Self- Assessment of your prevention work** – You can also complete the *LGA Guide Tool 4 – Prevention Capacity and Infrastructure Self-Assessment Tool* to map the actions your local government is already delivering and to determine actions your local government could consider when prioritising alcohol prevention actions within your strategy.

Mapping of alcohol-related priorities in your community

Putting together all the hard work of mapping local issues, reviewing what support you have from the community and your local government to address the identified issues, and mapping what is already being done about it will help prioritise the actions to inform your strategy:

- **Unpack your identified issues** – Use your community alcohol profile, local government data, community consultation and key data sources from **Step 1** to unpack the issues you've identified in your community related to alcohol-product consumption, including who is impacted by this, when it is occurring, what is contributing to the issues and whether this is something you can influence as some actions will sit at state or commonwealth level, or may be unrealistic to address.

- **Assess your support** – It is also important to look at your support base – both community and local government internal support to address the issues you've identified.

- **Define your desired outcome** – One of the most important things to consider to assist in prioritising what you are best investing your time and resources into is what you want the key outcome to be in relation to the issues you've identified, and whether this aligns with your local government's priorities.

- **What is currently being done and what are the gaps** – The *PCI Survey or the PCI Self-Assessment Tool* outlined in **Step 2** will have prompted you to identify actions your local government is already delivering and a suite of potential actions to consider delivering across a range of key action areas, including strategy and policy, funding, coordination, prevention programs, liquor licensing and other actions to address alcohol availability. Some of these potential actions may not align with your local government's priorities or the desired outcome you've identified.

- **Best evidence-informed solutions** – It is also important to consider what the evidence suggests are the most effective actions to address the issues you've identified. The *AOD Lifecycle Planner* in the Useful Tools and Links section below assists in unpacking the identified issues, risks and corresponding protective factors you're seeking to build. The *AOD Lifecycle Planner* then aligns key toolkit programmatic approaches to activities such as peer support, mentoring and parenting that are best evidenced to address the identified issues, providing steps to support their delivery

Prioritising actions to form a strategy/plan

Putting together a plan from your identified priorities:

- **Prioritise your actions** – once you're prioritised the actions best evidenced to address your identified issues, and checked their alignment with your local government's strategic priorities, you will have a list of actions to consider implementing within your strategy.

- **Put these actions into your local government plan** – This Guide and the tools within it will assist in developing and delivering those actions with details that may support your plan, their development and delivery.

- **Embed this plan into your key strategic documents** – this may include key strategic documents such as your *Victorian State Government Municipal Public Health and Wellbeing Plan.* The website link within the *Useful Tools and Links* section below will provide more detail and supports for local governments developing their Municipal Public Health and Wellbeing Plans.

TIP

Scan your settings and demographics for fresh ideas

Brainstorm creative ideas by scanning the risk and protective factors of different settings (e.g. sports clubs, schools, neighbourhoods) and demographic profiles (e.g. children, adolescents, young and older adults; gender, income). The ADF's *Alcohol and Other Drugs Lifecycle Planner* is an evidence-based tool that can help you identify key alcohol issues and risk and protective factors across the life span. It also includes recommended activities.

Tools and useful links

ADF's Alcohol and Other Drugs Lifecycle Planner:
https://community.adf.org.au/plan/key-ldat-resources/

Victoria State Government Municipal Public Health and Wellbeing Plan website:
https://www2.health.vic.gov.au/public-health/population-health-systems/municipal-public-health-and-wellbeing-planning

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Effective action to support prevention

Local government staff will find it much easier to implement successful prevention actions when they are supported by solid localised evidence, a clear understanding of their community's needs and goals, widespread internal and external support, their leader's commitment to action and adequate resources. This section provides a range of tools, resources and ideas that have been tried and tested by experienced local government practitioners to help strengthen the foundation for effective prevention work. The most useful starting point for many local governments is an assessment of their council's readiness to take further action.

Many tools, resources and ideas have been tried and tested by experienced local government practitioners to help strengthen the foundation for effective prevention work.

Assessing your council's readiness to take further action

The ADF's PCI Survey[37] previously outlined in Section – *2.7 Local government can amplify the power of alcohol harm prevention and minimisation strategies via leadership and advocacy* is designed to help council officers assess their council's current Alcohol, Tobacco and Other Drugs (ATOD) prevention resources and support (e.g. current evidence-based prevention policies, programs, interventions, networks; current methods of managing alcohol, tobacco and other drug availability) and their capacity to implement additional long-term prevention work. Council's readiness to take further action is determined through an assessment of its:

- existing efforts, actions and resources (e.g. funding, partnerships, public support and volunteer resources available to invest in alcohol, tobacco and other drug prevention efforts)

- availability of alcohol, tobacco and other drug prevention efforts to address community needs

- leadership (e.g. political, financial and staff expertise to support alcohol, tobacco and other drug prevention efforts)

- culture and climate (e.g. council's level of cooperation with stakeholders on alcohol, tobacco and other drug prevention work and implementation).

The PCI's detailed survey results help council officers simplify the task of planning sustainable prevention, and provide guidance on achievable steps that help build capacity and momentum.

Tools and useful links

LGA Guide Tool 3- ADF's Local Government Prevention Capacity and Infrastructure Survey:
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-3/prevention-capacity-infrastructure-survey/

LGA Guide Tool 4 – Prevention capacity and infrastructure self-assessment tool
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-4/prevention-infrastructure-assessment/

Building your evidence base

Local governments should use high quality local, state, national and international evidence about minimising alcohol-related harms to build support, prioritise actions and evaluate interventions. Council officers can start the construction of a more powerful evidence base by asking:

1. What evidence do we need?
2. What evidence is available?
3. What evidence is missing?
4. How can we design and collect our own evidence?

1. What evidence do we need?

To determine what evidence you need, it is useful to focus on what you want to achieve in 12 months, 2 years or even 5 years, and what data may provide insight into whether you have achieved this. This will assist in narrowing the field of data you spend time collecting.

Many local governments combine data that shows the overall picture of alcohol use and alcohol-related harms (e.g. consumption of alcohol products, alcohol-related crime, alcohol-related hospital admissions) with data that local government has direct control over (e.g. key performance indicators related to implementing your tasks). Your evidence

needs will become more refined after you explore existing data sources and learn how other local governments use their evidence effectively.

2. What evidence is available?

Victorian local governments can freely access many sources of high-quality data that track alcohol-related harm. A menu of these sources and a sample of how they have been used by the City of Port Phillip is provided in *Tools and useful links* below.

Some datasets allow the comparison of your municipality's results against your region, the state or the nation. They may also enable some deeper analysis across time, gender, age and postcode. It is important to be discreet when reporting on data differentials because it is often presented without context and changes may not reach levels of statistically significant difference (i.e. they may be due to chance or nuances in the population sampled and are not true for the whole municipality). Always present the parameters and constraints of your data so that you paint a fair picture.

The table below can help you collate and organise your data, assess gaps in the knowledge base, determine if data is not adding value to your work and prioritise additional pieces of evidence you need to add to your collection.

TABLE 3:

Sample alcohol-related database

Data	Source	Timing/Freq.	Limitations	Costs	Use	Comments
alcohol-related assaults, liquor licence applications per suburb	Victoria Police, Planning department	annually, every 3 years	no gender analysis, no location analysis, we do not control this variable	free, annual subscription of $250, $1000 for extra analysis	reporting monitoring, risk assessment. Provides context when combined with demographic data	this is high/medium/low priority; it is unclear whether this data will be available in the future

3. What evidence is missing?

Review the data you have collected to see if it meets your needs. You may choose to purchase data that is more specific, timely or fine-tuned if you decide that you do not have enough data to:

- influence important decision-makers
- defend yourself against critics
- track your results
- refine or build extra layers of sophistication into your strategy.

You can contact sources in the *Tools and useful links section* below to see if they can provide data at a local government or neighbourhood level. This is likely to incur an extra cost and may also be trickier than it seems as some postcodes or suburbs cross municipal boundaries. You may also be able to purchase up-to-date datasets from agencies such as Victoria Police or your local health organisations, rather than wait for annual reports.

4. How can we design and collect our own evidence?

If you have determined that the data you need is not currently available, you may choose to gather evidence by crafting your own data collection tools. Many council officers design and conduct their own surveys, audits, observations or walk throughs, or employ others to do this on their behalf. These techniques can assess specific aspects of alcohol-related harms in your municipality, such as community attitudes towards the consumption of alcohol products and impact on local business.

Think about how you can use the process of the data collection to stimulate action, not just collect statistics, by employing experiential techniques, such as observations or consultations with people directly impacted by alcohol-related harm. You may also find quick, free ways of collecting data through other council surveys or share time and costs to get more reach from your effort (see the Piggy Backing tip in *Section 4.3: Alcohol's cost to council*).

Here are some examples of local governments' DIY data collection tools:

- Surveys of residents' perspectives of community safety concerns
  - You can check if unsafe areas correspond with other statistics or observations on alcohol-related harm.
- Surveys of local businesses to gain insights into how they are affected
  - You may discover that other businesses that trade at night, such as cinemas, restaurants or retail shops, hire extra security or experience extra shoplifting or damage as a result of heavy consumption of alcohol products.
- Observations of the number of people who visit entertainment precincts at night
  - How do they use the space? Do they congregate in certain areas? Do they spill out onto the road? Are there clash points, such as spaces that are difficult to squeeze through where they bump each other? Who dominates the space? Who is missing?
- Audits on the local impacts of licensed premises' operating hours
  - This data can help you and local police plan for high-risk times and places where alcohol-related assaults or vandalism could occur.
  - The data from these audits also helps to analyse the impacts on local amenity and potential impact of new licence applications.
- A map of licenced liquor venues in your municipality [38]
  - You can track local licenced venues by using the VCGLR's geomaps tool (see below).
  - A sample of Hobsons Bay City Council's liquor license map can be seen below.

Figure 5: Hobsons Bay City Council: Density of packaged liquor licenses (heat map: kernel density analysis, 2km radius)
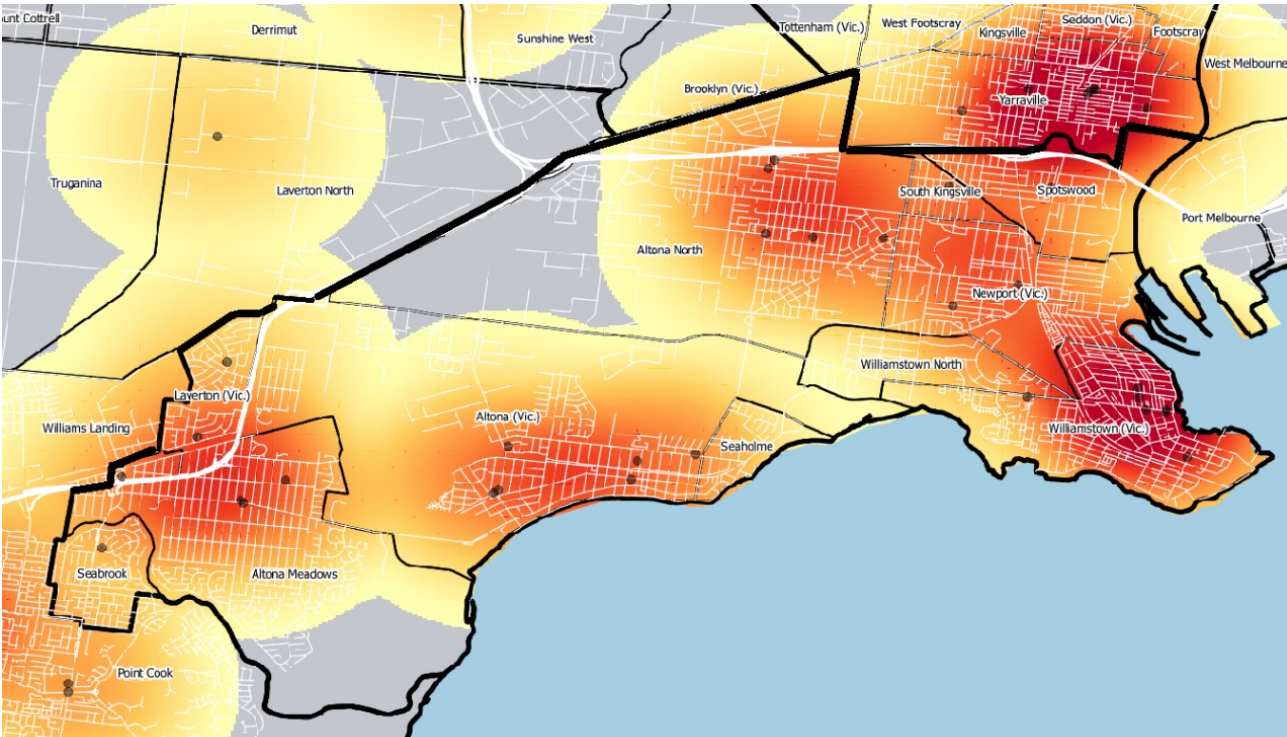
Source: VCGLR, 2013; Analysis: Geografia, 2014. (Note the map may not include more recent Aldi Supermarket packaged liquor licenses in the area.)

Tools and useful links

LGA Guide Tool 7 – High quality data sources
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-7/high-quality-data/

Source	Data
City of Greater Dandenong[39]	Statistical data for Victorian communities This is local government's pot of gold! It includes a comprehensive dataset of social indicators and alcohol-related statistics such as: • liquor sales per adult • alcohol and drug related harm • review of decisions by VCAT about licensed premises • alcohol premises by type and location.
Department of Health & Human Services, State Government of Victoria, Australia[40]	Victorian Population Health Survey provides data for a range of indicators of public health importance regarding the health, lifestyle and wellbeing of adult Victorians at state and local government levels.
Crime Statistics Agency[41]	Crime statistics are available for broad crime categories, such as assaults, sexual offences, property damage, public order and security offences.
Heart Foundation[42]	A range of data sources that councils can use to track consumption of alcohol products, alcohol-related harm, licensed venues, and other local social, economic, crime and treatment statistics.
National Drug Research Institute, Curtin University[43]	Includes an Australian alcohol-attributable harm visualisation tool. Data from this site can be used to identify state-by-state and national trends in alcohol-attributable deaths and hospitalisations in Australia, as well as to create maps and charts of alcohol-attributable harm.
Turning Point[6]	The comprehensive 'AODstats' database includes Victorian alcohol and drug interactive statistics, a mapping webpage, trend data, ambulance data, assaults during high alcohol hours and family violence with suspected alcohol involvement.

LGA Guide Tool 8 – Developing a community alcohol profile
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-8/developing-community-alcohol-profile/

LGA Guide Tool 9 – Local government related data
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-9/local-gov-alcohol-related-data/

LGA Guide Tool 10 – Mapping Alcohol Related Priorities in a community
https://community.adf.org.au/projects/local-government-guide-tools/lga-guide-tool-10/mapping-alcohol-priorities/

VCGLR's liquor licences map:
http://geomaps.vcglr.vic.gov.au/

City of Port Phillip – sample of how local governments can use these statistics as a dataset:
https://www.portphillip.vic.gov.au/media/pokhor3d/health_and_wellbeing_-_background_report.pdf

Alcohol's costs to council – an economic rationale for prevention

Council officers may determine that evidence of the economic impact of local consumption of alcohol products on council's annual budget would be a valuable asset in their database. Some local government leaders may understand the social costs, but not fully appreciate the financial impact.

As Victorian liquor licences boomed in the 2000s, local governments witnessed alcohol being served in their communities' retail outlets, such as hairdressers, bowling alleys and cinemas, for the first time. They also saw a rapid expansion of local licensed premises trading later into the night.[44] This expansion resulted in the Commonwealth government collecting more alcohol tax. Local governments did not directly receive any financial benefit. However, they continue to pay for a broad range of alcohol-related expenses within their communities.

Risky levels of alcohol product consumption are likely to contribute to:

a) Amenity costs

- extra waste management (e.g. additional service to entertainment precincts or festivals)
- repairs to alcohol-related property damage, vandalism and graffiti
- cleansing bodily fluids from public space
- time performing alcohol-related local law enforcement
- extra security and patrols
- investigation of alcohol-related noise complaints
- planning, installing and maintaining temporary or permanent infrastructure to prevent and minimise alcohol-related crime and other harms, such as public toilets, extra lighting, barricades and Closed Circuit Television (CCTV).

b) Licencing and planning costs

- staff's strategic planning time related to alcohol management (e.g. assessing outlet density and cumulative impact)
- assessment of planning applications involving liquor licences and other venues in entertainment precincts (e.g. fast-food outlets)
- time responding to liquor licence applications
- legal costs associated with licencing applications including appeals to tribunals and courts.

c) Community health and wellbeing costs

- community health and wellbeing interventions to minimise alcohol-related harm
- community safety plans and interventions involving alcohol-related harm
- alcohol-related community education

- alcohol-related research and evaluation
- youth services' alcohol prevention activities (e.g. alternative activities, skateparks, drop-in centres, alcohol-free activities)
- support for vulnerable groups who may be dependent on alcohol or who face elevated risks of harm as consumption of alcohol products increases (e.g. homeless, elderly, and other marginalised or disadvantaged groups)
- specific alcohol-related projects (e.g. reduction of alcohol-related violence, encouraging low-risk drinking cultures)
- community coordination (e.g. licensees accords, welfare services).

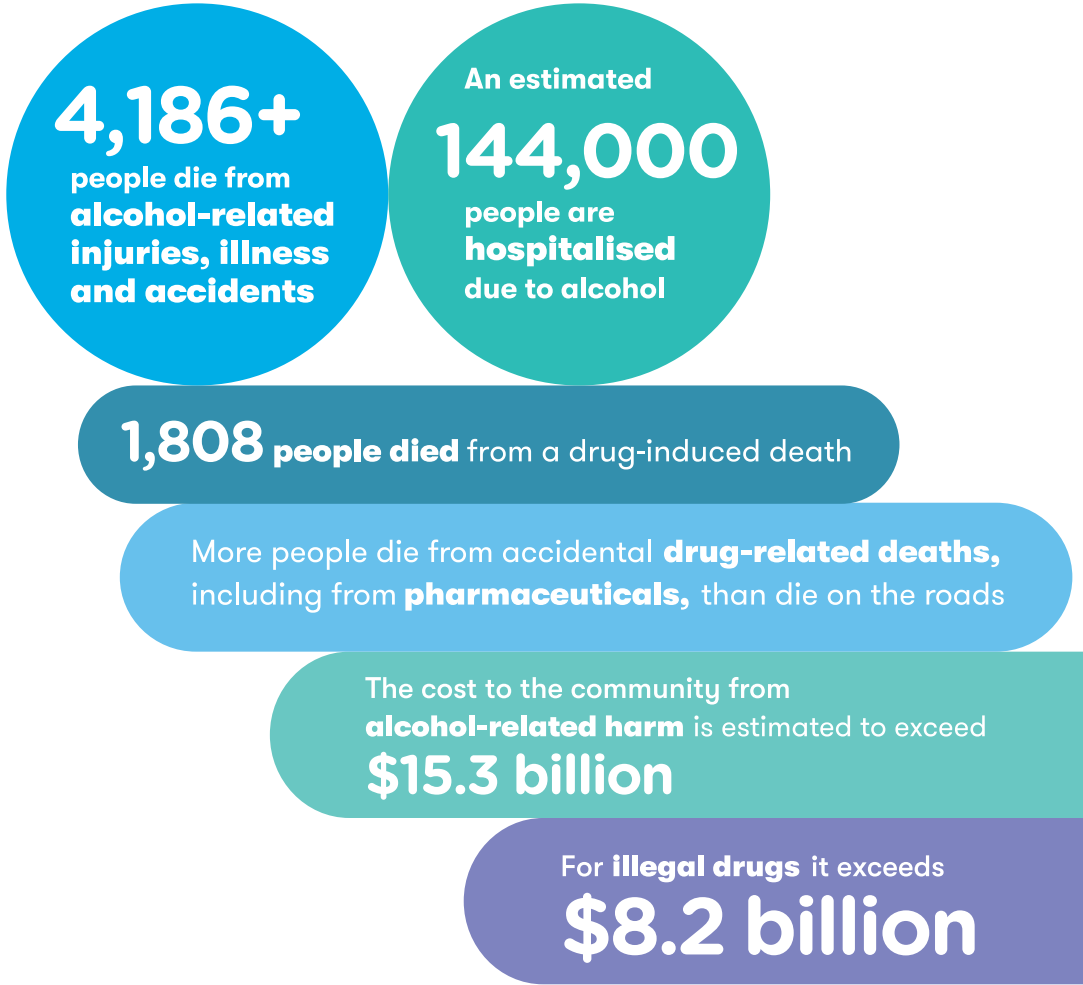**d) Other alcohol-related costs**

- alcohol-related event management tasks (e.g. public events, markets and internal events such as farewells for staff and end-of-year celebrations)
- alcohol-related festival management tasks (including preparation for the prospect of alcohol being smuggled in to or consumed before dry events)
- productivity losses from staff's alcohol product use (e.g. absence, illness)
- leadership and advocacy on alcohol-related issues (e.g. multi-council coordination, committees, media statements)
- negotiating alcohol-related conditions for the lease of council property (e.g. sports clubs, function spaces)
- development and monitoring of alcohol-related guidelines regarding celebrations and gifts
- development and monitoring of alcohol-related guidelines regarding use of vehicles and machinery
- alcohol-related testing for staff suspected of intoxication
- equipment repair, replacement and insurance costs associated with damage caused by the consumption of alcohol products (e.g. car crashes)
- staff use of Employee Assistance Program for alcohol-related issues.

It is critical that this area of work is developed further so that councils can use accurate information to educate their community on the investment of their rates and base strategic decisions regarding alcohol management on real costs. Given that a recent study found a return of $14 for every dollar invested in the prevention of alcohol-related harm[1], there is a significant opportunity for councils to save many thousands of dollars each year.

The alcohol-related cost to council is only a fraction of the true cost to the community, as it does not factor in expenses associated with residents' injuries, illnesses and property damage. Widespread low-risk drinking cultures can reduce the most damaging aspects of these social and economic costs.

Figure 6: Impacts of alcohol product consumption and other drug use in Australia[37]

Every year in Australia:

4,186+ people die from **alcohol-related injuries, illness and accidents**

An estimated **144,000** people are **hospitalised** due to alcohol

1,808 people died from a drug-induced death

More people die from accidental **drug-related deaths,** including from **pharmaceuticals,** than die on the roads

The cost to the community from **alcohol-related harm** is estimated to exceed **$15.3 billion**

For **illegal drugs** it exceeds **$8.2 billion**

Gaining extra resources

There is a range of financial resources to help you develop and deliver an alcohol strategy or priority actions. *Section 2: Where local government can have the most powerful impact* provides many examples of where local governments have used free or low-cost programs (e.g. Climate Schools, Good Sports Program, Local Drug Action Team Program) along with actions that are low cost or cost neutral (policy adjustments, data collection, community engagement, property leasing conditions). Some council officers may have little in their budget, but there are many other resources available including:

- colleagues and allies
- networks
- knowledge, data and evidence
- skillsets
- policies and practices
- time
- political support
- community support.

Focus on making the most of these aspects if your funds are low.

Seek out external funding sources through Commonwealth and state government grants, philanthropic grants and impact funding grants that local governments or community partners may be eligible for. See links below.

Tools and useful links

Samples of relevant funding sources:
A searchable list of all community grants and programs from the Victorian Government:
https://www.vic.gov.au/grants

A searchable list of all community grants from the Commonwealth Government:
https://www.communitygrants.gov.au/grants

VicHealth's grants provide opportunities for a diverse range of organisations to develop new community wellbeing and health promotion initiatives.
https://www.vichealth.vic.gov.au/funding

Our Community provides advice, connections, training and easy-to-use tools for people and organisations working to build stronger communities:
https://www.ourcommunity.com.au/

The subscription-based Funding Centre includes Australia's most comprehensive grants database, help sheets and tools to help not-for-profit organisations become more successful fundraisers:
https://www.fundingcentre.com.au/

Pro Bono Australia shares news and resources to help individuals and organisations grow their impact. This includes a free space where organisations can recruit volunteers for their projects:
https://probonoaustralia.com.au/

Designing evaluation systems: knowing that you've made an impact

Good evaluation systems help determine whether your alcohol strategy has improved structures, environments and behaviour, and if you have been able to reduce alcohol-related harm in your community. Evaluation is not something that should be left to the end. It is important to consider evaluation measures as you develop your strategy.

If you are not sure where to start, use The Miracle Question: "If I woke up tomorrow (or came back here in 10 years) and the alcohol harm-reduction problem was solved, what differences would I notice?"

For example, you might notice that there are significant reductions in the consumption of alcohol products, alcohol-related deaths, alcohol-related assaults or alcohol-related costs to council. People may feel safer walking around the streets, new businesses may operate at night that do not rely on alcohol sales, sports clubs may have a broader range of healthier sponsors, and young people may have more fun without alcohol or other drugs. These ideas can be shaped into your evaluation indicators.

Evaluation indicators commonly focus on the following three categories:

1. **Process evaluation** – A review of the type, quantity and quality of the implementation of your strategy/actions. For example:
   - Did you do what you planned?
   - Have you increased the number of effective partnerships or organisations collaborating to support the delivery of priority actions?
   - Did you reach or engage the numbers you hoped with your program, workshop or activity?
   - What factors shaped the development and implementation of the program?

- How many policies did you create and implement?
- How many liquor licensing objections did you submit?
- How many permit conditions did you apply?
- Are there any key learnings or insights that would make you do things differently next time?

2. **Impact evaluation** – An assessment of the early indicators of success, or medium-term impacts of the strategy/action such as knowledge, awareness, attitudes, behavioural intentions, or skills. For example:
   - Have policy changes or liquor licensing interventions resulted in sustained improvements for residents?
   - Has there been an increase in knowledge or awareness, have skills be gained and as a result, an increase in confidence, or intentions to take action?
   - Has there been a measurable change in the behavioural intentions you targeted (e.g. increased awareness of an issue and as a result increased intention to take action to address it, or increased support for council to be targeting the issue)?
   - Did attitudes, behaviours, processes or structures change?

3. **Outcome evaluation** – An assessment of the medium to long-term goals and outcomes of the strategy/action (this could include change over decades, may be difficult to capture and is often captured through longer-term population-based data). For example:
   - Has the quality of the residents' life improved?
   - Has alcohol-related harm significantly reduced?

Tools and useful links

ADF's evaluation resource:
https://community.adf.org.au/plan/key-ldat-resources/

VicHealth's *Concise Guide to Evaluating Primary Prevention Projects* was originally designed for projects that prevent violence against women but can be easily adapted for projects that prevent alcohol-related harm. The tools help you collect and analyse data, develop logic models, select indicators and construct evaluation frameworks.
https://www.vichealth.vic.gov.au/search/a-concise-guide-to-evaluating-primary-prevention-projects

You can find them here:
VicHealth Evaluation Tool 1: Evaluation stakeholders worksheet
VicHealth Evaluation Tool 2: Logic model builder and online guide
VicHealth Evaluation Tool 3: Sampler of SMART indicators
VicHealth Evaluation Tool 4: Menu of data collection methods
VicHealth Evaluation Tool 5: Evaluation framework template
VicHealth Evaluation Tool 6: Data collection instruments - online guide
VicHealth Evaluation Tool 7: Preparing and analysing data - online guide
VicHealth Evaluation Tool 8: Suggested structure for evaluation reports
VicHealth Evaluation Tool 9: Dissemination strategy worksheet

Tool Number	Area Symbol	Section of the Guide	Tool Title	Tool Description
1		2.3	LGA Guide Tool 1 – Local Government Leases	A sample policy leasing agreement addressing alcohol product availability, sponsorship and advertising at sporting and community venues owned by local governments.
2		2.4	LGA Guide Tool 2 – Local Government managing alcohol product consumption at council-run events, functions and meetings	A sample policy template for managing alcohol product consumption at council-run events, functions and meetings.
3		2.7 & 4.1	LGA Guide Tool 3 – Prevention Capacity and Infrastructure Survey	The PCI Survey was designed to assess each council's prevention capacity and infrastructure along with its readiness for the implementation of long-term and sustainable alcohol, tobacco and other drug (ATOD) prevention work.
4		2.7 & 4.1	LGA Guide Tool 4 – Prevention Capacity and Infrastructure Self-Assessment Tool	A tool to support guide readers to prioritise opportunities for action within key domains evidenced to prevent and minimise alcohol-related harm on a local level. The tool connects readers to the most relevant sections within *The Art of Community Alcohol Management: What local government can do to prevent and minimise alcohol-related harm,* to support the development and delivery of those prioritised actions.
5		2.8	LGA Guide Tool 5 – Survey for community members	A sample survey for community members exploring issues around consumption of alcohol products in the community.
6		2.8	LGA Guide Tool 6 – Survey for local business	A sample survey for local business exploring issues around consumption of alcohol products in the community, covering issues and responsibilities for both the local council and businesses.
7		4.2	LGA Guide Tool 7 – High quality data sources	A table of high quality alcohol-related data sources to support building an evidence base.
8		4.2	LGA Guide Tool 8 – Developing a community alcohol profile	A tool to support local governments to build a community alcohol profile, exploring what information will help to build this and where to find that information.
9		4.2	LGA Guide Tool 9 – Local government alcohol-related data	This tool assists local governments to collect their own data to better inform strategy and action efforts, and to assist in measuring impacts of and actions being implemented over time.
10		4.2	LGA Guide Tool 10 – Mapping alcohol-related priorities in a community	This tool provides steps to assist local governments to identify alcohol related priorities in their community, to align these strategically, and to develop a plan or strategy.

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